

# AUSTRIA



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## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Alpen-Adria-Universität Klagenfurt</b>
Address:	Universitätsstraße 65-67, 9020 Klagenfurt
Name of contact person:	Dr. Gunhild Sagmeister
Function of contact person:	Project Leader
Tel.:	0463/2700 Ext. 3415
Email:	gunhild.sagmeister@uni-klu.ac.at
Sector:	University
Number of employees:	802

Age	Sex		total
	male	female	
up to 35	111	146	257
35 to 50	110	220	339
50+	133	73	206
<b>total</b>	<b>363</b>	<b>439</b>	<b>802</b>

## B. Integration of WHP in the company policy and culture

With the signing of the company agreement in December 2006, a sign was set that WHP is understood and recognised as a “leadership task” and ensures an organisational, sustainable and active support. The promotion of the physical and psycho-social well-being of all members of the university (employees and students) at the working and learning place has top priority and is anchored in the guiding principles (“Excellence in performance needs employees as well as students who feel good). The WHP Charter was signed on 21 November 2007. In September 2007, the University of Klagenfurt started with its “Health Management at the Alpen-Adria University of Klagenfurt.” In addition to the employee survey conducted in November 2007 on the issues of work and the organisation, social climate, as well as health and well-being, a student survey on the topic of “Health Promotion at the University” had already taken place in Summer Semester 2006 as part of a university course. Through the creation of health circles, which employees as well as students are actively involved in, a co-organising of WHP is given. In order to offer all employees and students WHP information and an appropriate network, the “Health Management” platform was established in December 2006. Since June 2006, an annual health day, focussing on the four main issues (smoking prevention, healthy eating, physical activity and stress), as well as many special themes (e.g., addiction counselling, kinesiology, reaction tests, joint checks, sports-scientific examinations, etc.), was organised. Likewise, a “health-promotion” library was set up. The Alpen-Adria University of Klagenfurt (AAU Klagenfurt) conducts numerous activities in all four focal issues (smoking prevention, healthy eating, physical activity and stress).

## C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

As of January 1999, an “absolute smoking ban” in all publicly accessible rooms at the AAU Klagenfurt (Tobacco Law) was enacted.

### **D.2. Strategy and implementation**

Smoking is only allowed in specially designated areas (only in the smoker’s buffet), whereby sufficient ventilation is provided. A smoking prevention program was already developed at the start of “Health Management at the Alpen-Adria University of Klagenfurt.” The focus issue of “smoking prevention” is also the object of annually organized health days. On the World No Tobacco Day on 30.05.2008, smoking prevention counseling, which was utilized by AAU Klagenfurt employees as well as students, was offered by the Carinthian Health Insurance Institute (KGKK).

### **D.3. Evaluation & results**

An evaluation is not currently being conducted.

## **E. Healthy eating**

### **E.1. Organisation & structures**

“Healthy eating” has been one of the main focus issues at all three AAU health days conducted so far.

### **E.2. Strategy and implementation**

Kitchens and common rooms are available at several institutes. Keeping to the cleanliness regulations is a matter of course and the rules are also followed. Information about healthy eating is always one of the main focus issues at the annual health days. Interested employees and students can take advantage of regular counselling by the KGKK (dietician, nutrition counsellor). Further counselling about healthy eating is done by occupational health doctors. Valuable nutrition tips can be accessed by all employees and students on the UUA Klagenfurt homepage.

On the basis of the results of the conducted employee survey, resp., the wishes of the employees and students for healthy eating offers in the cafeteria, the healthy eating project “Eating Well Together” was started in Fall 2008 in cooperation with the KGKK.

### **E.3. Evaluation and results**

Indicators that should be evaluated for all the “healthy eating” measures that have been implemented so far are currently being developed. A further evaluation of the second employee and student survey is being planned.

## **F. Physical activity**

### **F.1. Organisation and structures**

With the offers of the University Sports Institute (USI), as well as the Department of Internal Continuing Education, important resources that will further be used and expanded in terms of WHP are already available. The head of the department, who is also a member of the “Health Management at the Alpen-Adria University of Klagenfurt” steering committee, is responsible for the USI programme, as well as for the implementation. Regular lectures are given by a sports psychologist. Specific physical activity offers (e.g., individual strength training), which are geared to the needs of interested employees, are also provided. Employees and, especially, students can take advantage of the large selection of physical activity offers at very favourable prices.

### **F.2. Strategy and implementation**

The focus issue of “physical activity” is considered by the occupational health practitioner and the safety expert in the context of workplace evaluation. Great value is placed on the retention, expansion and continuous (health- and goal-oriented) adaptation of the USI offer for employees and students. Employees are provided with the possibility to take part in special physical activity courses (e.g., “Physical Activity Initiatives for Employees”), which are organised by the USI, also during working hours (a half-hour per week). Special physical activity courses are available to all employees (after work) and students: Pilates & Back Training, Fat Burner, Pilates in the Morning, Pimp Your Body, Spine Gymnastics/Back Training, Advanced Pilates, Bodyfit, Backfit – Back Fitness, Fit in the Morning (Yoga), Qi Gong I-Baduanjin, Strength Exercises without Equipment, Eu Gong, Sound Meditation, Power Balance (types of breathing exercises). The USI offers will be further expanded in the 2008/2009 academic year. Information for employees and students about the physical activity offers of the USI is sent via the homepage, in internal newsletters, through the USI course programme and internal continuing education.

### **F.3. Evaluation and results**

All health-promoting physical activity courses will be separately evaluated.

## **G. Stress**

### **G.1 Organisation and structures**

The 3rd Health Day of the AAU Klagenfurt on 28.5.2008 was dedicated to the topic "Feel Stress-Free". The issue of stress was examined in three lectures from three different perspectives (Stress Prevention and Coping through Physical Activity, Stress Perception at the Workplace, Information Points Show Ways to a Stress-Free Shaping of Work and Study). Measures for reducing stress were developed by the health circles and presented to the "Health Management of the AAU Klagenfurt" steering committee, the personnel development commission, as well as to the Vice Rector for Communication for a decision on their implementation. Further offers regarding stress/mental health are found again in the form of various university lectures and courses.

### **G.2. Strategy and implementation**

In the area of stress/mental health, the following measures were established:

Communication, cooperation and social work and study conditions: Improvement of goal and strategy planning; improvement of respectful interaction, self-responsibility and social competence; improvement of knowledge management and cooperation in research schemes.

Health-promoting leadership: Development of a concept for the qualification of executives in view of health-promoting leadership in the context of internal continuing education – development of executive training.

Further development possibilities and legal working conditions: Increasing the recognition of performance and performance-based payment.

Reduction of stress and the pressure to perform: Improvement of performance planning, improvement of career planning, improvement of counselling/coaching for students.

Work-life balance: Improvement of the compatibility of family and profession.

Teaching and study: Increasing transparency in teaching.

Stress seminars are offered to employees for free by the internal continuing education programme. Employee counselling is also provided by the occupational health practitioner as well as by the Task Force for Equality. Personal discussions can be held with the works council. The psychological counselling office is also available to AAU Klagenfurt students.



### **G.3. Evaluation and results**

The first evaluation was done through the first employee survey. A second survey is planned to be conducted in November 2009.

## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Bezirksalten- und Pflegeheim Kremsmünster</b>
Address:	J.-Assamstraße 3, 4550 Kremsmünster
Name of contact person:	Fr. Hermine Klausner
Function of contact person:	Assistant director, WHP project leader
Tel.:	07583/5111
Email:	<a href="mailto:hermine.klausner@krm.shvki.at">hermine.klausner@krm.shvki.at</a>
Sector:	Residential and nursing home for the elderly
Number of employees:	94

Age	Sex		total
	male	female	
up to 35	6	29	35
35 to 50	3	43	46
50+	3	10	13
<b>total</b>	12	82	94

## **B. Integration of WHP in the company policy and culture**

The Bezirksalten- und Pflegeheim Kremsmünster was certified as a “family-friendly establishment” in 2005. As a result, the “Company Health Promotion” project was developed and began in April 2006 with the first meeting of the steering committee.

By means of the SALSA questionnaire, the current status of employees’ health, well-being and job satisfaction was ascertained.

Management considers health promotion as a part of company policy and a decisive issue in the implementation of measures. Financial support for the project is factored into the budget.

All leadership levels support the WHP project by standing behind decisions and acting as employee motivators.

WHP activities taking place during working hours are considered in the planning of work schedules.

Employee participation is ensured through

- SALSA questionnaires (at the beginning and end phase of the project)
- Health circles
- Participation in the implementation of the measures
- Further suggestions for measures can be given to the project leader at any time
- Health circles for older employees are planned

Employees are continuously informed about current health topics and events in employee newsletters, on information boards, by e-mail, in the health report and in a WHP information folder.

Information about organisational WHP policy is also presented at the yearly staff evening.

**C. Described health topics**

	Smoking prevention
X	Healthy eating
	Physical activity
	Stress

## E. Healthy eating

### E.1. Organisation & structures

The BAPH Kremsmünster kitchen received a "Healthy Cuisine" award. Every morning employees are offered a healthy snack featuring fresh vegetables and fruit, freshly squeezed juices, full grain products and low-fat spreads, as well as cheese and ham, at a reasonable price. Free fruit is offered to everyone twice a week.

Three water dispensers are available to the staff and residents.

There are 2 set meals at lunch (1 set meal is vegetarian, 1 set meal with meat) and a rich, seasonal salad buffet is offered.

Employees have the possibility to take a complete meal home with them for their families for a fee.

When desired, a warm meal is prepared for the night shift.

In two "Weight Watchers at Work" courses, a total weight loss of 122kg was achieved. Through healthy nutrition, many employees are on the way back to their normal weights and have more vitality. This trend towards the "light life" was continued in the programme "Moving together – enjoying lighter" („Gemeinsam bewegen – leicht genießen“), which was offered in conjunction with the Upper Austrian Regional Health Insurance Fund (OÖGKK) as of April 2008.

Responsibility lies with the project leader, Ms. Klausner. She is easily available to the employees.

The occupational health practitioner is available twice a month for half a day.

Qualification: Ms. Klausner – WHP training course

Means for developing measures: A WHP budget is available, when required.

Employee involvement: Ideas and suggestions can be directly and easily submitted at any time. Information and needs arising from staff discussions are considered in the planning of measures.

## E.2. Strategy and implementation

New employees receive a WHP information folder and are accordingly briefed and informed.

An easily accessible, clean dining area is located on the first floor. During the warm time of the year, it is possible to eat lunch outdoors.

The following healthy and seasonal foods are offered at a reasonable price:

Healthy snack: full grain products, fruit, vegetables, freshly squeezed juices, muesli, yoghurt  
...

Water dispensers, good drinking water quality.

Free tea in the kitchen.

Lunch meals: 2 set meals are offered.

Salad buffet

Free fruit basket: freshly stocked twice a week.

Information: at speeches of the "Healthy Community" organisation, notices posted on information boards.

New offers: employee newsletters, WHP folders, information boards.

Support: 2 kitchen managers have received dietary training – consultation at any time; the occupational health practitioner can also be consulted, when necessary.

## E.3. Evaluation and results

- Salsa questionnaires from the OÖGKK
- Employee evenings: (flip chart with point evaluation)  
(is used to receive feedback about conducted measures and the urgency of still open measures)
- Personal inquiry after conducted measures
- Employee discussions

Documents: reports, minutes

## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Borealis Polyolefine GmbH</b>
Address:	4020 Linz, St. Peter Straße 25
Name of contact person:	Patricia Pfarrhofer
Function of contact person:	50% of the WHP contact person's work time is devoted to Learning and Development
Tel.:	0732/6914 3525
Email:	<a href="mailto:Patricia.Pfarrhofer@borealisgroup.com">Patricia.Pfarrhofer@borealisgroup.com</a>
Sector:	Chemical Industry
Number of employees:	782

Age	Sex		total
	male	female	
up to 35			
35 to 50			
50+			
<b>total</b>	703	79	782

## B. Integration of WHP in the company policy and culture

Company WHP policy is anchored in company guidelines in 1 of the 4 values areas of responsibility. Written declaration: There is a company-wide agreement on the issue of WHP. Various levels support the overall approach, and management training sessions on “Work Life Balance” and “Healthy Leadership” are offered. Continuation of WHP from the middle management level to the staff is dependent upon the personal decision of department management. However, legally stipulated measures are binding.

Employees can actively shape HP policy through:

- More direct and unbureaucratic contact with Ms. Pfarrhofer – 50% of work time is allotted for WHP – if needed, direct access is possible at any time.
- As of 2008, regular employee questionnaires – every 2 years – internal evaluation of content – findings presented to the employees – resulting in the creation of health circles (consisting of co-workers); each circle develops and carries out at least 3 measures related to the subareas queried.
- Health Team – a health team, made up of HSE employees, the company doctor, department heads, company healthcare employees and Ms. Pfarrhofer, was set up and holds regular, bi-weekly meetings. Through Ms. Pfarrhofer, the company doctor or the works council, employees have the possibility to present their wishes and needs to the Health Team. Implemented measures are analysed and new measures are planned.
- Regular workplace inspections are carried out (ergonomic consultation, workplace psychologist).
- Monitoring groups – 1-2 times a year, health circle consisting of representatives of individual departments (employees from the same level only in each group).
- Health Days are held every autumn (2008 topic: stress management – especially for shift operations staff).
- An “Employees’ Club” for WHP offers was established; the active contribution of interesting topics and offers is unbureaucratically implemented.

Employees are informed about the company’s WHP policy when hired by an “entrance folder,” by a briefing about the company’s values, as well as by regular memos and the “Employees’ Club,” which also organizes WHP activities.



**C. Described health topics**

	Smoking prevention
X	Healthy eating
	Physical activity
	Stress

## E. Healthy eating

### E.1. Organisation & structures

Measures and offers:

- Canteen with a daily “especially healthy” set meal (calories are indicated, low-salt, very fresh); soups and healthy dishes (balanced diet); fruit for desert – if desired; daily fresh salads.
- Daily offer of fresh fruit for all employees – free of charge.
- Water dispensers, resp., water bottles – free, at any time, freely accessible.

Responsibility: For WHP matters, Ms. Pfarrhofer – 50% of work time (20 hrs./week); no direct contact person for healthy eating issues. However, the company doctor is available at any time as a contact partner.

Qualification: Basic WHP knowledge, experts (e.g., dietician) will be consulted when necessary – unbureaucratic assignment to the WHP categories according to needs.

Employee involvement in the development of measures: needs are assessed by means of questionnaires. It is possible at any time to submit ideas or requests through Ms. Pfarrhofer or other members of the “Monitoring Group.” Projects are initiated and measures are developed according to these needs. Before the measures are implemented, a feedback loop is sent to the employees, giving them the possibility to suggest any changes.

## **E.2. Strategy and implementation**

Consideration within the framework of workplace evaluation/on-the-job instruction is not known. Clean and easily accessible dining area – yes – the canteen.

Offer and selection of healthy foods: yes, in the canteen + free fruit + free water dispenser.

Support of choices: employee meals are generally subsidised with €1/daily; in addition, favourable prices in the canteen (between €2.83 and €3.83 per set meal). When “newer, healthier” meals are introduced, there are regular, free samples or reduced prices.

Fruit – yes, free of charge.

Water – yes, free of charge in water dispensers or water bottles – freely accessible at any time.

Information: general newsletter, monthly health theme newsletter, Intranet, bulletin board, brochures in the canteen, e-mailing to all employees when new initiatives are introduced.

Support: The company has a year-long project called “Healthy Nutrition at the Workplace” – registration for all employees is free (there is a small participation fee) and possible when there is interest. Programme takes place after work.

Speaker: Dietician

Content: 5 counselling interviews, 3 workshops, 1 cookery course.

## **E.3. Evaluation and results**

Evaluation of each measure, resp., each offer, through feedback questionnaires and feedback sessions.

Evaluation of the questionnaires by Ms. Pfarrhofer – results documented as a report – results are considered in future activities.

Project reports are occasionally passed on to employees – e.g., in the employee newsletter, appropriate, event-related feedback in the Health Team (Monitoring Group) after completed projects, resp., courses.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>EUROTRANSLINE, Int. Speditions- und Transportges.m.b.H</b>
Address:	Platschbergstraße 107 A-8461 Ehrenhausen
Name of contact person:	Mag. <sup>a</sup> Anika Harb
Function of contact person:	HR Manager
Tel.:	+43 (0) 3453 20 214 DW 23
Email:	<a href="mailto:anika.harb@eurotransline.at">anika.harb@eurotransline.at</a>
Sector:	Transport, Freight Forwarding
Number of employees:	20

Age	Sex		total
	male	female	
up to 35	5	4	9
35 to 50	5	6	11
50+	-	-	-
<b>total</b>	10	10	20

## B. Integration of WHP in the company policy and culture

WHP has already been implemented into daily routine operations. The Workplace Health Management System (BGM) is built upon a holistic notion of health; the development of company philosophy, resp., the company mission statement, happens with the strong involvement of the employees. What is especially worth mentioning is that a company of this size (currently 20 employees) created a part-time position for WHP, which was expanded in July 2007 to a 30-hour per week position for complete HR management, with the main focus on WHP (70% of the activity). This position was filled by a very competent and committed occupational health psychologist.

Through personal coaching and various behaviour- and relationship-oriented measures, WHP is a component of daily (working) life for personal and organisational resource strengthening. Management has recognised that employees and the company can benefit from holistic WHP and has accomplished the successful implementation of WHP, which is highly accepted by company employees. The firm is constantly attempting to personally motivate employees (amongst other things, through monetary and qualitative bonus systems) and endeavours to make the measures and activities many-sided, so that there is something for every employee.

A health-promoting, supportive cooperation is very important to management and employees in order to maintain and promote a good working atmosphere. Success and sustainability of the measures are regularly reviewed, and employee experiences, as well as feedback, are used for improvements and advancements the system.

## C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

Despite the size of the company (20 employees) and the very small number of smokers, the company is very committed to being active in the area of smoking prevention and to support employees who are trying to quit smoking, resp., to provide employees a smoke-free working environment.

There is an individual budget for WHP, from which measures to stop smoking, resp., to protect non-smokers are financed. Responsible for the area of smoking prevention in the company is the occupational health psychologist, HR manager and WHP coordinator Mag.<sup>a</sup> Anika Harb.

In the regularly held individual coaching sessions, possibilities to quit smoking are discussed and new suggestions from employees are noted down. Employees are regularly informed about current WHP issues – as well as about tobacco prevention and proven withdrawal offers – by means of the WFP information board, newsletters, brochures, studies and information letters.

### **D.2. Strategy and implementation**

The need for smoking prevention measures was articulated in personal discussions in the coaching sessions.

There are stop-smoking offers for all smokers and non-smoker protection measures for all employees. As an example, in the context of individual coaching sessions, smokers are pointed to the offer to stop smoking by means of hypnosis. In case this method is not appropriate for the employee, the best individual smoking withdrawal offer is determined together with the employee and then made possible. Costs for smoking prevention are taken over by the company.

Smoking in the company is limited to a designated smoker zone and smoking is forbidden in all working areas and common areas. In the designated smoking area sufficient ventilation is provided.

### **D.3. Evaluation & results**

Due to the size of the company (20 employees) and the small number of smokers, no explicit evaluation has been conducted in this area. Feedback about the withdrawal programmes, resp., about the measures to protect non-smokers, was gathered in the individual coaching sessions, resp., in the workshops that are held twice a year (duration: 1.5 days each). Measures for improvement are then consequently undertaken.

## **E. Healthy eating**

### **E.1. Organisation & structures**

There is a company plan for healthy eating issues, which is embedded in the annual WHP programme. A coordinated, three-person working group is available. There is an individual budget for WHP, from which health eating measures are financed. A commensurate infrastructure (possibilities for lunch, stove, refrigerator, cooking utensils, etc) was created in the course of the WHP project.

In the context of the bi-weekly offered individual coaching sessions, employees are explicitly encouraged to express their ideas and improvement suggestions for WHP measures, amongst others, concerning the issue of “healthy eating.” In employee meetings, workshops (twice a year for 1.5 days) and further training, these proposals are passed on to the whole team and, if needed, an execution plan is created.

Furthermore, employees are invited to participate in the annual WHP survey for the development and implementation of “healthy eating” measures.



## **E.2. Strategy and implementation**

A needs analysis concerning healthy eating issues was conducted in the course of the annual WHP survey, which also includes numerous questions about “healthy eating” topics. Further employee ideas and wishes are gathered in individual coaching sessions, workshops or in the idea folder, which was specially developed for WHP.

Numerous healthy eating measures and offers were implemented. An individual room for a pleasant and common lunch was created. This room is equipped with various cooking possibilities (a stove, freezer, etc.). In addition, healthy lunches (full grain dishes, salads, etc.) are offered by the firms “Cenavit” and “Gourmet.” Individual requirements (e.g., diabetic fare, intolerances, etc.) can also be addressed. The company provides a financial subsidy of 50% for lunch.

A Vitality Bar was set up. Drinking water, daily fresh fruit and vegetables from a nearby farmer’s market, as well as prize-winning fruit juices from Obst Dietrich, are available to employees. Due to the fact that the Vitality Bar is in a location where everyone constantly walks by it, it is very easy to take advantage of the “healthy snack”! In addition to the Vitality Bar: aroma lamps, water dispensers, water fountains and a health library (literature on the topic of nutrition, movement, etc). Furthermore, there is the possibility to receive nutritional consulting from a Vitality Coach.

Employees are regularly informed about current healthy eating issues and offers by means of the WFP information board, newsletters, brochures, studies and information letters.

### **E.3. Evaluation and results**

Evaluation is carried out in the course of the yearly WHP survey, in which the satisfaction with the healthy eating offers is queried. A further evaluation of measures is conducted in the individual coaching sessions, in employee discussions with management, as well as at the workshops held twice a year.

The obtained knowledge is discussed in the workshops and – if possible – implemented. Therefore, numerous activities have already been implemented because of these results, as, for instance, the optimization of lunch in consideration of nutritional-physiological, ecological and social aspects, in the selection of fruit and vegetables for the Vitality Bar or in the balancing of meals with special nutritional requirements (e.g., diabetic fare, etc).

## **F. Physical activity**

### **F.1. Organisation and structures**

There is a company plan for physical activity which is a part of the annual WHP programme. A coordinated, two-person working group exists. An individual budget for WHP, from which physical activity measures are financed, is made available. With shower and physical activity possibilities in the company, a more “movement-friendly” and health-promoting workplace was realised.

In the context of the bi-weekly offered individual coaching sessions, employees are encouraged to express their ideas and improvement suggestions for WHP measures, amongst others, concerning the issue of physical activity. In employee meetings, workshops (twice a year for 1.5 days) and further training, these proposals are passed on to the whole team and, if needed, an execution plan is created.

Furthermore, employees are invited to participate in the annual WHP survey for the development and implementation of physical activity measures.

## F.2. Strategy and implementation

A needs analysis concerning physical activity issues was conducted in the course of the annual WHP survey, which also includes numerous questions about physical activity in and around the company. Further employee ideas and wishes are gathered in individual coaching sessions, workshops or in the idea folder.

Numerous employee suggestions and ideas were already implemented:

- Showering possibilities were set up.
- The project “A Strong Backbone for Life” was started with the company Vitality Coach. Every employee had the possibility to take part in individual back muscle training, which consisted of three individual units (1. Measurement und Consultation, 2. Learning of Specific Exercises, 3. Massage – Also As a Reward).
- Ball seat cushions and footrests were organised for all employees.
- A punching bag was set up in the yard.
- When employees photocopy, MFT boards are positioned for active short breaks and for improving coordination.
- Nordic Walking was started as an introduction to a long-term conditioning programme (instruction by the Vitality Coach).
- This resulted in weekly Nordic Walking meetings, which family members and friends took part in.
- A project called “Proper and Successful Running” was initiated (lecture held by a sports medicine specialist, training plans, two running technique training units, fitness profile and lactate test).
- Since then, there has been a weekly running unit with the Vitality Coach from the Uniqua insurance company.
- Employees have the possibility to undergo a Fitness Check (see “Evaluation and Results”)
- Further activities: Participation in business runs and enjoyment runs, skiing weekends, skiing day, hiking day, vitality checks.

Employees are regularly informed about current physical activity topics and offers through the WHP information board, newsletter, brochures, current studies and information memos.

### F.3. Evaluation and results

Employees have the possibility to take part in a Fitness Check offered by Uniqua every year or every second year. These checks are conducted by a sports scientist in a fitness studio and include the following criteria:

- Body Fat
- Agility
- Coordination
- Stamina
- Strength
- Posture/Spine

Moreover, as a part of the annual WHP survey, an evaluation is conducted, amongst other things, about the satisfaction with the physical activity possibilities. A further evaluation of the measures is made in individual coaching sessions, in employee discussions with management, as well as in the workshops.

The obtained knowledge is discussed in the workshop and – if possible – implemented. In this way, numerous activities could be put into practice on the basis of the results of the Vitality Check, the survey and the discussions, as, e.g., the initiation of the “Strong Backbone for Life” project, the procurement of MFT boards for an active break when photocopying, the purchase of ball seat cushions and footrests, the setting up of a punching bag in the yard, participation in running events, Nordic Walking courses, etc.

## **G. Stress**

### **G.1. Organisation and structures**

There is a company plan for tackling stress in the company, which is part of the WHP yearly programme. A coordinated, two-person working group deals with this topic area. The HR Manager and psychologist Mag.<sup>a</sup> Anika Harb is the person in charge. There is an individual WHP budget for financing measures concerning mental and psycho-social health. A separate room was set up for coaching sessions and discussions.

In the context of individual coaching sessions that are offered every fortnight, employees are encouraged to submit their ideas and suggestions for WHP measures, amongst others, about stress issues. During employee meetings with management, workshops (twice a year, 1.5 days each) and further training, these suggestions are passed on to and discussed by the whole team and, if required, implementation plans are created.

Furthermore, employees are invited to help develop and implement activities concerning psycho-social health issues through the annual WHP survey.

### **G.2. Strategy and implementation**

A needs analysis concerning stress issues is conducted in the course of the annual WHP survey. Further employee ideas and wishes are gathered in individual coaching sessions, workshops or in the idea folder.

Numerous employee suggestions and ideas were already implemented.

The impulse test is conducted twice a year and subsequently discussed in an individual coaching session with every employee. Reasons for change, resp., optimisation possibilities are also considered. The following factors are measured: scope of action, variety, holism, social backing and support, cooperation, work requirements, amount of work, work processes, work environment, information and co-determination, as well as development possibilities. xQ surveys are conducted once a year.

Individual coaching sessions take place every two weeks (duration: around 1 hr.). Primarily, the ways to effectiveness according to Stephen R. Covey are emphasised. However, there

is also room for current, personal matters. Therefore, the following topics are dealt with in the scope of coaching sessions:

- Relaxation training to fight sleeplessness
- Coping with stress in the private and/or professional field
- Burn-out prevention

Team development begins with a workshop primarily dealing with intercultural cooperation. For this purpose, the company cooperates with an external personnel development firm that loosens up the workshop with outdoor activities and especially focuses on positive communication. Team development is continued in the form of events (visiting festivals together, participating in Nordic Walking and running events in the region, etc), that provide employees the possibility to socially network outside of daily working life – this is especially an advantage for the foreign employees, as some have not yet found the optimum connection in Austria. The team development tool “Personality Poker” (Verlag Hans Huber) is used in workshops to strengthen the team through constructive feedback.

Further conducted measures and activities: Punching bag in the yard to reduce stress, the workshop “The Way to the Essentials – Time Management: Compatibility of Private and Professional Success,” wellness weeks at the spa, rafting, etc.

Employees are regularly informed about current mental and psycho-social health topics and offers through the WHP information board, newsletter, brochures, current studies and information memos.

### **G.3. Evaluation and results**

An evaluation of mental and psycho-social health issues takes place through the annual WHP survey. The impulse test is conducted twice a year and subsequently discussed in an individual coaching session with every employee. Reasons for change, resp., optimisation possibilities are also considered. The following factors are measured: scope of action, variety, holism, social backing and support, cooperation, work requirements, amount of work, work processes, work environment, information and co-determination, as well as development possibilities. xQ surveys are conducted once a year. Individual coaching sessions take place every fortnight (duration: approx. 1 hour).

Further employee ideas and wishes are gathered, amongst others, through the workshops or the "Idea Folder". The obtained knowledge is discussed in the workshops and – if possible – implemented. In this way, numerous activities could be put into practice on the basis of the results of the individual coaching sessions or the survey (including burn-out prevention, relaxation training, joint excursions and activities, boxing equipment in the yard for stress reduction, putting green plants in the rooms, etc.).



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Flowserve (Austria) GmbH Control Valves – Villach Operation</b>
Address:	Kasernengasse 6, 9500 Villach
Name of contact person:	Mag. <sup>a</sup> Elke Santos Rodriguez
Function of contact person:	HR Manager
Tel.:	04242/41181-859
Email:	esantosrodriguez@flowserve.com
Sector:	Metal Processing Industry
Number of employees:	197

Age	Sex		total
	male	female	
up to 35	109	11	120
35 to 50	52	8	60
50+	16	1	17
<b>total</b>	177	20	197

## B. Integration of WHP in the company policy and culture

The company philosophy concerning appreciation, employee recognition, and the firm's contribution to the preservation and promotion of well-being at the workplace finds expression in the company's "vision" and in its "core values." The significance of WHP is increasingly rising and is promoted, supported and financed on the part of management. Health issues are dealt with in the scope of works meetings (once per quarter), resp., works council meetings, and initiated together with the employees according to their needs, and, in special cases, jointly developed. Organisation and planning are carried out by HR management in constant feedback with the employees. Company quality management and the safety representative continuously observe and examine company processes regarding employee-oriented involvement. Employee discussions and employee satisfaction surveys are regularly conducted and corresponding measures are introduced. At in-house training sessions for employees, there is the possibility to filter out health-promoting aspects and find solutions (e.g., new design of the dining area and the break room, positioning of the kitchen, formulation of "cleanliness rules," etc.). The WHP charter of the Austrian WHP Network was signed. Company agreements on non-smoking, safe work uniforms, protective equipment, flexitime and break rules are existent. Employees are informed about major issues via information screens, Intranet, e-mail, an information corner in the dining area, various brochures, etc.

## C. Described health topics

	Smoking prevention
X	Healthy eating
	Physical activity
	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

The company canteen project “Eating Well Together” (developed by the Federation of Austrian of Social Insurance Institutions) was jointly conducted with the Carinthian Health Insurance Institute (KGKK). The steering group consists of executive management, HR management, works council, canteen management and an external consultant. The work group of the company canteen project was made up of the HR manager (Mag<sup>a</sup> Santos Rodriguez), the union steward, the canteen management and the KGKK dietician. The company canteen offers employees a selection of three different set lunch meals, as well as a vegetarian set meal. As a result of an employee survey especially focussed on the food offers of the company canteen, the needs and wishes of all the employees were collected and are now being considered in the preparation of food. The choice of set meals was also adjusted to the wishes of older employees. All of the employees have the possibility at any time to submit ideas and suggestions for improvement (sequence of set meals, composition of set meals, new products, etc.) to the work group. The company bears the largest share of the set meal costs that were raised again in the course of the company canteen project (set meal costs for employees: €1.96 per set meal, set meals costs for the company: €4.60 per set meal). At company expense, additional water machines – offering sparkling as well as still water – were purchased, and the financial resources for the adaptation of the complete dining area (including plant design), kitchen furniture and dishes were provided.

## **E.2. Strategy and implementation**

In the course of the company canteen project "Eating Well Together," a redesign and adaptation of the dining area, the acquisition of furniture and plants, as well as the posting of cleanliness rules took place. In order to give employees more space for dining, an additional recreation room was provided by the company. Smoking is neither allowed in the dining area, nor in the recreation room. The set meal offer (in two languages) includes a label indicating the degree of healthiness, the fat content and the nutritional value. Employees are offered a standard set meal, a "vital" set meal, a cold set meal and a vegetarian set meal. Fresh fruit, a rich variety of salads and dairy products complement the daily food offer in the company canteen. Qualitative improvements have also been made in food preparation (sauces, high quality shortening, vinegar and oils). A high proportion of fresh products are used in food preparation. Two water machines with cooled water, and the possibility to add carbonation, are available to the employees for free. Information about "healthy eating" is provided in the form of company meetings, works council meetings, personal information to all employees, as a part of the company's distinctive culture of discussion, information screens, Intranet, e-mail, various notices (main focus information, e.g., in the information corner of the dining area, information sheets/information corner in the company canteen). Consulting offers are continuously utilised by the kitchen management regarding the choice of meals, but also by interested employees in cooperation with the Carinthian Health Insurance Institute (dietician, nutritional consulting).

### **E.3. Evaluation and results**

A written employee survey had already been conducted at the beginning of the company canteen project "Eating Well Together." The second employee survey about the canteen project is currently in the planning stage. Through organised feedback possibilities provided by HR management, needs are constantly being accessed and integrated into meal selection and meal preparation in the course of planning discussions. Regular updates with kitchen management and the KGKK will be introduced in order to jointly create meal plans.

Results up to now:

The current, i.e., orally gathered data show a marked improvement in kitchen capacity (a 20% increase). The number of positive responses has significantly risen. As a result of this feedback and needs assessments, larger salad bowls were purchased and self-service was introduced at the salad buffet. Work satisfaction in the company canteen has noticeably increased.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Geriatrische Gesundheitszentren der Stadt Graz</b>
Address:	Albert-Schweitzer-Gasse 36 8020 Graz
Name of contact person:	DGKS Helga Gafiuk, Public Health
Function of contact person:	DGKS, Acting Ward Manager, WHP representative in the Geriatric Health Center of the City of Graz
Tel.:	0316/7060/1550
Email:	<a href="mailto:helga.gafiuk@stadt.graz.at">helga.gafiuk@stadt.graz.at</a>
Sector:	Social Services (Hospital and Nursing Home)
Number of employees:	487

Age	Sex		total
	male	female	
up to 35	24	116	140
35 to 50	51	182	233
50+	20	94	114
<b>total</b>	95	392	487

## B. Integration of WHP in the company policy and culture

In the forefront, the project “Structural Development of WHP – Healthy Together in the Future” was carried out from November 2004 to June 2007.

- Interdisciplinary project groups
- External consulting by the Austrian Social Insurance for Occupational Risks (AUVA)
- Questionnaires, employee surveys, presentation of results
- Measure planning (a second employee survey, health circles)

Structuring: WHP study group, WHP representative, WHP contact persons, WHP disseminators.

The project group “Structural Development WHP – Geriatric Health Center (GGZ)” was implemented as the WHP study group in the GGZ. Regular meetings are held (once a quarter or when necessary). All possibilities, suggestions and ideas about WHP are discussed in the study group and possible implementations are planned, resp., executed. As occupational health practitioners, personnel representatives, safety representatives and management are part of this study group, a continuous networking of WHP takes place in all areas of the GGZ (administration, medicine, nursing, etc.), For specific questions, in-house experts are consulted.

WHP was anchored in the GGZ’s Balanced Scorecard (BSC) at the end of 2007: In the BSC all organization goals concerning employees, customers and patients are correspondingly defined and recorded. The bio-psycho-social notion of health is the basis for the GGZ. The GGZ orients itself towards the salutogenic model of Antonovsky. Effort is made to strengthen the “feeling of coherency” of all employees in order to keep on the “positive side” of the health-sickness continuum and to reduce the influence of stress factors. The measures in the scope of WHP in the GGZ are relation- and behaviour-oriented.

Cost covering: Sponsors, €3,000 annual budget, in-house experts

The subsequently mentioned measures are only a part of the whole WHP in the GGZ.

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress



## **D. Smoking prevention**

### **D.1. Organisation and structures**

Anchored in the WHP work programme:

Coordinated work group: Planning and execution by the WHP study group, resp., the WHP representative.

Budget: €3,000 annual budget for WHP, in-house experts, sponsors.

Employee involvement: Data acquired through employee surveys, resp., personal discussions and by quarterly health circles.

Meetings: (Management-employee meetings; work area meetings, ward meetings, etc.).

### **D.2. Strategy and implementation**

Needs analysis: Employee surveys, health circle, employee suggestion system.

Maintaining of the smoking ban in closed spaces (non-smoker protection!).

Information events in the company held by external experts.

Free information material.

Getting acquainted with support aids (chewing gum, etc.).

Company smoking withdrawal programme (costs shared 1:1 between the company and the employees).

Cooperation with the Styrian Health Insurance Institute (STGKK)

### **D.3. Evaluation & results**

Evaluation: Employee survey, health circle, feedback forms, meetings

Feedback after events.

Decision processes based on the results of the health circles, project group meetings, extended management meetings, as well as in the executive conclave.

Current demand at the GGZ for this issue is very low; a re-launch of the "Smoking Issue" is planned for the beginning of 2009.

## **E. Healthy eating**

### **E.1. Organisation & structures**

Anchored in the WHP work programme:

Coordinated work group: Planning and execution by the WHP study group and a dietician.

Budget: €3,000 annual budget for WHP, in-house experts, sponsors.

Infrastructure: A dining area for employees.

Employee involvement: Data acquired through employee surveys, resp., personal discussions and by quarterly health circles and the employee suggestion system.

Meetings: (Management-employee meetings; work area meetings, ward meetings, etc.).

### **E.2. Strategy and implementation**

Needs analysis: Employee surveys, health circle, employee suggestion system.

An employee dining area – Eating well and healthily in a pleasant atmosphere.

Redesign of the dining area.

“Healthy Employee Meals” project.

Nutritional counselling (personal counselling is continuously possible)

Information events like “Healthy Snack” and “Healthy Eating.”

Free water.

### **E.3. Evaluation and results**

Evaluation: Employee survey, health circle, feedback forms, meetings

Restructuring of the dining area and expansion of the offer in the scope of employee meals (meatless dishes, etc.).

Personal counselling is continuously possible – a permanent field of activity of the in-house dietician.

Further information days are planned.

Decision processes based on the results of the health circles, project group meetings, extended management meetings, as well as in the executive conclave.

## **F. Physical activity**

### **F.1. Organisation and structures**

Anchored in the WHP work programme:

Coordinated work group: Planning and execution by the WHP study group and WHP representative.

Budget: €3,000 annual budget for WHP, in-house experts, sponsors.

Infrastructure: An in-house gymnasium, employees can also access and utilise the physical therapy area.

Employee involvement: Data acquired through employee surveys, resp., personal discussions and by quarterly health circles and the employee suggestion system.

### **F.2. Strategy and implementation**

Needs analysis: Employee surveys, health circle, employee suggestion system.

Physical activity offers during working time (free):

- Backbone/spine programme (4-hour seminar)
- Spinal gymnastics
- Training on “Proper Lifting and Carrying”
- Introduction for new employees by the in-house physical therapists
- Ergonomic workplace (analysis by an occupational health practitioner)

Physical activity offers outside working time (free):

- Nordic Walking training
- Running meet, Nordic Walking meet
- Self-defence course (with a small participation fee)

Changing and showering possibilities are available (but separately accessible for employees only).

Covered bicycle racks.

Information events (amongst others, by the occupational health practitioner).

### **F.3. Evaluation and results**

Evaluation: Employee survey, health circle, feedback forms.

All measures will continue to take place; large demand exists; are permanent features in the organisation.

Further measures are planned.

Decision processes based of the results of the health circles, project group meetings, extended management meetings, as well as in the executive conclave.

## **G. Stress**

### **G.1. Organisation and structures**

Anchored in the WHP work programme:

Coordinated work group: Planning and execution by the WHP study group and a psychologist (employee of the GGZ).

Budget: €3,000 annual budget for WHP, in-house experts, sponsors.

Employee involvement: Data acquired through employee surveys, resp., personal discussions and by quarterly health circles and the employee suggestion system.

### **G.2. Strategy and implementation**

Needs analysis: Employee surveys, health circle, employee suggestion system, meetings.

Getting acquainted with relaxation and balance exercises.

Further training.

Anti-conflict seminar.

Burnout prevention.

Supervision (individual or group).

Massage chair.

Qi Gong (after work).

Information events.

### **G.3. Evaluation and results**

Evaluation: Employee survey, health circle, feedback forms.

New measures concerning this issue are continuously being planned; a re-implementation of all offers that were already carried out.

Networking with the city government-wide project "GeMa" – next focus is on burnout prevention and coping with stress.

Massage chairs remain freely accessible to all employees.

Decision processes based on the results of the health circles, project group meetings, extended management meetings, as well as in the executive conclave.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Grenzlandcamp Klaffer</b>
Address:	Vorderanger 16, Klaffer
Name of contact person:	Mag <sup>a</sup> Andrea Wahl
Function of contact person:	Executive director
Tel.:	0043/7237/2465-14
Email:	andrea.wahl@kinderfreunde.cc
Sector:	
Number of employees:	16

Age	Sex		total
	male	female	
up to 35	1	2	3
35 to 50	2	8	10
50+	0	3	3
<b>total</b>	3	13	16

## **B. Integration of WHP in the company policy and culture**

WHP, with the main focus on healthy eating, is a component of the organisation's mission statement and was expressed in written form through a guideline.

Generally, WHP is maintained (healthy eating) for all employees and especially for the guests (children alone or with parents) and is supported by management. For a better understanding, we would like to point out that our organisation is a facility whose main goal is to provide accommodation for children (parents). In view of all the legal stipulations and our organisational philosophy (hygiene, special requirements for appropriate children's nutrition, intercultural cooperation, etc.), an enormous adaptability of our kitchen is of highest importance.

Taking these high standards as a basis, we assume that our employees automatically participate. All staff members have the possibility at least 4 times a year to actively take part in company policy together with management. Proposals/ideas are put forth and dealt with in the individual teams (e.g., the kitchen team).

Due to the size of the organisation, discussions with the management about special issues are held, if required.

Employee meetings are held in Grenzlandcamp Klaffer. WHP is among the defined components of these discussions.

New hires receive an introductory seminar as well as a briefing at which the organisation's values are discussed.



**C. Described health topics**

	Smoking prevention
X	Healthy eating
	Physical activity
	Stress

## E. Healthy eating

### E.1. Organisation & structures

“Wherever cooking is done, new interventions happen every day,” (quote from Ms. Wahl).

At the Grenzlandcamp, a kitchen project was implemented in cooperation with the OÖGKK, involving nutritional scientists, and was anchored within the organisation as a project.

Summary of the measures:

- The kitchen team offers meal plans with an “especially healthy” set meal (special flour), soups, fresh salads, fruit, etc. (for guests as well as for all employees);
- Daily fresh fruit for all employees – free;
- Free drinking water is available to everyone at any time.

The whole kitchen team is responsible; regular meetings with management are held. Results from the kitchen project are integrated into the organisation’s daily routine.

Qualification: General basic training of the cooks. Input from OÖGKK nutritionists was especially provided to the cooks

Means for developing measures are integrated into the current budget.

Through the regular meetings (4 times a year), the staff is involved in the development of measures. Needs are determined and discussed at these meetings.

Moreover, because of the low number of staff, it is possible to submit ideas, proposals and wishes directly to management.

## **E.2. Strategy and implementation**

Within the frame of workplace evaluation/briefing, a so-called “code of practice” is orally conveyed (information about breaks, why snacks, why warm meals, etc).

An easily accessible, clean dining area, separated from the guests, is available to the staff.

Offer and selection of healthy foods: a free snack, lunch, fruit, drinking water is available to every employee according to need. We cook with a special flour and oil. Regional products are used.

Staff profit from the constant adaptation of the meal plan, which is regularly conducted for the target group of children.

If required, interested employees are offered consultation, information, etc., concerning nutrition issues.

## **E.3. Evaluation and results**

Programs and offers are evaluated through regular rounds of discussion. Findings/results flow back into the ongoing process.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Hotel Hochschober Ges.m.b.H.</b>
Address:	Turracher Höhe 5, 9565 Ebene Reichenau
Name of contact person:	Mrs. Andrea Scherer
Function of contact person:	Head of the Employee Academy
Tel.:	04275/8213 520
Email:	andrea.scherer@hochschober.at
Sector:	Hotel
Number of employees:	111

Age	Sex		total
	male	female	
up to 35	25	32	57
35 to 50	20	27	47
50+	2	5	7
<b>total</b>	<b>47</b>	<b>64</b>	<b>111</b>

**B. Integration of WHP in the company policy and culture**

The “Hochschober GmbH” management regards its employees as an important and coequal part of the company, which is comprised of guests, employees and the entrepreneurial family. Being an employee at “Hochschober GmbH” means bringing in or acquiring a high degree of expertise and combining competence with humanity and enthusiasm in dealing with the guests. As a year-round holiday hotel, the Hochschober GmbH can look back to many long-time employees who are actively involved. The hotel's own Employee Academy places great value upon a comprehensive instruction and further training offer for the whole Hochschober team. In addition to subject-specific and internal department seminars, each employee receives special Hochschober- and Turrach-specific knowledge. At the Employee Academy, particular attention is paid to team building and “relationship management” among employees, as well as between staff and guests.

Creative recreational activities (computer courses, Italian courses, dance courses, first aid courses, wine seminars, etc.) are one further training column that should enrich all employees outside of working hours. Since November 2007, employees have been designing the monthly issue of their employee newspaper “The Mountain Messenger – By Employees For Employees.” Important contents include: Employee-of-the-month, introducing new employees, company trips and company events, recipes to try out, planned modules of the Employee Academy, information about “healthy eating” from the kitchen chef.

The WHP Charter of the Austrian Network for Workplace Health Promotion was signed on 23.12.2007. The Hochschober GmbH holds health-promoting activities in the areas of healthy eating, physical activity and tackling stress.

**C. Described health topics**

	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

The issue of “healthy eating” is very important to management. Lectures for employees, held by the company doctor, take place at regular intervals. An individual nutrition concept was created (5-element cuisine according to TCM). The kitchen is continuously being sensitised about “healthy eating” approaches. In the monthly newspaper “Der Bergbote” (“The Mountain Messenger”), which was created by employees for employees, healing and spice plants, their importance, as well as various recipes are introduced. Hochschober GmbH management places value on highest quality for food preparation. Therefore, only local products (directly from the producer, resp., farmer) are used. Regular, informative excursions (e.g., visits to farms, herb gardens, etc.) are held for kitchen employees, where knowledge about the production, as well as the use of dairy products, meat products, herbology, etc., is gained. Financing of the regularly offered lectures series on “healthy eating,” as well as the costs for the almost monthly-held excursions are completely covered by the company.

### **E.2. Strategy and implementation**

All employees receive daily free board (meals) – also on their free days – free soft drinks and free fruit, if needed. All of the products for food preparation come from the region. Great emphasis is placed on fresh products. To raise employee awareness of the importance of the quality of the local products used in the kitchen, informative excursions (farms, herb gardens, etc.) regularly take place. Employees are offered various lectures (e.g., lectures about celiac disease, nutrition for diabetics, etc.) by nutritional consultants at the Employee Academy. Information about “healthy eating” topics is a permanent feature of the monthly issue of the employee newspaper “Der Bergbote” (“The Mountain Messenger”). One employee completed training to become a holistic energetics trainer in 2008. All employees have the possibility to eat their meals in a pleasant and clean atmosphere. Smoking is not allowed in dining areas.

### **E.3. Evaluation and results**

Lectures about “healthy eating,” at which employees can submit their ideas and suggestions for improvement, are regularly held by the company doctor. The kitchen management team gladly accepts employee suggestions and makes efforts to implement them.

## **F. Physical activity**

### **F.1. Organisation and structures**

Every employee can use all physical activity offers in their free time that the company also provides its guests. The head of the Employee Academy and the company doctor are responsible. Personal trainers advise employees about the implementation of personal physical activity programmes.

In October 2007, an individual physical activity concept, "Personal HochschoberN for Employees", which aims to awaken a new body consciousness in the employees and is to be integrated into everyday working life, was created. Fun, joy in movement, health and collective thinking are components that are likewise strengthened. The physical activity concept was introduced to employees at an extensive information event in October 2007.

### **F.2. Strategy and implementation**

The physical activity concept "Personal HochschoberN for Employees" consists of an extensive fitness check-up (evaluation of the musculoskeletal and locomotion systems, measurement of blood test results, lung function test, exercise ECG), combined with an individually adapted active programme (strength, movement or conditioning programme). A personal trainer from the employee pool can be consulted by every employee during the training sessions. Employees can take advantage of the physical activity offers at favourable prices. The personal trainer organises and coaches strength workshops, various running training sessions, yoga offers, training sessions for the half marathon and triathlon, back muscle training, back training, mountain hiking tours, hiking days, Pilates, climbing tours, paragliding, participation in the Carinthian Business Run, trekking tours, decathlon, etc.

Employees receive information about all physical activity offers from the employee newspaper "Der Bergbote" ("The Mountain Messenger"), by e-mail and through various postings. To motivate as many employees as possible to do more physical activity, uncommon sports highlights are annually offered. Employee requests and ideas are considered in the designing of the physical activity programme according to their possibilities.



### **F.3. Evaluation and results**

Employee surveys are regularly conducted and the results are presented to management for discussion. Employees also have the possibility to give feedback about the individual activities to the personal trainer or to management in personal talks.

## **G. Stress**

### **G.1. Organisation and structures**

In addition to the physical activity concept, “mental training” is also a further important component of the “Personal Hochschober for Employees” concept and the Employee Academy. Every interested employee is provided with various health-promoting offers focussing on relaxation. The topic of “motivation” is very important in the first three months in order to “persevere.” Preventive measures are also set up in this area and the employees can choose from a series of measures in the form of lectures, special training sessions, etc. These training sessions are also held by Hochschober employees themselves. Offers concerning stress and mental health are announced in the employee newspaper and are available to all employees for free.

### **G.2. Strategy and implementation**

The offer for the employees regarding mental health include brain jogging (training memory by remembering the faces and names of the guests), Qi Gong, yoga and other Far Eastern relaxation techniques, playing chess (Hochschober Chess Club), juggling, dancing, training units on “Stress Management,” “Self-Motivation,” and “Posture, Power and Language.” “Leadership” is not only topic for management and the department heads; for those specialists who work together with personnel, resp., apprentices, there are 5 modules on leadership topics (e.g., “Dealing with Difficult Situations,” “Making an Impact as a Leader,” “Leadership in Hochschober,” individual coaching sessions) that are to be compulsorily completed. To promote the team spirit and cooperation of the staff, all employees have the possibility to attend team-building seminars (e.g., Relationship Manager I and Relationship Manager II). Each employee works a 5-day week, so that personal leisure time activity and holiday requests of the employees are guaranteed. All employees can use the hotel’s own facilities (wellness area, cosmetic offers, etc.) and the world of water, warmth and well-being. Employees can find the dates of various lectures, resp., seminars and information about stress/mental health issues in the employee newspaper, on the homepage and through announcements.

### **G.3. Evaluation and results**

“Mental health” is, in concrete cases, also a topic of every employee’s personal discussion with management. In so-called “bridge discussions,” employees can discuss their stressful situation with two colleagues of their choice (persons of trust) and take advantage of their help.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>KinderneSt gem. GmbH</b>
Address:	Rudolfsbahngürtel 2/1, 9020 Klagenfurt
Name of contact persons:	Mrs. Theresia Blaas Mag. Claudia Untermoser
Function of contact persons:	Executive Director; Head of WHP Project
Tel.:	0463/500 012-10
Email:	office@kinderneSt.or.at
Sector:	Social service organization
Number of employees:	185

Age	Sex		total
	male	Female	
up to 35	3	88	91
35 to 50	3	76	79
50+	1	14	15
<b>total</b>	7	178	185

## B. Integration of WHP in the company policy and culture

The current director already had the idea in 2003 to implement a health promotion project for the employees of “Kindernest gem. GmbH.” In the course of continuous employee discussions, the call for a reduction of physical and mental strain in everyday work was clearly distinguishable. For this reason, an internal study about WHP and job satisfaction was conducted. The data concluded that there were a number of adverse health effects (noise exposure, behavioural disorders of the children, the lifting and carrying of children, group size, insufficient seating accommodation, etc.). Subsequently, the Kindernest gem. GmbH decided on a holistic WHP project (cooperation with the Fund for a Healthy Austria [FGÖ] and the Carinthian Health Insurance Institute [KGKK]). The involvement of the 40 locations in the WHP project occurred through e-mail, the website, Info-Point (newsletter), structured personal discussions, team meetings, feedback possibilities to the project leaders, the project team, the works council, the health report and the health circle. Employees bring in their own know-how, so that practice-oriented WHP will be guaranteed. The primary goal of the WHP project is to raise awareness of group-specific health deficits and resources, to implement measures to strengthen the resources, and to offset deficits in the work routine. The project is based on the WHO health concepts, the Ottawa Charter of the Luxembourg Declaration, the quality criteria of the Austrian Network for Workplace Health Promotion, as well as employee-oriented management models. WHP in the sense of sustainability was integrated into the organisation’s mission statement. The Kindernest gem. GmbH undertakes a number of health-promoting activities in all four main focus areas.

## C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

The Kindernest gem. GmbH is a “smoke-free” organisation. One of the goals of the holistic WHP project concerns the reduction of health complaints. To make employees aware of the dangers of smoking, the smoking withdrawal programme (an information event for smokers, individual smoker counselling) offered by the KGKK was made available. In the course of the smoking withdrawal programme offered to the employees, the number of smokers significantly decreased (to 31%). Employees are involved through the health circle, as well as through feedback possibilities to the project leaders, the project team, and the works council. Smoking prevention is also a subject of regularly occurring team meetings.

### **D.2. Strategy and implementation**

Smoking is forbidden in all working areas and common rooms. Smoking is limited to designated areas. At Kindernest gem. GmbH, smoking is only allowed in outdoor areas. Information about smoking, the resulting health risks and passive smoking are available through the Info-Point newsletter and by sensitising the employees.

### **D.3. Evaluation & results**

Smoking prevention measures were evaluated by means of an employee survey.

## **E. Healthy eating**

### **E.1. Organisation & structures**

The Kindernest gem. GmbH maintains a central kitchen called "Triangel" with 14 employees. The non-profit occupational project "Triangel" is a central kitchen and a training facility for people re-entering the labour force. In cooperation with the Labour Market Service of Carinthia (AMS Kärnten), the Provincial Government of Carinthia and Carinthian restaurant business, key qualifications and professional know-how are promoted and Triangel employees receive social-pedagogic support in their qualification. One topic of the final paper of the 14-month training course for facility directors, which is presented at the official graduation ceremony to all employees and cooperation partners, concerns "healthy eating" and the eating habits of children.

Nutrition counseling was offered by the KGKK and especially focused on the preparation and make-up of healthy snacks. A Kindernest cookbook, entitled "We Are Making a Fruit Salad," was published. Through theoretical and practical input concerning "healthy eating" issues, more than 33% of the employees registered a change in consciousness and behavior, resp., a strengthening of awareness. The participation of the children is strongly promoted, particularly in the area of nutrition, as the "healthy snack" is offered in many children's groups.

## **E.2. Strategy and implementation**

The head chef of the central kitchen “Triangel” pays particular attention to foregoing convenience products and making sure that the children who are fed at Kindernest institutions and through the internal central kitchen receive healthy and child-appropriate food. Only fresh fruit and vegetables are used for preparing the meals. Beyond that, Kindernest employees have the possibility to eat lunch together with the children, as this is an integrative component of the Kindernest pedagogy.

The participation of the children in healthy eating activities is strongly promoted. Children are allowed to choose those different types of fruit, vegetables, sausage, cheeses and bread that appeal to them most. In a qualitative sense as well, the children can help themselves according to their heart’s content. To make the topic of “healthy eating” palatable to the children and the parents and to illustrate how healthy eating behavior can be integrated into everyday family life sustainably and as easily as child’s play, an own Kindernest cookbook was published. Hence, the topic of “healthy eating” can be passed on to the children, on one hand, and then successively to the parents. Healthy eating is also discussed at parents’ evenings. Nutritional consultation is conducted in regular intervals. Information about healthy eating is made available to employees through the Info-Point newsletter, by e-mail, on the website and at team meetings.

## **E.3. Evaluation and results**

Important results, promoting and inhibiting factors and the solutions to be developed are noted down on the accompanying documentation during the self-evaluation. “Healthy eating” is not only a topic at the regularly occurring team meetings, but also at the parents’ conferences. The overall evaluation is carried out externally. On the basis of both of the conducted SALSA questionnaires, the resulting data is consulted to clarify the target achievement and to enable sustainable planning. Moreover, an evaluation form about “healthy eating” was created by the central kitchen for all of the organisation’s facilities supplied by Triangel to allow the kitchen chef to receive feedback about the meals and the portions and to react accordingly.



## **F. Physical activity**

### **F.1. Organisation and structures**

Results of the employee surveys especially pointed to complaints in the neck and shoulder area, back pains, wrong working posture (too much sitting, too much standing). Physical activity offers are organised for the most part by the employee pool and the company doctor (shiatsu, holistic pulsing, running and Nordic Walking meets, wellness trainer). An employee regularly writes articles about physical activity topics and publishes them in the Info-Point newsletter. One part of the final paper of the course for facility directors deals with the topic "Moving with Children – KIDS MOVE." All physical activity offers, as well as holistic pulsing, can be utilized by the employees for free. Employee participation takes place through regularly conducted employee discussions, as well as at team meetings.

### **F.2. Strategy and implementation**

Some of the measures that have already been implemented include: Facilities for running and Nordic Walking meetings and the implementation of posture exercises (directly available at the workplace); "A Fit Back at the Workplace" course; the purchase of health shoes; the purchase of sportswear for all employees; the acquisition of adult-appropriate furniture in the toddler groups; the purchase of mobile laundry machines for bathrooms.

Physical activity offers mainly take place after work. Fitness or sports facilities can be used in some districts at special rates. Employees are informed about physical activity offers through personal contacts, in the Info-Point newsletter and on the homepage in a motivating way. One particular highlight was participating in this year's Raiffeisen Women's Run.

### **F.3. Evaluation and results**

Important results, promoting and inhibiting factors and the solutions to be developed are noted down on the accompanying documentation during the self-evaluation. Physical activity offers are discussed in personal communication as well as at team evenings. The overall evaluation is carried out externally. On the basis of both of the conducted SALSA questionnaires, the resulting data is consulted to clarify the target achievement and to enable sustainable planning.

## **G. Stress**

### **G.1. Organisation and structures**

In addition to the regularly offered measures for mental health mentioned below, the working times are flexibly scheduled to take into account the wishes and needs of the staff. Getting the employees of all 40 locations of the Kindernest gem. GmbH involved in the development and implementation of activities dealing with "mental health" happens through e-mail, the website, Info-Point (newsletter), structured personal contacts, team and leader meetings and feedback possibilities to the management and works council. By learning relaxation techniques, especially "autogenic training," and through theoretical and practical input on the topics of stress and conflict management techniques, 2/3 of the participants succeeded in implementing these techniques in their everyday work. More than 50% of the events related to the topic of stress were dedicated to the theme of "reconciling family and profession." An improvement of psycho-vegetative complaints was clearly recognisable. At least once a year, an event or a team evening on the topic of "stress/dealing with conflicts" is held. The theoretical knowledge of the topics of stress and conflict management is integrated into the working routine.

## G.2. Strategy and implementation

Stress prevention through the AUVA, voice exercises (learning the sparing use of the speaking voice – high noise level), breathing exercises, meeting stress situations adequately, improvisation and group exercises (to expand the awareness of one's own body language, as well as deepening the sensibility for one's own behaviour), autogenic training, Jacobson progressive muscle relaxation and measures to reduce the noise level represent only a part of the measures already implemented. To promote the decision-making competences of the employees, a training course for leaders of nursery school groups was conceived for the first time (health-relevant leadership behaviour – health promotion as a leadership task, social participation with toddlers, solving conflicts with communication, working with parents, conflict management). Regular coaching for the management team, individual coaching when there are team conflicts, as well as supervision offers for all teams can be utilized by all employees. Fixed agenda items at team and leader meetings are the positive social climate, group dynamics, improvement of the team culture, communication and time management, parent interfacing, as well as the active employee involvement in the annual planning. As the overwhelming part of the staff is female, great value is placed on "work-life balance" (content: Family-Profession-Household – Time for Me). In order to reach all employees, many measures take place on-site or in the same district. The training course for leaders aimed for a disseminator factor that has reached all employees as well as the supervised children. Management is in charge of planning the measures, although the suggestions of the employees (health circle) are always seriously taken into consideration.

### **G.3. Evaluation and results**

Important results, promoting and inhibiting factors and the solutions to be developed were noted down on the accompanying documentation during the self-evaluation.

Moreover, the evaluation of the measures took place through surveys. Stress offers were not only discussed in personal communication, but also at team evenings. The overall evaluation was conducted externally. On the basis of both of the conducted SALSA questionnaires, the resulting data was consulted to clarify the target achievement and to enable sustainable planning. The theoretical knowledge of the topic of stress and conflict management is already being integrated into the daily working routine. Employee feedback provides the basis for sustainable planning. Measures that are positively evaluated by the employees, resp., those which represent a personal enrichment in their opinions, will also be offered in the future. For several particularly popular measures, a disseminator training is being considered.



Allgemein öffentliches Krankenhaus  
**Elisabethinen Linz**

Akademisches Lehrkrankenhaus der  
medizinischen Universitäten Wien und Innsbruck

## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Hospital of the Elisabethinen</b>
Address:	Fadingerstrasse 1, 4010 Linz
Name of contact persons:	Sr. M.Engelberta Augl, Director Dir.Dr.Franz Harnoncourt, Director Berta Reiter MAS and Marianne Tammegger MBA
Function of contact persons:	WHP Project Director and WHP Vice Project Director
Tel.:	0732/7676-2352
Email:	<a href="mailto:berta.reiter@elisabethinen.or.at">berta.reiter@elisabethinen.or.at</a> <a href="mailto:franz.harnoncourt@elisabethinen.or.at">franz.harnoncourt@elisabethinen.or.at</a>
Sector:	Health care
Number of employees:	1315

Age	Sex		total
	male	female	
up to 35	100	445	545
35 to 50	147	445	592
50+	54	124	178
<b>total</b>	301	1014	1315

## B. Integration of WHP in the company policy and culture

WHP is incorporated in the Hospital of the Elisabethinen and promoted by management and is permanently installed. It is an important component of personnel management.

There are annual health conferences involving business unit directors and middle management (chief physicians, assistant medical directors, ward directors and function directors).

To ensure the sustainable anchoring of the WHP approach in the hospital, WHP goals are defined.

By integrating the health aspect in the business organisation (safety committee, building construction management, procurement management, personnel management), it is assured that organisational change processes take place in this thematic overall direction.

To sustainably guarantee active employee participation in health issues, health circles will continue to take place in the future.

Standardised questions concerning health and work satisfaction are recorded in target agreement talks.

Furthermore, a "Work Value" task force, whose goal is to create guidelines for employee teamwork and handling patients, has been implemented.

## C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

The head of the pneumology department is the president of the “Doctors Against Smoking Society”. Therefore, smoking prevention has been a topical issue in our hospital for many years.

The “Health-Promoting Hospital” (smoke-free hospital) task force and “Fresh Air” (smoking withdrawal programme) deal with the topic of smoking in the organisation. Represented in the working groups are, on the one hand, experts such as pneumological physicians, occupational health physicians, safety specialists, psychologists, physical therapists and dieticians, and, on the other hand, employees from various areas of the hospital. The working groups develop measures and activities aimed at smoking prevention.

Except for a small participation fee, costs for the tobacco withdrawal programme “Fresh Air” are paid by the employer.

### **D.2. Strategy and implementation**

When new employees begin working in the organisation, they are clearly informed about the general smoking ban in work areas and break rooms, which is a part of the employee protection law.

Smoking areas are determined together with the works councils and cooperative leadership for smokers. The internal smoking room has a ventilation and exhaust system.

An information campaign and information brochures about the “smoke-free hospital” are in progress.

Employees receive general information about smoking withdrawal from the specialists in the pneumological department. Moreover, there is the possibility to take advantage of individual consultation and to participate in a multidisciplinary smoking withdrawal programme.

The multidisciplinary smoking withdrawal programme “Fresh Air,” which accompanies future non-smokers for at least three months, has been offered for 1½ years. The programme is carried out by pneumological doctors, a psycho-social physician, a dietician, a sport medicine specialist, a physical therapist and a dance pedagogue.

### **D.3. Evaluation & results**

The multidisciplinary smoking withdrawal programme "Fresh Air" is evaluated on the basis of employee reports. Further suggestions for improvement made by the previous participants are integrated into the follow-up course. First-hand reports serve as the basis for guidelines and encouragement for the following group participants and as feedback and criticism for the programme organisers.

The goal of smoking withdrawal is absolute nicotine abstinence, whereby the level of nicotine reduction is also evaluated in the assessment criteria. Every cigarette not smoked is a success.

Furthermore, the issue of smoking was evaluated by the Upper Austrian Health Insurance Institute in the 2nd Health Questionnaire (SALSA).



## E. Healthy eating

### E.1. Organisation & structures

One of three pillars of the WHP project is the topic of *healthy eating*.

This project is built upon the fundamentals of project management. Individual project phases are illustrated in the project flowchart and include awareness-raising, diagnosis, implementation, evaluation, project completion and PR work.

When the project teams were formed, attention was paid to assure that all professional groups are represented (medicine, care, medical-technical services [dietitians, physical therapists], administration, as well as occupational health medicine, safety specialists and works council stewards).

A series of posters marked the introduction of the awareness-raising phase by the PR department.

The WHP project is guided by the salutogenic approach of A. Antonovsky. Management cycles, project management and moderation methods make up the methodological foundations.

The estimated total project costs amount to €120,000; grants from the Healthy Austria Fund amount to €55,000; from the Upper Austrian Health Insurance Institute €10,500 (employee illness analysis, SALSA questionnaire, health reports). €7,000 is available for healthy eating measures.

Employee involvement in the development and implementation of healthy eating activities took place through the establishment of nine health circles in the following activity fields: doctors in training, specialists, RNs/registered caregivers, assistant caregivers/patient aides/departmental helpers, medical-technical services, kitchen employees, cleaning/laundry personnel, equipment maintenance technicians, administration/secretariat.

## E.2. Strategy and implementation

Employees can eat lunch in a pleasant and clean dining area. In addition to conventional foods, an “active meal” (prepared according to nutritional-physiological aspects) can be selected. The reduced price of the set meal is subsidised by the hospital. Fruit is offered and can be purchased at a reasonable price.

In the course of the WHP project, employees will be offered various activities concerning the issue of healthy eating.

- Step-by-Step to an Ideal Weight: Losing weight with enjoyment. Group courses with doctors, dieticians, physical therapists and psychologists.
- Cooking Session for Young Adults: Cookery courses for the daughters and sons of employees.
- Cookery Course for Children: A fun way for children of employees to learn cooking.
- Employee Health Days: Health street – measuring blood sugar, cholesterol and blood pressure levels, breathing functions, foot analysis, BMI, body fat, etc.

Employees are regularly informed about WHP activities through the Intranet (health news) and employee newsletters. An annual health event features a review and a preview of activities. A poster series drawing attention to current WHP issues also serves as an additional information medium.

Staff can take advantage of healthy eating consultation with dieticians (e.g., for excess weight, sports nutrition analysis, and all nutrition-related illnesses).

Employees have the possibility to actively participate in healthy eating issues through the health circles.

Current, relation-oriented measures include:

Healthy OP snack

Healthy nightshift snack

### **E.3. Evaluation and results**

WHP activities concerning healthy eating are documented in the minutes of the individual work meetings, employee surveys, employee illness analyses, health reports, health circle minutes, photographic documentation of healthy eating activities, evaluation of feedback forms from WHP activities, project progress reports and project final reports.

Results were externally evaluated by the Upper Austrian Health Insurance Institute through the 2<sup>nd</sup> Health Questionnaire (SALSA). The analysis of the results was recorded in the 2<sup>nd</sup> Health Report, presented to the steering group and released for discussion; the resulting decisions were then presented to management for release.

Internal performance reviews of the implemented measures take place according to the individual evaluation periods.

## F. Physical activity

### F.1. Organisation and structures

The second pillar of the WHP project is the topic of *physical activity/active living* and providing active living offers.

This project is built upon the fundamentals of project management. Individual project phases are illustrated in the project flowchart and include awareness-raising, diagnosis, implementation, evaluation, project completion and PR work.

When the project teams were formed, attention was paid to assure that all professional groups are represented (medicine, care, medical-technical services [dietitians, physical therapists], administration, as well as occupational health medicine, safety specialists and works council stewards).

A series of posters marked the introduction of the awareness-raising phase by the PR department.

The WHP project is guided by the salutogenic approach of A. Antonovsky. Management cycles, project management and moderation methods make up the methodological foundations.

The estimated total project costs amount to €120,000; grants from the Healthy Austria Fund amount to €55,000; from the Upper Austrian Health Insurance Institute €10,500 (employee illness analysis, SALSA questionnaire, health reports). €7,000 are available for healthy eating measures.

Employee involvement in the development and implementation of healthy eating activities took place through the establishment of nine health circles in the following activity fields: doctors in training, specialists, RNs/registered caregivers, assistant caregivers/patient aides/departmental helpers, medical-technical services, kitchen employees, cleaning/laundry personnel, equipment maintenance technicians, administration/secretariat.

## F.2. Strategy and implementation

The WHP project “Bite into the Mango” includes behaviour-oriented measures related to physical activity/active living issues:

- Running Meetings: Preparing together to participate in a marathon
- Pilates: Gentle and effective training for the whole body
- Swimming for Advanced Swimmers
- “Relaxed Shoulders, Loosened Neck”: Exercises to prevent painful tension in the shoulders and neck, to improve body awareness, as well as everyday tips to maintain lightness and agility.
- Nordic Walking Seminars and Meetings
- “Strong Bones” Osteoporosis Prevention Programme: Special exercises to activate bone metabolism and strengthen musculature. Balance training to prevent falls. Information from dieticians on how targeted nutrition can keep bones strong.
- Optimal Training – Principles of Movement: Principles of training theory/“beginners’ mistakes”
- Mountain Biking: Riding technique training and meetings
- Stretching: Stretching exercises for sport and therapy

All of the activities will be offered, as far as possible, during working hours or in immediate temporal and spatial vicinity to the workplace.

Pilates, running meetings, Nordic walking meetings and swimming are offered after work. Possibilities to shower and change clothes are available after sports activities.

A bike action for employees who cycle to work was started. Incentives include discounted prices and free bike checks from the ÖAMTC.

Our employees have the possibility to visit fitness centers nearby (Holmes Place, John Harris) at reduced rates.

Staff members with additional training, abilities and qualifications (sports medicine physical therapists, state-approved mobility training instructors, osteopaths, etc.) and external experts who are financed through the WHP project are available to employees as WHP trainers in physical activity/active living matters.

Employees are regularly informed about WHP activities through the Intranet (health news)

and employee newsletters. An annual health event features a review and a preview of activities. A poster series drawing attention to current WHP issues also serves as an additional information medium.

Employees have the possibility to actively participate in physical activity/active living issues through the health circles.

Current, relation-oriented measures include:

- Back muscle training for kitchen employees
- Transfer techniques for care assistants, departmental assistants, patient aides.

Back-saving work with transfer helpers and practicing professional deployment.

### **F.3. Evaluation and results**

WHP activities concerning physical activity/active living are documented in the minutes of the individual work meetings, employee surveys, employee illness analyses, health reports, health circle minutes, photographic documentation of healthy eating activities, the evaluation of feedback forms from WHP activities, project progress reports and project final reports.

Results were externally evaluated by the Upper Austrian Health Insurance Institute through the 2<sup>nd</sup> Health Questionnaire (SALSA). The analysis of the results was recorded in the 2<sup>nd</sup> Health Report, presented to the steering group and released for discussion; the resulting decisions were then presented to management for release.

Internal performance reviews of the implemented measures take place according to the individual evaluation periods.

## G. Stress

### G.1. Organisation and structures

The third pillar of the WHP project is the *topic of stress* and providing stress prevention offers.

This project is built upon the fundamentals of project management. Individual project phases are illustrated in the project flowchart and include awareness-raising, diagnosis, implementation, evaluation, project completion and PR work.

When the project teams were formed, attention was paid to assure that all professional groups are represented (medicine, care, medical-technical services [dietitians, physical therapists], administration, as well as occupational health medicine, safety specialists and works council stewards).

A series of posters marked the introduction of the awareness-raising phase by the PR department.

The WHP project is guided by the salutogenic approach of A. Antonovsky. Management cycles, project management and moderation methods make up the methodological foundations.

The estimated total project costs amount to €120,000; grants from the Healthy Austria Fund amount to €55,000; from the Upper Austrian Health Insurance Institute €10,500 (employee illness analysis, SALSA questionnaire, health reports). €45,000 is available for stress-fighting measures.

Employee involvement in the development and implementation of stress prevention activities took place through the establishment of nine health circles in the following activity fields: doctors in training, specialists, RNs/registered caregivers, assistant caregivers/patient aides/departmental helpers, medical-technical services, kitchen employees, cleaning/laundry personnel, equipment maintenance technicians, administration/secretariat.

## G.2. Strategy and implementation

In the framework of the health questionnaire (SALSA) undertaken by the Upper Austrian Health Insurance Institute, employees had the possibility to indicate the reasons and causes for stress.

The WHP project “Bite into the Mango” offers behaviour-oriented measures related to stress issues:

- Healthy Discussion: Open Discussion Day – employees have the possibility to ask any questions to and receive information from the directors of the religious order, executive management and leading colleagues in an informal atmosphere.
- “Giving Time More Quality”: Activation and stress relieving techniques according to kinesiological aspects.
- Elisabethinen Regulars’ Table: The regulars’ table not only offers the possibility to find out others’ opinions about a certain theme, but also to bring in one’s own ideas.
- Wake-Up Training with Qi Gong: Practicing Qi Gong together on the roof terrace of the Elisabethinen Hospital to start the working day well.
- Crisis Management: Dealing with journalists in a crisis situation.
- “The Little School of Enjoyment”: Body awareness, relaxation, sharpening the senses.

To improve cooperation, team development seminars were offered. Moreover, supervision and personal coaching are provided.

Through the implementation of the social team, employees have the possibility to take advantage of confidential consultation and support.

The social team has the task of providing information and clarification about substance abuse and alcoholism through seminars, information events and the like, pointing out possibilities of psycho-social support, making contact with local outreach facilities and reintegrating substance abusing or mentally ill co-workers.

Employees are regularly informed about WHP activities through the Intranet (health news) and employee newsletters. An annual health event features a review and a preview of activities. A poster series drawing attention to current WHP issues also serves as an additional information medium.



Employees have the possibility to actively participate in stress-related issues through the health circles.

Current, relation-oriented measures include:

- Balint Groups: Interdisciplinary working groups, led by an experienced psychotherapist, meet regularly to discuss and better understand difficult relationships, strained feelings, incomprehensible reactions, etc.
- Successful Stress-Fighting Strategies for Doctors: Coping strategies for the emotionally difficult work of doctors.
- Monitoring of the Outsourcing of Subareas: The affected people and their worries are the main foci. On one hand, personal fears, frustration and hurt are discussed and articulated. On the other hand, personal perspectives and wishes are formulated without raising false hopes.
- “When Energy Is Gone” – Working Climate, Appreciation, Strengthening Personality: Boosting self-confidence, reducing straining work factors.
- Intercultural Communication for Kitchen Personnel
- Flexitime for Equipment Maintenance Technicians and Interns

### **G.3. Evaluation and results**

WHP activities concerning stress are documented in the minutes of the individual work meetings, employee surveys, employee illness analyses, health reports, health circle minutes, evaluation of feedback forms concerning health activities, photographic documentation of stress prevention activities, project progress reports and project final reports.

Results were externally evaluated by the Upper Austrian Health Insurance Institute through the 2<sup>nd</sup> Health Questionnaire (SALSA). The analysis of the results was recorded in the 2<sup>nd</sup> Health Report, presented to the steering group and released for discussion; the resulting decisions were then presented to management for release. Internal performance reviews of the implemented measures take place according to the individual evaluation periods.

## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Landeskrankenhaus Kirchdorf</b>
Address:	Hausmanningerstraße 8, Kirchdorf
Name of contact person:	Betina Straßer MSc
Function of contact person:	Vice Director of Nursing
Tel.:	050 554 67 22 105
Email:	<a href="mailto:betina.strasser@gespag.at">betina.strasser@gespag.at</a>
Sector:	Hospital
Number of employees:	710

Age	Sex		total
	male	female	
up to 35	38	180	218
35 to 50	77	290	367
50+	31	94	125
<b>total</b>	146	564	710

## **B. Integration of WHP in the company policy and culture**

In 2006, with the consent and support of leading colleagues, the State Hospital Kirchdorf founded a WHP working group, made up of one representative from each professional group working in our institution.

Together we have been working on important issues of health maintenance and promotion and have been attempting to promote awareness building in the direction of the employer as well as in the direction of the employee.

With the measures and offers developed in the 4 annually held meetings, we support all employees in their physical, spiritual and mental health. The working group is led by the Vice Director of Nursing; its members consist of representatives from every professional group, as well as the occupational health doctor, safety consultant, clinical psychologist, dietician, etc. Existing measures are evaluated in these working groups and further measures are developed and offered. For this purpose, free time, financial means and qualified co-workers are at our disposal.

Each staff member has the possibility of participating in the working group, respectively, of bringing in his/her concerns.

Our mission statement was complemented by the written commitment to WHP. "As a health care facility of the gespag, we commit ourselves to health promotion and take up an active public role as opinion leaders in and contributors to this field."

The organisation has published a folder/catalogue featuring all WHP offers. Every new staff member receives this catalogue when commencing employment. It is also available in every department and all offers can be called up in the Intranet.

The staff is regularly informed through folders, employee meetings, staff information (Intranet, e-mail, meetings, employee magazine).

Every autumn a kick-off meeting is held: new topics are presented and each year there is a new main focus.

**C. Described health topics**

	Smoking prevention
X	Healthy eating
	Physical activity
X	Stress

## E. Healthy eating

### E.1. Organisation & structures

With support of the Upper Austrian Health Insurance Institute, a well-attended healthy eating workshop for all employees was held in February 2008. Due to the large interest, a second workshop will take place in 2009.

Concurrently, there was an employee survey concerning the topic of “food offers and food quality of our hospital canteen,” which was initiated by the employees of our in-house quality assurance commission.

Results were evaluated and changes, suggestions for improvement, as well as additional offers from the kitchen chef, his team and our dietician were introduced with the support of our staff leadership.

Furthermore, a traffic light system, in the form of red, yellow and green smilies for the labelling of foods, was introduced in order to promote the personal responsibility and healthy eating awareness of the staff, resp., to ease the choice for health-conscious and figure-conscious employees.

Meaning of labelling the foods with smilies:

- *GREEN*: Means the food is made of low-fat products and prepared in a low-fat manner; contains vegetables/salad/full grain/fruit; is highly recommended!
- *YELLOW*: Enhance this food with salad and a piece of fruit as a desert!
- *RED*: This food is high-fat and/or high-sugar! Take a smaller portion and a piece of fruit as desert! Spend this afternoon doing sports!).

An analysis will soon be prepared to determine whether staff awareness changed by introducing the traffic light system. In Spring 2009, the next employee survey will be undertaken to see if the food quality demonstrably improved, resp., if the food offer changed to the employees' satisfaction.

Additional offers: drinking fountains, Grander water throughout the facility, healthy eating workshops once a year.

The WHP working group and the in-house quality assurance commission are responsible for programmes and measures.

## **E.2. Strategy and implementation**

Within the scope of workplace orientation, the possibilities are pointed out.

Easily accessible dining areas are the cafeteria as well as the tea kitchen of each department. Sufficient healthy foods and beverages (organic foods, organic juices) are offered in the canteen.

Supported by low prices (approx. €2.80 per set meal)

Drinking water in drinking fountains and Grander water are available throughout the facility.

Information from Upper Austrian Health Insurance Institute brochures, food pyramids and notices on the message board; folders (e.g., Forum Healthy Austria) are constantly distributed and brought up-to-date. WHP topics are constantly being published in the employee magazine.

Support and consultation offers: Dieticians also hold diabetes consultation for employees every 3 months. Weigh-loss programmes or other consulting on healthy eating issues are easily possible through the occupational health doctor.

## **E.3. Evaluation and results**

A free and anonymous health check (e.g., blood sample, blood pressure test, waist size) was performed.

The results are currently being evaluated and can be accessed by the individual employees.

Overall results will be made available to senior management.

Employee surveys will be conducted.

## **G. Stress**

### **G.1. Organisation and structures**

Mental health and stress are always issues at the hospital workplace – work pressures are enormously high when dealing with severely ill and dying patients.

In WHP, we are currently offering our employees “Jacobson’s Progressive Muscle Relaxation,” the day-long seminar “Reducing Stress by Balancing Energy,” as well as the spiritual seminar “The Power of the Moment.”

In the organisation’s external consultation and monitoring, employees can take advantage of individual and team coaching, team and case supervision, as well as occupational crisis intervention and mediation on a voluntary basis during work time for free.

For 2009, a special programme in the WHP group is being prepared for all employees at the Kirchdorf Hospital to maintain spiritual health. After a self-estimation according to the Peseschkian Test, staff members can choose from the following offers that fit to their existential orientation: “Jacobson’s Progressive Muscle Relaxation,” Qi Gong, various relaxation techniques, a burnout lecture, yoga, communication training, traditional archery, “Keeping Your Back Fit,” “On the Ground of Facts,” a dance workshop for burnout prevention and “Communicating Respectfully.”

For WHP there is a total budget of €5,000 yearly, as well as free time resources for the members of the working group.

Employee involvement occurs within the scope of the working group or through personal feedback.

## **G.2. Strategy and implementation**

During employee orientation, the possibility of supervision is pointed out – supervision coordinators are available.

An analysis within the framework of a study, including employee surveys, was carried out.

Contact persons (occupation health doctor, psychologist) are available and can be easily reached.

Measures to reduce work stress: employee discussions, reduction of hours if needed, free work plan scheduling.

Other measures: employee involvement in team development, supervision, job rotation (difficult, mentally straining work for an easier task, day work for night work, part-time).

The possibility of flexible working times and flexible breaks exists.

Confidential consultation by senior management, the clinical psychologist or the occupational health doctor.

Folders and posters about all topics are printed up. New offers are passed on to employees by e-mail, by notices on the information board or as an information sheet deposited in the employee's post box.

## **G.3. Evaluation and results**

Evaluation by means of feedback forms and in the scope of feedback discussions in the working group.





## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Landeskrankenhaus Klagenfurt</b>
Address:	St. Veiter Straße 47, 9020 Klagenfurt
Name of contact person:	Frau Dr. Angelika Kresnik
Function of contact person:	Head of Occupational Medicine and Workplace Health Promotion
Tel.:	0463/ 538/22400
Email:	angelika.kresnik@lkh-klu.at
Sector:	Health Care
Number of employees:	4.433

Age	Sex		total
	male	female	
up to 35	216	726	942
35 to 50	646	1,816	2,462
50+	320	709	1,029
<b>total</b>	<b>1,182</b>	<b>3,251</b>	<b>4,433</b>

**B. Integration of WHP in the company policy and culture**

For the Carinthian State Hospital of Klagenfurt (LKH Klagenfurt), the goal of WHP is to prevent illnesses at the workplace and to improve the well-being of employees. In the context of a holistic WHP project, and to better illustrate the project scope, sub-projects were initiated (“LKH Addiction Prevention – Alcohol at the Workplace,” “LKH Smoke Signals,” “LKH Light Cuisine – Healthy Eating at the Workplace,” “LKH Discussion Culture,” “Information and Event Bourse,”).

According to the obligations of the Employee Protection Law, medical services with clearly defined tasks were established. These encompass workplace- and working condition-related WHP, as well as vaccination campaigns (influenza vaccination, FSME, hepatitis, etc.). Far-reaching WHP (e.g., back training, fitness programmes, the learning of relaxation techniques, supervision, etc.) was not officially offered in the past, but was organised by several employees on their own initiative. The “Information and Event Bourse” is a platform of information exchange about existing and planned WHP offers. Through continuously offered information events, diverse seminars and common activities, employees are regularly informed about WHP issues. Furthermore, an “Employee Postbox” was set up, where ideas, proposals and suggestions for improvement are collected and evaluated. The LKH Klagenfurt holds numerous activities in all four main focus topic areas (smoking prevention, healthy eating, physical activity, stress).

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

Addiction prevention is one of the sub-projects of the WHP project. In the scope of this project, senior management is trained in dealing with substance abusing employees and promoting early detection. In cooperation with the smoker out-patient clinic of the LKH Klagenfurt, smoking prevention programmes for employees and patients were jointly developed. Smoking withdrawal measures for employees were initiated through the Department of Occupational Medicine and carried out by the Carinthian Health Insurance Institute (KGKK) (2 information events). In October 2007, a new smoking withdrawal programme and an information campaign for LKH Klagenfurt employees were started. Within the framework of this smoking withdrawal programme, smoking withdrawal is offered twice a year.

The information campaign is conducted through appealing posters and memos over the course of two to three years (quarterly and semi-annually), pointing out the smoker out-patient clinic located at the LKH. A further information campaign dealing with the issue of “smoking”, resp., the following smoking withdrawal programme started in June 2008. The LKH Klagenfurt was awarded the certificate of approval in bronze for “Smoke-Free Health Facility” at the Austrian Conference of Health-Promoting Hospitals and Health Care Facilities and the 1<sup>st</sup> Conference of Health-Promoting Health Care Facilities.

In addition to the smoking withdrawal programme, the LKH Klagenfurt took on the issue of “Alcohol at the Workplace” and developed a corresponding seminar programme. The goal is the early detection of alcoholism at the workplace- The LKH Klagenfurt project team is the contact partner for problems with alcohol at the workplace.

## **D.2. Strategy and implementation**

The regulations for protecting non-smokers are regularly evaluated. Senior management is reminded of its responsibility concerning this matter. In the room and function programme "LKH NEW," there are no areas planned for smokers. A corresponding information sheet with the designated smoking zones was prepared and sent to all employees by e-mail. Furthermore, the information sheet was added to the "Information Folder" for new employees. The aim of the "Non-Smoker Campaign" is to develop self-awareness for not smoking at the workplace and in the common rooms, for protecting non-smokers from the effects of tobacco smoking and to help employees quit smoking. On one hand, the rights of non-smokers should be pointed out (Employee Protection Law, Tobacco Law); on the other hand, smokers should be offered the possibility to take advantage of competent and expert help to quit smoking. The goal of the seminar programme "Alcohol at the Workplace" is the early detection of alcohol dependence and timely intervention, as well as the improvement of the health and quality of life of affected employees. Specific training sessions for senior management on topics like "Sensitisation and Breaking Taboos," "Acquisition of Theoretical Basic Knowledge for Early Detection," "Communicating with Affected Employees and Providing Help", etc., were successfully held.

### D.3 Evaluation & results

The evaluation of the main focus issue of smoking prevention was conducted:

- 1.) by the University of Klagenfurt,
- 2.) according to the guidelines of the European Network of Smoke-Free Hospitals and Healthcare Facilities and
- 3.) through employee surveys.

As criteria, the 10 points of the Codex of the European Network of Smoke-Free Hospitals and Healthcare Facilities (see appendix) are consulted, whereby efforts are made to constantly improve smoking prevention. On the basis of the results, the following activities were set up in the context of a holistic WHP project:

- kick-off event with lectures and an information street
- semi-annual smoking withdrawal programmes for employees
- information folder for patients about smoking prevention offers
- signposting in the hospital to point to the smoking ban
- company agreement between employers and employees
- improvements in job-site inspection and employee briefing

Senior management is reminded of its responsibility regarding job-site inspection and employee briefing. Decision processes concerning smoking prevention issues regularly take place in project team meetings and steering group meetings

#### “Alcohol at the Workplace”

The gained knowledge was passed on to employees in the context of workshops and the topic of “Alcohol at the Workplace” is renewed in regular intervals through various seminars at the LKH Klagenfurt.

## **E. Healthy eating**

### **E.1. Organisation & structures**

Up until now at the LKH Klagenfurt, a component cuisine with a main dish, a side dish and vegetable components, a small snack and a vitality meal were offered, whereby the vitality meal was always meatless, but did not necessarily fulfil the requirements of “healthy nutrition” from a nutritional medicine point of view. Up to four different meat dishes were offered daily at the LKH Klagenfurt; however, the salad buffet hardly provided any diversion. In the context of the “Employee Restaurant” working group of the canteen committee, the issue of “healthy eating” was discussed with employees from the departments of canteen management, billing, dietary counselling, nutritional medicine and occupational medicine, and marked improvements in the service offer were achieved. The requirements of healthy eating and a corresponding nutritional awareness are considered in a systematic and target-oriented manner in all important decisions of the LKH Klagenfurt.

### **E.2. Strategy and implementation**

The “LKH Light Cuisine – Healthy Eating at the Workplace” project offers employees at least once a day a “light dish” that meets healthy eating guidelines. Information about healthy eating and the value and benefit of several types of food is available to all employees. In addition, a daily fresh salad offer provides more variety. An implementation of the goals of the “LKH Light Cuisine” – at least one daily “healthy meal” with information about nutritional value and nutritional components, an enlarged and fresher salad buffet, a vegetable buffet (with at least three types of vegetables), etc. – was developed and carried out. In the summer months, additional salad dishes, with weekly-alternating salad selections, are offered to the employees. A folder was also designed in the scope of the project. “Vitality Tips,” which are published every 1-2 months, are inserted into these folders. The “Vitality Tips” are also sent to the individual departments by newsletter, are accessible in the Intranet, and are available in the dining area. Lunch meals are provided to employees at a favourable price; e.g., a complete wholesome meal for employees costs € 1.54 (normal price € 4.60).

### **E.3. Evaluation and results**

Employee surveys, which are used to gather and process suggestions for improvement and points of criticism, should be conducted twice a year in the future. A “Complaint and Suggestion Book” is available on site, making it possible for any employee to criticise or praise the food offering at any time. Meetings of the “Employee Restaurant” working group are held once a month. In addition, “Table Guest Surveys,” which lead to constant improvement of food preparation and the cuisine offer, take place.

## **F. Physical activity**

### **F.1. Organisation and structures**

The physical strains (lifting, carrying, etc) of the employees are very large in many areas (geriatrics, laundry, etc). The results of the conducted employee surveys have made clear that these areas demand targeted health promotion measures. A health-promoting physical activity programme (back and spine training, fitness programmes, the learning of relaxation techniques, etc.) was not officially offered in the past, but was organised by several employees on their own initiative. Employees are involved in the development of measures and offers for physical activity through their participation in health circles. The planning and coordination of physical activity offers is done by the Occupational Medicine and WHP/Personnel Development departments. The financing of physical activity offers is made partially by the LKH Klagenfurt, resp., through the small participation fees of the employees taking part (€ 15 to € 20 for 12 units).

### **F.2. Strategy and implementation**

Upon the initiative of employees, four 12-week back and spine training sessions, body styling courses, shiatsu and massage for employees in the geriatric department were offered. Employees took part in the “Employees Move Employees” seminar initiated by the KGKK and are now acting as disseminators of compensation exercises for sedentary activities. The corresponding materials, resp., implementation possibilities were prepared for all LKH Klagenfurt employees. In September/October 2008, the “Shaping and Moving” seminar for the geriatric field was conducted. The LKH Klagenfurt provides its employees with so-called “department bicycles” for daily use.

Information about physical activity programmes is sent by newsletter, Intranet and e-mail invitations, either to specific departments or throughout the whole facility.



### **F.3. Evaluation and results**

The evaluation of the physical activity programme was conducted by the University of Klagenfurt. Feedback forms from the individual courses, resp., physical activity events will be evaluated, whereby special attention will be paid to the content, the practicability in everyday organisational routines, as well as participant satisfaction. On the strength of a regular needs assessment, resp., of the feedback forms, the selection, continuation, resp., addition of the individual instruction programmes takes place. Results of the implemented measures are discussed at a jour fix meeting with personnel development, at project team meetings and at meetings of the steering group.

## **G. Stress**

### **G.1. Organisation and structures**

Especially in work areas that have been merged in the course of organisational changes, resp., in which a strengthened interdisciplinary performance is the result, there are integration and communication barriers that are of a language nature. The different expectations and responsibilities of the professional groups in direct cooperation are visible in the behaviour of the persons involved and, therefore, in the observable company culture. Company culture, resp., company climate, the lived values, norms and the basic convictions in the company influence the behaviour of every employee. In order to create a good culture of discussion, resp., a good company communication, a number of measures were established to tackle stress. Employee involvement in the development and implementation of activities related to the topic of stress/mental health occurs by means of the employee surveys, on the basis of information about needs that is presented in the results of the employee survey, as well as in the context of health circles.

## **G.2. Strategy and implementation**

To improve the culture of discussion, resp., company communication, the following measures were set up: introduction and establishment of employee discussions in all professional groups; development and implementation of an interdisciplinary meeting culture on the departmental and company level; a data feedback workshop was especially conducted in connection with the sub-project "Employee Survey" on the topic of "Culture, Climate and Communication." Interaction and communication as a culturally formative element will increasingly be offered as interdisciplinary further training.

In order to make the unavoidable contradictions in the organization not only transparent, but also workable, and, therefore, able to lead to a solution, a mediation centre for employees was established. In conflict situations, it acts as a conflict process counsellor and accompanier, and is staffed by employees with the appropriate training on a part-time basis.

In addition to special communication training seminars, the following seminars were offered and held as further measures in the area of tackling stress: "The Art of Failing – For Head Nurses"; "Team Training for Secretaries and Typists"; "My Limits – Your Limits," in which participants find a new access to themselves and rediscover lost potential; "Mobbing at the Workplace"; "Burn-Out"; "Setting Personal Limits and Priorities"; "Self-Management and Energy Competence"; "Aroma Care"; "De-Escalation in the Psychiatric Work Field"; "Constructive Conflict Management and Relationship-Friendly Communication"; "People Are Quick to Talk! Talking and Doing Are Two Different Things"; Tao Active"; "Work-Life Balance"; "Your Inner Oasis" and "Supervision."

## **G.3. Evaluation and results**

The evaluation will be conducted by the University of Klagenfurt, as well as by means of feedback forms from the conducted seminars. Chosen as criteria were the satisfaction of employees in their organisation, the content, as well as the possibilities of implementation into the daily working routine. Health-promoting activities were established on the basis of a needs assessment of the choices of instruction programs, continuations of, resp., additions to the available training programs. Decisions on which stress/mental health measures are conducted are made at a four fix meeting with personnel development, at project team meetings and at meetings of the steering group.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Mondi Frantschach GmbH</b>
Address:	Frantschach 2, 9413 St. Gertraud
Name of contact person:	Mrs. Elisabeth Wuggenig
Function of contact person:	Health Manager
Tel.:	0664/8446530
Email:	elisabeth.wuggenig@mondigroup.com
Sector:	Paper Production
Number of employees:	481

Age	Sex		total
	Male	female	
up to 35	142	15	157
35 to 50	232	9	241
50+	72	11	83
<b>total</b>	446	35	481

**B. Integration of WHP in the company policy and culture**

“Healthy paper, healthy company, health employees” is motto of the Mondi Frantschach GmbH company. Since 2004, the firm has been promoting the health of its employees through different health-promoting measures and actions. In the course of the Safety and Health Management System of the Austrian Workers Compensation Board (AUVA), these health-promoting activities were recently audited. Mondi Frantschach GmbH is the first paper factory to receive this certification from AUVA. In order to set an even stronger course in the future, the firm installed a “health” steering group in Autumn 2007, made up of representatives from management, the works council, occupational medicine, safety experts, the personnel department, as well as the health manager. Different theme-related working groups have been instructed to work out and implement suggestions for WHP activities. Some of the planned tasks are to design a poster with various physical activity tips, to establish a “healthy canteen,” as well as to make seasonal fruit baskets available to the employees. The health programme is being developed with the participation of pupils at the Higher Secondary School for Business Professions in Wolfsberg (creation of an own logo). The goal of the health project is to sustainably promote and strengthen the health awareness of employees. WHP is anchored in company policy. All employees are offered the possibility to actively contribute to health promotion, resp., to the different themes, through the individual working groups. The company policy, of which the WFP policy is a part, is accessible to and recognised by all employees. The Mondi Frantschach GmbH company arranges health-promoting activities in all four main focus issues (smoking prevention, healthy eating, physical activity, stress).

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

The company has its own company agreement on the issue of smoking. In the scope of a "health working group," the topic of smoking was handled and made familiar to all employees. Costs are covered by the general health budget. Depending on which measures are concretely carried out, a self-cost share is conceivable. This self-cost share would merely be a symbolic contribution to the programme.

### **D.2. Strategy and implementation**

Smoking is only allowed in specially designated areas. A smoking withdrawal programme was offered to the employees, but was postponed because of the lack of interest. The main focus issue of "smoking prevention" was also made a "Theme of the Month" to point out the dangers of smoking to the employees.

### **D.3. Evaluation & results**

An evaluation is currently not being conducted.

## **E. Healthy eating**

### **E.1. Organisation & structures**

In the course of WHP, a “healthy eating” working group was established. The company’s occupational health practitioner is a member of this group. All interested employees can actively bring their ideas and suggestions for improvement and implementation into the working group. Employees receive a lunch meal at special prices. The company subsidises the meal costs.

### **E.2. Strategy and implementation**

The company canteen offers a daily warm meal. However, employees have the possibility to put together their own “healthy snack” every day. An easily accessible and clean dining area is available to the employees. Fresh fruit is offered to the employees weekly at no charge. Drinking water and tea are available to all employees at any time. The meal plan is sent to all staff members by e-mail and is posted in the individual departments and in the company canteen. Furthermore, the meal plan is accessible to all employees through the Intranet. Additional information about “healthy eating” issues is sometimes enclosed in the monthly newsletter in the form of a “Health Topic of the Month.”

### **E.3. Evaluation and results**

The evaluation is conducted on the basis of the foods consumed by the employees. These results build the basis for deciding whether the offer should remain as it is or if changes are necessary. To familiarise the employees as much as possible with a healthy diet, the company offered the foods at reduced prices with various actions (e.g., summer action). The “nutrition” working group, as well as the “health” steering group, use these results for their proposals and decision making. The issue of “healthy eating” was/is a part of the employee survey “Healthy Paper” to determine the Human Work Index.

## **F. Physical activity**

### **F.1. Organisation and structures**

A working group dealing with the topic "Ergonomics and Movement" regularly develops physical activity programmes and offers. Every employee can actively cooperate in this working group.

### **F.2. Strategy and implementation**

The design of a poster with physical activity tips and exercise suggestions is planned. Employees are regularly offered running meets, discounts at the fitness centre, swimming courses, dancing courses, financial and organizational support for participating in public events (Business Run, Company Triathlon, hiking tours, etc.). All physical activity offers take place during leisure time. Offers for balance exercises (e.g., back muscle training/spine training, Nordic Walking, etc.) will be available in the 2009 annual programme, which is currently being developed. All physical activity offers are communicated to the staff by means of notices, a newsletter, the Intranet and e-mail.

### **F.3. Evaluation and results**

The evaluation is conducted on the basis of the number of participants and the feedback (e.g., satisfaction) of the participants about the individual physical activity offers. On the strength of these presented results, physical activity offers will be further provided, expanded or changed. The decisions about which physical activity offers will be included in the 2009 health programme are made by the working group.



## **G. Stress**

### **G.1. Organisation and structures**

Several activities have been planned in the area of stress/mental health and should be implemented in the following months. The offer is communicated by means of notices, a monthly newsletter, the Intranet, e-mail, as well as by management.

### **G.2. Strategy and implementation**

In 2009, seminars are planned on the topic of "Psychology at the Workplace," as well as various events focussing on the issues of "burn-out" and "coping with stress."

### **G.3. Evaluation and results**

In the course of the employee survey "Healthy Paper" (determination of the Human Work Index), the issue of stress was treated. The first survey was conducted in 2004; a further one is planned for the beginning of 2009. A targeted evaluation in the course of the employee survey "Healthy Paper" is not possible, as it deals with a predetermined questionnaire. An evaluation of the main focus issue of "stress" is being planned for at a later date.



Infrastruktur Betrieb

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>ÖBB-Infrastruktur Betrieb AG</b>
Address:	Elisabethstraße 9 1010 Wien
Name of contact person:	Franz Gastager
Function of contact person:	Head of Health Management
Tel.:	01 / 93000 / 880 / 33850 0664/617 10 60
Email:	<a href="mailto:franz.gastager@oebb.at">franz.gastager@oebb.at</a>
Sector:	Rail Infrastructure
Number of employees:	11592

Age	Sex		total
	male	female	
up to 35	1266	122	1388
35 to 50	7518	359	7877
50+	2167	160	2327
<b>total</b>	10951	641	11592

**B. Integration of WHP in the company policy and culture**

WHP charter, quality seal (until 2010) exist;  
Employees can get active in the project electronically (virtual health centre) and personally (health centre);  
Executives are actively involved and support the project;  
Health is further spread over various communication channels.  
Special effort is made to implement sustainable measures (not only ones that are effective for the short-term) and on the basis of the planned measures (e.g., training as a movement coach) to be responsive to the different requirements/problems of the individual professional groups (shunters, office workers, etc.).  
WHP is anchored in the company mission statement.  
There is a good WHP structure with all the important interfaces to the management fields.  
The works council as well as executives are involved.  
There is a company health manager, health circles and WHP contact persons at the locations.

**C. Described health topics**

	Smoking prevention
X	Healthy eating
X	Physical activity
	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

Mr. Gastager is the head of health management in the Infra-Betrieb AG. The company has a cooperation agreement with the Railway and Mining Workers' Insurance Company (VAEB); the Institute for Health Promotion and Prevention (IfGP) of the VAEB is responsible for quality assurance.

Mr. Gastager is supported by the health committee (advisory board includes board members) and the core team. 9 health circles were established throughout Austria. There is also a virtual health centre where employees can additionally get actively involved over the PC (electronically). In addition, there is a possibility for employees who do not have access to the PCs to participate through idea cards, opinions and ideas on health issues (by post).

Some measures are carried out throughout the company by the Austrian Federal Railways, others are specifically for the Infra-Betrieb only.

Mr. Gastager administers a health management budget. Numerous resources are available. Up to now, no veto has been brought against the implementation of measures on the part of the board!

The health management project was recently completed and permanently integrated in the company. The ÖBB Infra-Betrieb was also awarded the WHP quality seal until 2010.

## **E.2. Strategy and implementation**

Drinking water is made available for free in the form of water dispensers, mineral water and the like, and from the tap.

In addition, folders about health issues are mailed home (with topics such as nutrition, physical activity, shift work), WHP weeks at Josefhof concerning shift work were utilised.

As an “introductory measure,” free fruit was made available to the employees. This was not conducted all over Austria and not the whole year round, but rather temporarily as an incentive for the employees to rethink, as this measure was not evaluated as sustainable.

Furthermore, seminars on healthy eating were offered and single events about the topic took place. The nutrition seminar is comprised of 7 units of 2, resp., 2.5 hours, and is held once a week after work. The content was specifically prepared for the participants, whereby they could choose from topics focussing on health eating in leisure time, at work, on the shift and at heavy labour. The courses were, according to requirements, conducted all over Austria. In addition to these seminars at Josefhof, a health promotion week on the topic of “healthy eating” was offered.

Healthy eating is supported in (larger) company canteens; the purchasing for the canteens was changed. Moreover, cooks were trained and more “healthy” canteen meals were offered.

“Healthy eating vouchers for the employees are being negotiated.

## **E.3. Evaluation and results**

Process evaluation of pilot measures → in order to readjust measures.

At least one annual evaluation to be able to adequately justify measures in front of the board.

## **F. Physical activity**

### **F.1. Organisation and structures**

Mr. Gastager is the head of health management in the Infra-Betrieb AG. The company has a cooperation agreement with the Railway and Mining Workers' Insurance Company (VAEB); the Institute for Health Promotion and Prevention (IfGP) of the VAEB is responsible for quality assurance.

Mr. Gastager is supported by the health committee (advisory board includes board members) and the core team. 9 health circles were established throughout Austria. There is also a virtual health centre where employees can additionally get actively involved over the PC (electronically). In addition, there is a possibility for employees who do not have access to the PCs to participate through idea cards, opinions and ideas on health issues (by post).

Mr. Gastager administers a health management budget. Numerous resources are available. Up to now, no veto has been brought against the implementation of measures on the part of the board!

The health management project was recently completed and permanently integrated in the company.

### **F.2. Strategy and implementation**

The topic of physical activity has been a main focus issue of the Infra-Betrieb since 2007.

Employees are internally trained to be Nordic Walking instructors. In addition, under the title "Employees Move Employees," employees were trained in an occupational group-specific manner (shunters, office workers) to become movement coaches (around 400 have already been trained).

In 2009, 8x2 days of the "VAEB Health Street" will be held throughout Austria for all employees.

There are bicycle rooms, but otherwise hardly any incentive for employees to move.

Discounts for fitness centers are offered.

The Infra-Betrieb uses technical communication means (Intranet, e-mail, etc.), also mails folders to employee's homes, has bulletin boards, etc.

The health management team is also active among executives, in order to continuously get them involved.

### **F.3. Evaluation and results**

Process evaluation of pilot measures → in order to readjust measures.

At least one annual evaluation to be able to adequately justify measures in front of the board.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Pengg Austria GmbH</b>
Address:	8621 Thörl
Name of contact persons:	Thalhammer Gertrude
Function of contact persons:	Director of WHP
Tel.:	03861-5090 / 41
Email:	<a href="mailto:g.thalhammer@wire-pengg.com">g.thalhammer@wire-pengg.com</a>
Sector:	Industry
Number of employees:	200

### B. Integration of WHP in the company policy and culture

There is no individual WHP charter. However, WHP is anchored in the mission statement (= company philosophy) in written form. In 2009 the quality seal will be once again be applied for.

Management/company directors support the project and provide a separate budget for the main focus areas and activities of WHP.

Employees can actively participate in the various activities/offers and in the health centre. No distinction is made between the blue- and white-collar employees (production, administration, etc).

Information is disseminated by the health report (inserted in the employee magazine), the intranet, on notice boards and through personal discussion.



**D. Described health topics**

X	Smoking prevention
X	Healthy eating
o	Physical activity
	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

Measures such as the VAEB Smoking Prevention are offered and take place on-site (10 employees involved → 2 are still smoke-free).

Contact person and person responsible is Mrs. Thalhammer. She is active in QM and has completed the health moderator training at Josefhof.

An individual WHP budget is available; staff can also take advantage of the WHP offers during working hours. Employees are especially involved through their participation in the health circles and activities (and are also informed about topics on health and safety promotion days). At the end or beginning of the year, employees are surveyed about the activities in order to receive feedback (change requests, etc.).

### **D.2. Strategy and implementation**

No canteens or special dining areas exist. Production facilities – which become “eating spaces” at lunchtime – are already smoke-free. These areas are sufficiently ventilated.

Information about smoking prevention is communicated through information channels such as the employee newsletter, Intranet, bulletin boards, personal discussions.

Counselling support for employees who want to quit smoking can be utilised through the VAEB, the occupational health practitioner or the smoker’s hotline.

### **D.3. Evaluation & results**

A self-evaluation is conducted on the basis of target objectives. All employees receive feedback through the health report.

## **E. Healthy eating**

### **E.1. Organisation & structures**

No canteen exists. A bakery provides food. The firm supports the purchase of a healthy snack.

Information and offers (nutritional monitoring, change in diet, measurement of blood lipids, etc.) concerning metabolic illnesses are planned to be provided (and are supported by company management).

The health moderator coordinates and plans the measures and offers. Mrs. Thalhammer is in charge of overall coordination. The moderator has no individual training in the nutritional field – experts in the circle help with planning.

The budget for WHP also includes healthy eating.

Employees are involved through the health circle or by participating in the activities. Employees who are not members of the health circle can gladly join whenever they want and can help to plan measures.

### **E.2. Strategy and implementation**

No canteen is available, but there is a small recreation room for administrative personnel.

There is no individual dining area for production employees. The working area is converted into an eating area at lunchtime.

There is no water dispenser, but there is good quality drinking water from the taps.

Information about healthy eating issues is provided by the WHP team (with the works council) and the experts from the Special Hospital and Rehabilitation Centre (SKA/RZ) in Aflenz. A lecture is planned.

### **E.3. Evaluation and results**

A self-evaluation is planned to be conducted together with the dietary assistant of the Special Hospital and Rehabilitation Centre (SKA/RZ) in Aflenz on the basis of target objectives. Feedback and the health report are sent to all employees.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Pensionsversicherungsanstalt Landesstelle OÖ</b>
Address:	Volksgartenstraße 14, 4921 Linz
Name of contact person:	Hr. Gerhard Mayrhuber
Function of contact person:	Selbst. Bearbeiter, zuständig für BGF
Tel.:	05 0303 36433
Email:	<a href="mailto:gerhard.mayrhuber@pva.sozvers.at">gerhard.mayrhuber@pva.sozvers.at</a>
Sector:	Pension Insurance Institution
Number of employees:	507

Age	Sex		total
	male	female	
up to 35	36	121	157
35 to 50	82	143	225
50+	57	68	125
<b>total</b>	175	332	507

## B. Integration of WHP in the company policy and culture

WHP is anchored in the organisation's mission statement; since 2005 it has also been a component of the company philosophy as a clearly defined goal.

PVital is a password-protected homepage of the PVA for WHP – all activities and reports can be accessed on this homepage by all employees.

The PVA signed the WHP Charter.

WHP is supported in the PVA on all management levels as a continuous company philosophy. The steering group consists of executives, the works council, the women's representative, doctors working in the organisation, as well as the heads of all departments.

This team has been permanently established and meets monthly – these results are documented.

Employees can actively get involved in WHP by submitting suggestions through:

- contacting a member of the steering group (by e-mail or telephone)
- the works council
- the PVital homepage – there is a separate column called "Idea Factory"
- surveys on the PVital homepage

Employees receive information about WHP activities and the organisation's WHP policy on the PVital homepage and by newsletter, resp., e-mail.

## C. Described health topics

	Smoking prevention
X	Healthy eating
X	Physical activity
	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

Activities and offers: In the canteen – salad buffet, PVital Corner with a “healthy snack” are planned to be installed as part of the “Making things easier with a new style” project, fruit, vegetables. An employee survey on healthy eating and the dining area was carried out.

Subsidies for PVital products are planned as of Nov./Dec. 08 as part of the “Making things easier with a new style” project.

Responsible: Members of the steering group.

Qualifications: Doctors in the steering group; at the same time, all of the participants are trained by dieticians, nutritional scientists and sports medicine doctors (lectures about these topics have also been held).

Means for developing measures: If required, from the budget; an in-house group (members of the works council and employees of the canteen) was set up to deal with the offer in the canteen, resp., with healthy eating issues.

Employee involvement in the development of measures: By making suggestions about healthy eating issues, resp., about the offers in the canteen to this team

### **E.2. Strategy and implementation**

Consideration within the scope of workplace evaluation/briefing: No.

Easily accessible, clean dining area: In the canteen; at least two break rooms per floor; 2 well-equipped kitchens on each floor.

Offer and selection of healthy foods: Yes, in the canteen – PVital Corner in planning – salads, healthy snacks, fruits, health drinks and water are already available.

Support of the selection: Subsidy to purchase favourably priced food from the PVital Corner (approx. 10-15% of the purchase price) is in planning.

Free fruit once a month for all employees.

Drinking water is available at any time from the tap as well as from water dispensers.

Information: PVital homepage, activity days, newsletter, lectures for all employees about the pillars of WHP 2-3 times a year.

Brochures, folders are available and are distributed, resp., placed in the break rooms.

Support: If needed, it would be possible to consult doctors from the steering group at any time.

### **E.3. Evaluation and results**

Up to now there has been no evaluation of the measures.

After the implementation of all planned measures, a new survey is scheduled – employees will then be informed about the results on the PVital homepage.

Documents: Various brochures and reports.

## F. Physical activity

### F.1. Organisation and structures

Measures and offers:

A sports festival takes place once a year. Within the framework of further education offers, "Movement Seminars" are also offered by PVital; as an example, a self-defence seminar for women (needs-oriented offer) is currently taking place.

Nordic Walking Units – Once a month through announcements (at the beginning with a trainer, now as a permanent fixture).

Participation in the Linz Marathon, including mutual training and pre-race medical attention (e.g., lactate measurement).

Lectures by sports medicine doctors are regularly offered (1-2 times a year).

A company sports community has been established, with common activities in irregular intervals (football, volleyball, bicycle tours or the like).

Employees Move Employees – daily participation for 30 minutes is possible for all employees.

Responsible: Members of the company sports community, the initiator of the Nordic walking units, as well as a specially trained employee.

Qualification: Doctors from the steering group, MBM trainers; for Nordic walking – introduction by a qualified trainer, continuation by employees. Private further training, resp., athletes.

Means for developing measures: Budget, according to requirements; work time for the organization and planning of measures.

Employee involvement in the development of measures: Not directly – but if required, possible anytime through the works council resp., the company sports community. Idea workshop on the PVital homepage is accessible to all employees. Surveys on the PVital homepage.



## F.2. Strategy and implementation

Consideration in the scope of workplace evaluation: In this context, attention is paid to ensuring that every workplace is properly equipped ergonomically. A cooperative activity of PVital is being implemented together with the Occupational Health Service (AMD) and a physical therapist, offering individual consultation and group information on issues such as “ergonomic sitting”, movement, etc.

As part of the workplace briefing, the possibility of daily MBM (mind-body medicine) units and the activities and offers of the company sports community are pointed out.

During working time: “Employees Move Employees” through trained disseminators with individual time management (approx. 30 min daily are possible).

Offers before and after work: All of the aforementioned offers take place in leisure time, except for the further training offers and the MBM, which are scheduled during working hours.

Incentive for employees to walk/bike to work: There were company bicycles, but they were not used and, therefore, discontinued. Fees for a lockable bicycle parking space are financed from the PVital budget (50%).

On the 7<sup>th</sup> floor of headquarters a fitness room is currently being equipped – employees can use the facility for free in the breaks and before and after work. Interest in external sports offers was surveyed – there was no large interest.

Showers: They are basically available, but because they are located in the rooms of the Tax Office, an agreement on the possibility of access is currently being worked on.

As soon as this organisational problem is solved, the fitness room on the 7<sup>th</sup> floor will be opened. In this regard, a (temporary) trainer is planned to be made available (to explain the equipment and for general consultation).

Information: PVital homepage, activity days, newsletter, lectures for all employees about the pillars of WHP 2-3 times a year.

Brochures, folders are available and are distributed, resp., placed in the break rooms.

Support: If needed, it would be possible to consult doctors from the steering group at any time.

### **F.3. Evaluation and results**

After the implementation of all measures, a new survey is scheduled – employees will then be informed about the results on the PVital homepage.

Documents: Various brochures and reports.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Rail Cargo Austria</b>
Address:	Erdberger Lände 40-48, 1030 Wien
Name of contact person:	Eva-Maria Kranz
Function of contact person:	Health Management
Tel.:	0664/96 031 97
Email:	eva-maria.kranz@oebb.at
Sector:	Rail Transportation
Number of employees:	2603

Age	Sex		Total
	Male	Female	
Up to 35	237	141	378
35 to 50	1752	116	1868
50+	340	17	357
<b>Total</b>	<b>2329</b>	<b>274</b>	<b>2603</b>

## B. Integration of WHP in the company policy and culture

WHP is anchored in the company mission statement.

RCA has approved the WHP Charter.

There is a company health manager and a WHP team; every location has its own health circle.

RCA has carried out an extensive WHP project that was externally accompanied, and is now preparing the implementation of WHP.

There are many location-dependent and multi-location measures.

A special emphasis has been placed on management.

Employees are informed in various ways: Intranet, disseminators (specially trained employees), bulletin boards, mails, internal newsletter, ...

Management and the works council are in a WHP committee and jointly decide on the implementation of measures suggested in the health circles.

There are surveys and arranged goals for the project as well as beyond it.

## C. Described health topics

X	Smoking prevention
	Healthy eating
X	Physical activity
	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

There are smoking prevention events (afternoon events) that offer information and a (medical) lecture (2 hrs.) with a following discussion.

Occupational health practitioners at RCA offer smoking prevention counselling. At Josefhof, a non-smoker week (2 days of special holiday, 3 days of holiday) can be utilised by the employees for free (limited number of participants!).

Ms. Mag. Eva Macku is the responsible health manager at RCA (study in the health management field), along with a team consisting of health moderators (health moderation training at Josefhof), as well as health circle participants, occupational health practitioners and members of the committee (works council, management). In addition, there is a company-wide health manager.

Sufficient resources have been made available (extra WHP budget) and are supplemented by a company-wide budget.

Employees are primarily involved through the health circle, which serves as the staff's mouthpiece.

## **D.2. Strategy and implementation**

Non-smoking was enforced through the non-smokers protection law and the company house rules.

All offices are officially non-smoking areas, and all events are titled as non-smoking events.

Information is passed on through the health centre and the health manager Ms. Macku, but also through bulletin boards, the Intranet platform, mails, the newsletter and information posters. In RCA there is no company newspaper through which the information can be spread.

On issues concerning (non-) smoking, support from the Josefhof, the occupational health practitioner and the health counselling centre (GBZ) smoking prevention counselling is solicited. There are no ambulatory employees for smoking prevention counselling and the like!

## **D.3. Evaluation & results**

Evaluation is conducted by the external company Exemple, e.g., through interviews, and by the Railway and Mining Workers' Insurance Company (VAEB) through FEGOL questionnaires. Monitoring is also done by examining the cost-benefit effect, minutes from meetings, etc.

## F. Physical activity

### F.1. Organisation and structures

Ms. Mag. Eva Macku is the responsible health manager at RCA (study in the health management field), along with a team consisting of health moderators (health moderation training at Josefhof), as well as health circle participants, occupational health practitioners and members of the committee (works council, management). In addition, there is a company-wide health manager.

Sufficient resources have been made available (extra WHP budget) and are supplemented by a company-wide budget.

Employees are primarily involved through the health circle, which serves as the staff's mouthpiece.

### F.2. Strategy and implementation

RCA employees receive discounts through cooperation with fitness centres all over Austria.

There is a company fitness centre at company headquarters in Erdberg, offering fitness courses and fitness trainers. Employees also receive training about the proper and health-promoting use of the equipment in the in-house fitness centre. Women's afternoons are also organised. Employees can train at very reasonable prices. Information, feedback and announcements can be passed on to the staff via the "Feedback Box." Bicycle racks, changing rooms and showers are also available.

30 movement coaches have received training (wellcon) all over Austria. Under the motto "Employees Moving Employees," these coaches inform their colleagues about specific work movements and health-relevant topics (e.g., lifting and carrying) during working hours.

In addition, the company sponsors running events by taking over the costs of the starting fees. Two RCA employees are trained as Nordic Walking instructors (financed by the company) and can instruct employees after working hours.

Individual initiatives are carried out after work at various locations: e.g., in Linz – meetings of

and participation in a cycling club; in Tirol – hiking days, alpine curling, etc.

There are also showers and/or bicycle racks at various locations – up to now there has been no initiative that would create this uniform infrastructure all over Austria! If these facilities are not available, this matter can be raised by the health circles. Scientific counselling, etc., can also be demanded through the health circles, as there is also no explicit offer → resources for initiatives are available through the WHP pot!

### **F.3. Evaluation and results**

Evaluation is conducted by the external company Exemple, e.g., through interviews, and by the Railway and Mining Workers' Insurance Company (VAEB) through FEGOL questionnaires. Monitoring is also done by examining the cost-benefit effect, minutes from meetings, etc.

Meetings and networking of the movement coaches and the health circles take place for the purpose of disseminating and exchanging information. However, no company-wide measure exists yet!





## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>RHI AG</b>
Address:	Millstätterstr. 10 9545 Radenthein
Name of contact person:	Dr. BAYER Stefan
Function of contact person:	Company Doctor, H&S Management
Tel.:	+43 50213 4625
Email:	<a href="mailto:stefan.bayer@rhi-ag.com">stefan.bayer@rhi-ag.com</a>
Sector:	
Number of employees:	2 500

## B. Integration of WHP in the company policy and culture

This company has been involved in WHP for 20 years and continuously deals with new topics and target groups.

WHP is anchored in the mission statement.

This company has signed the WHP Charter and has twice been awarded the Quality Seal.

There is a company doctor and a company psychologist, a health circle and a committee. The works council is involved in WHP.

A prevention week is held on topics such as healthy eating, physical activity, smoking, stress management, cardio-vascular health and healthy back exercises.

The communication structure of this project is to be especially pointed out. It was very well implemented during this project, guaranteeing the bottom-up, top-down flow of ideas and communication. Activities, decisions and changes concerning WHP issues are promptly communicated to the employees.

Regular surveys are also conducted.

## C. Described health topics

X	Smoking prevention
	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

RHI Radenthein did the kick-off together with the Roche company. Free nicotine substitution supplements and information about smoking prevention were provided. Furthermore, employees (heavy smokers) were offered a 3-week smoking prevention seminar at Josefhof, which was financed by the company. Employees can also take advantage of this offer by taking sick leave or rehabilitation time.

A smoking ban was implemented throughout the company. The company psychologist (Mrs. Freundl) is available for individual counselling. 55% of the employees were able to maintain their non-smoker status after the seminar in Josefhof.

Dr. Bayer and Mrs. Freundl are responsible for the topic areas. Dr. Bayer is the president of the Austrian Academy for Occupational Medicine, and has completed training as a health coach. He is the company's health and safety manager.

Sufficient resources are provided by the company. Originally, a budget of €15,000 was available, whereby the Roche company products were provided for free.

Health circles take place during working hours. The works council and employees are also involved in the health circles. Although the topics are determined from the "bottom-up" (from the health circles), the strategy is implemented from the "top-down" (from the health management and the executive management).

## **D.2. Strategy and implementation**

Worker protection (ANSCH) will be addressed by an apprentice project (I am – Information as Motivation). Apprentices are trained in workplace evaluation based on occupational medicine, ANSCH, etc. Subsequently, the apprentices conduct a workplace evaluation. A workplace analysis by means of an evaluation barometer expresses the degree of risk at the workplace.

A company-wide smoking ban was initiated as a preventive thought and measure and for the protection of the non-, resp., passive smokers – above and beyond the legal regulations.

Information is displayed on screens in the snack and common areas. There are trailers for non-smoking, brochures (e.g., cancer society, etc.) that are sent with the pay slip, Intranet links, as well as statistics about (non-) smoking data in the Intranet.

There are no direct incentives to quit smoking. At the kick-off meeting, however, there was an attempt to show the impacts at the workplace (dust, smoke, etc.) and to explain the impacts of additional cigarette smoking. Events, e.g., for apprentices, are continuously held.

Disseminators are, above all, health circle participants and health circle leaders. They are trained, but some are also former smokers.

Information is available through the Intranet (offers contact partners), through personal talks (with the psychologist); experts are involved. Smoking is also an important point in employee discussions.

Activities and training are provided by experts. External counselors were present at the kick-off meeting.

## **D.3. Evaluation & results**

Yes, an evaluation was conducted. Information is currently provided in an apprentice report.

The apprentices have the possibility to participate in lifestyle weeks.

Surveys are conducted after 6 and 12 month's time.

Through the Electronic Health Information System (EGIS), absences and sick days are evaluated → the progress of certain illnesses can be determined.

## **F. Physical activity**

### **F.1. Organisation and structures**

Back muscle training days were held. Offers and/or information about proper lifting and carrying, coordination, crack analysis, MediMaus (spine curvature measuring device), and sports orthopaedic examinations were made available.

Again, Dr. Bayer is responsible, with external support from orthopaedic doctors and sports scientists who conducted measurements and tests at the events and at the kick-off meeting.

There is a company sports club (WSG) that does sports together.

Employees are involved through the health circles. The topic of physical activity is subject to the same resources as smoking prevention – for complete health management.

There are no incentives for employees to walk or cycle to work. Nonetheless, showers are available.

Lifestyle weeks are annually held at Josefhof.

Consultation with scientists, information through the Intranet and through the Center for Occupational and Environmental Medicine, as well as daily information mails are provided.

### **F.2. Strategy and implementation**

There is no regulation in Austria regarding maximum loads. The RHI follows the controlling feature method that is oriented to the duration, frequency, severity, etc., of the load. In this regard, compensation exercises for employees will be started.

There are also offers for, e.g., back muscle training, mountain biking, running, discount admission to fitness centres, etc., after work.

Training sessions during work time are also offered. Information is again provided mainly through the Intranet.

### **F.3. Evaluation and results**

Evaluation is conducted through personal talks and questionnaires.

## **G. Stress**

### **G.1. Organisation and structures**

There are many offers – recent ones included a stress test, an impulse test, questionnaires comparing locations and departments (for employees and management), personality training and educational seminars, rhetoric seminars, burn-out seminars, biofeedback, etc.

Again, Dr. Bayer and Mrs. Freundl are the people in charge.

Health circles, same resources.

### **G.2. Strategy and implementation**

At RHI, behavioural and relational prevention is applied, i.e., teams are changed if necessary (management is happy for support). Other methods include employee surveys and individual talks with the psychologist, target-performance analysis, cause analysis, issues such as family, burnout, mobbing, etc.

Flexible breaks, flexible working times and flexible time organisation are practically impossible because of the shift operation. Nonetheless, through job enrichment, job enlargement, job autonomy, shift schedules, etc., RHI tries to make procedural adjustments, e.g., by reducing the number of nightshifts and, where applicable, by combining nightshifts, promoting group work, etc.

Again, the Intranet offers general information about the topics; bulletin boards are used less frequently.

→ More information provided on screens in the snack and common rooms.

### **G.3. Evaluation and results**

The health report, featuring all results, is sent out electronically every year, and is printed out for those employees without Intranet access (50-60 pages)!



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Rio Tinto Minerals Austria</b>
Address:	Andritzer Reichsstrasse, Graz
Name of contact person:	Mag. Sonja Kainz
Function of contact person:	Health Project Leader, HSE Department Employee
Tel.:	0043 / 316 / 693 650 1184
Email:	<a href="mailto:sonja.kainz@riotinto.com">sonja.kainz@riotinto.com</a>
Sector:	
Number of employees:	144

Age	Sex		total
	male	female	
up to 35	25	7	32
35 to 50	59	14	73
50+	34	5	39
<b>total</b>	118	26	144

**B. Integration of WHP in the company policy and culture**

WHP exists in Rio Tinto as company health management. WHP is implemented in the line and integrated into the management system. There are health circles and a committee that decides on measures. Every executive deals with WHP. Comprehensive measures are carried out on the behavioural and relational level. The company has a mission statement, as well as an HSE manager. At each location there are WHP contact persons. Rio Tinto has been involved in WHP since 1995. Rio Tinto regularly conducts survey about WHP.

**C. Described health topics**

	Smoking prevention
X	Healthy eating
X	Physical activity
	Stress



## E. Healthy eating

### E.1. Organisation & structures

Rio Tinto is comprised of 5 locations that are decentrally organised through shift operation. Therefore, never more than around 20 employees work simultaneously in a shift at the company!

Because of the shift operation, a canteen is not possible/necessary. Daily fresh fruit and mineral water are provided to all employees (especially on hot summer days!), in order to raise awareness for healthy eating.

However, a self-supply kitchen is available at every plant, so that the employees can cook their lunches themselves.

Mrs. Kainz is centrally responsible for health protection. However, an HSE circle was also established. Those responsible for the theme areas continuously meet and discuss. Furthermore, there is an "idea database" that every employee can add ideas and suggestions to. The plan is for each employee to submit at least one idea. Twice a year the suggestions are evaluated. Approximately 3 ideas are selected, awarded a prize, and then put into practice!

Every quarter a cross-plant meeting, actively involving executive management, also takes place.

In addition, there are meetings of department heads concerning HSE issues.

Those in charge have many years of experience in their special field and take part in in-house instruction, yet have no explicit training (especially in the health area). The persons responsible for safety have already been trained.

The company allocates a special budget for WHP projects as well as those for vaccinations, etc!

## **E.2. Strategy and implementation**

A self-supply kitchen, where employees can prepare their lunches, is at every plant. Daily fresh fruit and mineral water are provided to all employees (especially on hot summer days!), in order to raise awareness for healthy eating.

Every employee receives a €3 voucher per day for one of the nearby inns or restaurants – those selected are the ones that also serve healthy meals. Occasionally, a “healthy cooking” event, self-initiated by several employees, takes place in Graz. Employees cook for/together with colleagues on a voluntary basis.

Information about HSE is available to staff. A newsletter provides monthly information, as does a monthly company calendar with a special theme focussing, e.g., on ergonomics, fit for work, etc. Training material, which can be discussed at pre-shift meetings or at lectures, is distributed along with the calendar. Health issues are regularly, but not always, represented here.

In addition, there is an annual company newspaper, a bulletin board at every plant, and an accident (incident) newsletter in which health issues are also communicated.

Furthermore, lectures on nutrition are offered by the (external) company doctors (VAEB) at each plant (also on cardio-vascular topics, etc).

## **E.3. Evaluation and results**

For the purpose of an actual state analysis, a questionnaire evaluation was conducted at each location by the VAEB at the beginning of the project. Concrete measures were deduced, discussed and implemented. An end evaluation will take place in approx. 5 years.

## F. Physical activity

### F.1. Organisation and structures

The company provides employees with an €80 fitness cheque. First of all, it was clearly defined what fitness and health is, and if the fitness check can be refunded (reimbursed). The fitness cheque should motivate employees to engage in movement and physical activity in their free time.

In addition, first-time participants in sports weeks at Josefhof are supported with 3 leave days. Each time they further participate, the company makes two leave days available.

Information concerning this matter is provided in newsletters.

Mrs. Kainz is centrally responsible for health measures – and for physical activity as well.

#### **Information:**

Rio Tinto is 18001 OHSAS-certified, meaning that everything is structured and anchored in the company with audits, group meetings, action plans, etc.

### F.2. Strategy and implementation

Individual initiatives (e.g., gymnastics) are supported by the company. At the beginning, effort was made to centrally organise measures and actions. However, it was soon recognised that participant groups were too small and that organisation in this form did not lead to the desired results. Consequently, a fitness check was introduced in order to win over employees for physical activity.

Furthermore, workshops on the topic of “The Healthy Back” (VAEB, AUVA), and practical exercises for all employees were offered at every plant. Exercises and workshops regularly take place during working hours.

For a short period of time, a screensaver, encouraging employees to stretch and refresh themselves during work time, was introduced. However, it was hardly accepted and ultimately uninstalled.

No offers are continuously offered, except for those at Josefhof, which can be utilised at any time.

### **F.3. Evaluation and results**

For the purpose of an actual state analysis, a questionnaire evaluation was conducted at each location by the VAEB at the beginning of the project. Concrete measures were deduced, discussed and implemented. An end evaluation will take place in approx. 5 years.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b><i>Sabtours Reisebüro und Autobusbetrieb</i></b>
Address:	Marcusstraße 4, 4600 Wels
Name of contact person:	Mag. <sup>a</sup> Marie Luise Stöttinger
Function of contact person:	Project Leader
Tel.:	0043 664 5750584
Email:	<a href="mailto:m.stoettinger@sabtours.at">m.stoettinger@sabtours.at</a>
Sector:	Travel Agency and Bus Company
Number of employees:	300

Age	Sex		total
	male	female	
up to 35	26	71	97
35 to 50	80	56	136
50+	55	12	67
<b>total</b>	161	139	300

**B. Integration of WHP in the company policy and culture**

WHP is in Vision 2010, the company strategy, as a subarea of employee satisfaction, and is anchored in the company goals.

The WHP charter was signed as a written declaration.

WHP is also supported by executives and middle management. Executives undergo training (health-promoting leadership through respectful dialogue).

Employees have the possibility to actively shape company policy in the WHP area. Participation is one of the guiding principles of company management. This exchange takes place in annual discussions management has with employees as an “appreciative exchange of experiences” and “regardful work coping discussions.” This information is made anonymous and collected. Subsequently, a workshop takes place (participants: steering group, staff representatives, company safety representatives, 2 employee representatives of the working areas). A strength/weakness evaluation of employee considerations is done, from which measures are afterwards derived.

The staff is informed about company WHP policy through personal discussions, the annual “appreciative exchange of experiences,” written information to individuals, the employee magazine and regular information events.

**C. Described health topics**

	Smoking prevention
	Healthy eating
	Physical activity
X	Stress

## G. Stress

### G.1. Organisation and structures

Structural measures and offers:

- Health–promoting leadership/employee dialogues (annual talks):

The goals are to foster the social relationships in the company and between immediate supervisors and employees, the support of the company culture of trust, the strengthening of the organisational health resource of “mutual recognition, respect and appreciation.”

- Work Coping Coaching (AB-C)

Work coping coaching is possible for all employees – it is done anonymously with a psychologist or occupational health practitioner. This work coping coaching can be demanded by any employee, if needed. When the employee has more than 10 sick days per year – he/she will be invited take part – participation, again, is voluntary.

The work coping coaching should be a professionally supported preparation for the “regardful work coping discussion” with the supervisor (empowerment).

Process phases and contents of the work coping coaching

1. Confidential-personal work coping coaching:

- Extensive investigation of the work coping situation for the person involved.
- Explanation of the present situation for self-awareness.
- Guidance and support of self-management and the formulation of the need for coaching, which is directed to the company/supervisor.

2. Anonymised-collective work coping coaching

- Determination of the necessary company measures in the context of work coping leadership discussion rounds
- Agreement on common measures (employees and company)

Responsible: Steering group (occupational health practitioner, psychologist, immediate executives, staff representatives, company management).

Qualification for work coping coaching: Occupational health practitioner and psychologist.

Qualification for “regardful work coping discussion”: Middle management.

Means for developing measures: Budget, according to needs, work time is made available.

Exemplary measures from work coping coaching and “regardful work coping discussions”:

- 4 rest couches were placed in the staff rooms
- Seat and gear shift extensions for 2 bus line drivers were integrated

- Work-related therapy offers for workers at health risk (planning in cooperation with the Upper Austrian Health Insurance Institute) and targeted therapy consultation by the occupational health practitioner
- Implementation of work time reduction for older motor coach drivers
- Recognition of agents for their important service
- Reorganisation of the cleaning of the motor coaches after late arrivals
- Etc.

Employee involvement in the development of measures: Extremely participative through the determination of required measures, sustainment and improvement suggestions from every employee in an annual workshop (participants: steering group, staff representatives, safety representatives, 2 employee representatives from the work areas), as well as with an evaluation of the employee discussions (made anonymous), resulting in the development and implementation of measures.

## **G.2. Strategy and implementation**

Structural offers:

- Consideration in the scope of workplace evaluation/briefing: Workplace evaluation through occupational health practitioner and safety experts; weaknesses are analysed and remedied. Briefing is done by the immediate supervisor.
- Extension of psycho-social health resources in the relationship between supervisors and employees through “participatory behavior of supervisors in the context of employee discussions” and taking employee considerations seriously on the management level.
- WHP as a routine operation: Employee involvement in the analysis of stress through employee surveys, discussions on “appreciative exchange of experiences,” “regardful work coping discussions.”
- Confidential support, consultation offers, information: Provided by occupational health practitioner and occupational health psychologist.
- Information: Provided by memos on different topics, employee magazine, brochures.
  - + new/age-sensitive work scheduling is accepted very positively
  - + recognized weaknesses are immediately remedied
  - + rest couches are used and positively perceived
  - + complaint management (customers make complaints to the drivers) was revised and the new form has had a positive effect on the employees
  - + improved communication between employees/supervisors through team



development – has lead to an improved working atmosphere

+/- job rotation – has advantages as well as disadvantages (especially for the company if several employees prefer the same activity and a shortage of employees exists in other areas)

Exemplary measures to reduce psychological work stress: Age-specific work scheduling, stress relief offers, job rotation, shift work reduction.

Exemplary measures to enrich job quality: Job rotation, a driving instructor for new drivers on every line, night shift split by 4 drivers in 4-week cycles.

Exemplary measures to improve cooperation: Teams, each with an individual team speaker, are assembled in the different work areas; these teams should receive appropriate training.

Goal: To improve communication between the various work areas (and also in regard to employees who speak a foreign language).

Exemplary measures to expand the scope of action: Upon request, it is possible to switch from bus line driving to motor coach driving and vice versa; flexible work plans, resp., flexible breaks are not possible in these professional activities – there is a bus schedule!

Major work plan announcements in the off-season for motor coach drivers.

Measures that have not been successfully completed: Team development in the garage (team development training has taken place) – because of employee fluctuation and manpower shortage, team development has been unsuccessful here.

### **G.3. Evaluation and results**

- Employee surveys in the context of the WHP project / evaluation in Spring 2009 / report will follow / employees are informed about the data status though the company magazine / measures will be developed and implemented – for individual employees as well as the whole staff.
- Results of the anonymised employee discussions / discussion in the steering group / documentation in the minutes / measures will be developed and implemented – for individual employees as well as the whole staff.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>SEZ AG</b>
Address:	SEZ Strasse 1, 9500 Villach
Name of contact person:	Mag. Wolfgang Bretschneider
Function of contact person:	Recruiting
Tel.:	04242/204429
Email:	wbretschneider@sez.at
Sector:	Development, production and sales of process plants for microchip manufacturing – semiconductor industry
Number of employees:	in Villach: 531

Age	Sex		total
	male	female	
up to 35	249	44	293
35 to 50	165	40	205
50+	25	8	33
<b>total</b>	439	92	531

**B. Integration of WHP in the company policy and culture**

In addition to the general WHO definition of “health,” SEZ AG believes that health is also the most important precondition for a fulfilled, successful private and professional life. SEZ AG places a large value on work satisfaction and the occupational safety of its employees. Out of a comprehensive health program, which includes topics such as hiring examinations, health check-ups, physical activity programme, emergency care, health corner, health pass and vaccination programme, all employees have the possibility to put together suitable health-promoting activities for themselves. The survey, which was especially conceived for this purpose, includes target agreements, further education offers and five questions that deal with topic of health-promoting measures/activities, where every employee can submit his/her wishes, ideas and suggestions for improvement. Great value is also placed on the suggestions of the employees concerning the design of internal further training programmes (a revision of the programme that takes the suggestions/wishes of the employees into consideration is done twice a year). An own Intranet page (“SEZ health care“), which is updated with new health-promotion measures and current medical articles (monthly by the company doctor), is available to all employees. The SEZ AG offers activities, resp., measures concerning all four main focus issues.

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

Smoking is prohibited in all generally accessible rooms. Smoking is only allowed in an especially designated area. This is, e.g., in a part of the cafeteria and in two break rooms for smokers. Costs for smoking prevention are completely taken over by the company. If an additional medicinal treatment of the individual employee is necessary, 50% of the costs are carried by SEZ AG. Dates, resp., offers for smoking prevention can be called up by all interested employees on the Intranet "health care" page.

### **D.2. Strategy and implementation**

A special ventilator was installed in the smoking areas. Employees are regularly informed about smoking prevention offers and articles about smoking by the company doctor via the company Intranet. Smoking withdrawal programmes, which last approx. two months, are offered once or twice a year by the company doctor, as well as an external occupational psychologist. If requested (wish of the employees) it will also take place more often.

### **D.3. Evaluation & results**

The company doctor establishes contact with the participants in the first and third year after the smoking withdrawal programme was completed. Employees who left the company are also queried about their well-being, resp., sustainable success. The success rate of the smoking withdrawal course offered by SEZ AG lies at around 50%

## **E. Healthy eating**

### **E.1. Organisation & structures**

Food is prepared directly at the company. In addition to daily fresh fruit, a fresh salad buffet, various daily products and much more, employees can choose from 4 different set meals daily (1 vitality meal daily). In the kitchen area there are notices about specials/theme weeks (e.g., pumpkin dishes, asparagus dishes, etc). Around 280 employees eat their meals at the company canteen daily. The SEZ AG company doctor and the head kitchen chef, who possess well-founded knowledge in nutritional matters, are the contact persons for nutrition questions. The main part of the cost for the set meal is taken over by SEZ AG. The self-cost share of the employees amounts to about €2 per meal. The head kitchen chef is responsible for food preparation. All employees have the possibility to share their wishes with the kitchen staff at any time, whereby efforts are always made to fulfil these wishes.

### **E.2. Strategy and implementation**

The dining area was generously enlarged and designed in a friendly way (with plants). Smoking is not allowed in the whole dining area. Keeping to cleanliness rules is a matter of course for every employee. The nutritional value of every set meal is indicated. Great value is placed on fresh products (daily fresh fruit and salads, full grain dishes, etc.), low-fat food preparation and high-quality oils and vinegar. The self-cost share per set meal (soup, main dish, dessert) amounts to about €2; the remainder of the costs are paid for by SEZ AG. Water dispensers are available for free throughout the company. The meal plan, resp., the daily offers are available to all employees via the Intranet. Information corners and information sheets in the dining area promote employees' interest in healthy eating. Employees can take advantage of individually tailored nutritional counselling provided by the company doctor. Employees are informed about "healthy eating" at irregular intervals by the company doctor.

### **E.3. Evaluation and results**

No evaluation is currently taking place. However, employees can deposit their wishes with the canteen personnel at any time, whereby efforts are made to take the needs of the employees into consideration.

## **F. Physical activity**

### **F.1. Organisation and structures**

The guiding principle of SEZ AG, “We are successful as a global team,” is also lived out. Great value is placed on doing things together and thereby developing a sense of community, as well as on bringing variety and balance into everyday working life. Various types of sports, like Nordic Walking, ice hockey, golf, cycling, rowing, diving, tennis, running, a company fitness centre (back muscle training, relaxation offers, Pilates, etc.), as well as a massage room, are available to all employees. Specially trained fitness coaches, resp., sports scientists provide individual attention to the employees. Employees pay a small self-cost fee for certain types of sports (e.g., golf) or for massages. All other physical activity offers are available to all employees at no charge. Ideas, suggestions for improvement and wishes of sporty employees can be deposited with management and will also be considered in the physical activity offer.

### **F.2. Strategy and implementation**

Balancing offers (e.g., “Tanking Up Energy with Active Relaxation“ or “A Recovered and Healthy Back”) can also be utilized by employees during working hours. All other physical activity offers (Nordic Walking, ice hockey, golf, cycling, rowing, diving, tennis, running, a company fitness centre, etc.), take place after work. Changing rooms and shower facilities are available in the fitness area. A fitness trainer, resp., sports scientist can provide individual attention to any employee. All employees can receive information about current physical activity offers, resp., dates via Intranet (“health care”).

### **F.3. Evaluation and results**

An evaluation of the attractiveness of physical activity offers provided by the company is conducted on the basis of the booking lists, whereby continuous additions – tailored to the wishes and need of the employees – are made, resp., trends are taken into consideration.

## **G. Stress**

### **G.1. Organisation and structures**

Psychotherapeutic care as well as supervision is available to all employees. Two external psychologists, an external coaching supervisor and the SEZ AG company doctor are readily available to the employees. Mental health measures are completely paid for by the company. Suggestions concerning stress/mental health can be made to and also implemented by the employee trust committee.

### **G.2. Strategy and implementation**

Work times at the company are very flexible – the beginning the and end of the daily working time is left up to every single employee. Particular value is placed on the job satisfaction of the employees, whereby the abilities and skills of each individual are considered. Leadership training is a matter of fact and is conducted at regular intervals. Two external psychologists, an external coaching consultant, as well as the works council (as a control element), are available to care for the mental health of the SEZ AG staff. Each employee can (anonymously) arrange appointments for the desired care through the Intranet.

### **G.3. Evaluation and results**

Due to the anonymity, an evaluation is not possible. Suggestions for the improvement of mental health can be submitted to the employee trust committee.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>SOFTCOM Consulting GmbH</b>
Address:	Rosasgasse 29 1120 Wien
Name of contact person:	Julia Willis
Function of contact person:	Executive Management
Tel.:	815 79 30
Email:	<a href="mailto:Julia.willis@softcom.at">Julia.willis@softcom.at</a>
Sector:	Service Enterprise
Number of employees:	25

Age	Sex		total
	male	female	
up to 35	1	1	2
35 to 50	17	1	18
50+	4	1	5
<b>Total</b>	22	3	25



**B. Integration of WHP in the company policy and culture**

WHP is a part of company policy and daily life.  
In our company handbook, we also refer very much to it. Every new employee receives this company handbook when they begin working. It is also pointed out that any type of proposals, complaints and helpful suggestions from every employee are gratefully accepted and taken very seriously. Actions very often take place, resp., changes are made on the basis of employee requests.  
An open door policy is maintained at the company, where every employee can present their concerns to management at any time. These discussions remain strictly confidential. These matters will be discussed and decided in the monthly management meetings only with the employee's OK.

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

We are a smoke-free enterprise.

Employees who wish to smoke can do this in the courtyard (partially covered), on the roof terrace, as well as in the driveway (covered), when it is very cold. Thus, the other employees won't be bothered by the smoke at the workplace and while eating.

In our company canteen there are brochures / information packages about smoking and smoking prevention. In this way, every employee can get information about the topic of smoking. (E-mails on the subject are passed on to all the employees by management).

### **D.2. Strategy and implementation**

See D.1.

### **D.3. Evaluation & results**

Employees are involved in the decision process. Wishes can be addressed to management in a personal discussion, anonymously or by e-mail. In decisions where several employees are affected, the wishes of the majority of employees are normally respected.

## **E. Healthy eating**

### **E.1. Organisation & structures**

Brochures and information material are available in the company canteen.

E-mails are passed on to employees by management.

The firm provides the following for free:

- ice cream in the summer
- coffee
- tea
- water
- fruit
- snacks / cookies

At company events, a “healthy meal” is always offered.

### **E.2. Strategy and implementation**

We have a newly renovated, modern office building. Our company canteen is spacious, fashionably equipped, and is cleaned several times a day if necessary. (Whereby I must say that our workers are very well-behaved and clean up after themselves).

See Point E.1.

### **E.3. Evaluation and results**

As with all other matters, we also consider the employees' wishes here.

## **F. Physical activity**

### **F.1. Organisation and structures**

As we are directly located next to Schönbrunn, the possibility to run before/after work is offered.

Shower, sauna and fitness room are available in the office building around the corner.

Participation in the Business Run, as well as other activities (participants are actively supported).

At least two times a year, a fitness excursion takes place, e.g., hiking or other types of activities (employee requests are taken into consideration here).

Recently we have provided free squash and tennis courts to the employees. (Costs were taken over by the firm).

Several employees play American football and the company was often active as a sponsor.

How active we are depends very much on our employees – suggestions have already been made by management, but there is no obligation.

Once again, our company policy is valid: respecting the wishes of our employees.

### **F.2. Strategy and implementation**

Brochures / information material can be found in the company canteen.

An “Exercises at the Workplace” brochure is available. When employees begin working at the company, advice on correct sitting, screen height, etc., is given. Special health chairs (as well as a sitting ball) were also purchased.

The importance of taking adequate screen breaks is repeatedly stressed.

We have a bike stand in the courtyard.

Once a year we provide a health check, as well as follow-up talks in the company (participation on a voluntary basis). Our company doctor supports us in these matters. In addition, the firm covers the costs for employee influenza vaccinations, which are done on a voluntary basis as part of the check-up.

### **F.3. Evaluation and results**

See Points F1. and 2.

## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Steuer- und Zollkoordination Region Mitte</b>
Address:	Bahnhofplatz 7, 4020 Linz
Name of contact person:	Fr. Dr. Anita Gratzl-Baumgartner (Representative: Hr. Dr. Eduard Pollhammer)
Function of contact person:	Personnel Director
Tel.:	0732 6998 575 340
Email:	<a href="mailto:anita-gratzl-baumgartner@bmf.gv.at">anita-gratzl-baumgartner@bmf.gv.at</a> <a href="mailto:eduard.pollhammer@bmf.gv.at">eduard.pollhammer@bmf.gv.at</a>
Sector:	Federal Ministry of Finance
Number of employees:	2413

Age	Sex		total
	male	female	
up to 35	73	159	232
35 to 50	735	775	1510
50+	513	158	671
<b>total</b>	1321	1092	2413

## **B. Integration of WHP in the company policy and culture**

WHP is expressly stipulated as a federal guideline. In federal financial management, WHP is laid down in written form as part of the target and performance agreement.

A permanent WHP coordination team (around 8 persons), which plans and organizes WHP measures and offers, was established in the personnel department.

There is a works agreement between personnel representatives and government executives concerning the issue of alcohol.

Through the target agreement, all executives are involved in WHP-related tasks, and WHP is defined as a leadership duty. At the same time, WHP should be implemented in the organization by executives. The implementation of WHP measures is likewise stipulated in the target agreements. These target agreements stretch across all levels of management.

Health moderators were established as permanent features in all agencies (2-3 persons per agency) and support executives in the organization of WHP measures and act as employee motivators.

Active employee input in WHP:

- In the context of the WHP project, health circles were set up at all agencies – an individual team was established to coordinate these health circles.
- The health moderators at each agency are available at any time as contact persons. They will pass on employee suggestions and wishes.
- Occupational health psychologists were established as permanent contact partners on mental health issues.

The staff is informed about WHP measures in information folders appearing 2-3 times a year, by e-mail and bulletin boards, as well as folder stands at each location.

Documents: WHP charter, the quality seal has already been awarded twice.

**C. Described health topics**

	Smoking prevention
	Healthy eating
	Physical activity
X	Stress

## G. Stress

### G.1. Organisation and structures

Measures of the organisation: Lectures are constantly being offered – information folders contain details about offers. Occupational health psychologists are available at every agency – they can be reached by telephone (telephone service was established). Issues (consultation about all private and professional problems) can either be directly and anonymously discussed on the telephone or personally after an appointment has been arranged.

Work-related mental health measures:

- Mediation – when there are team conflicts – is possible for all employees during work time.
- Supervision – for all employees with intensive contact to the public – is possible during working hours.
- Management coaching – is not only possible during work time, but can be offered anonymously and after work time as well – financed by the employer.

Responsible: Occupational health psychologists at all agencies, WHP coordination team in the personnel department (around 8 persons).

Qualification: Occupational health psychologists, members of the coordination team are qualified through training, resp., through their professional education.

Means for developing measures: Sufficient annual WHP budget – amount according to needs – additional budget of the Federal Finance Academy (for coaching, supervision, mediation).

Employee involvement takes place through an occupational health psychologist and the health moderator team.



## **G.2. Strategy and implementation**

Consideration within the scope of workplace evaluation/briefing: Not at this time.

Employee involvement in the stress analysis: By means of a SALSA questionnaire and employee surveys (mental health and stress are thematised as subareas). The activity reports of the occupational health psychologists and occupational health practitioners are reviewed anonymously in the personnel department (health moderator team) and evaluated – on the basis of the results, new developments are developed.

Measures to reduce mental work strain: Seminars focussing on “mental health” for executives, as well as team training for employees, are constantly being offered. The work organisation as well as the work time can be changed after conferring with management (however, for those areas open to the public, it is more difficult to implement).

Measures to enrich work activities as regards content / to improve cooperation: Job rotation is only restrictively possible, team development measures are possible after conferring with management.

Measures to expand the scope of action: Free work organisation, flexible breaks, flexitime – basically possible, but more difficult to implement in several work areas.

Confidential support, consultation offers, information: Planned to be provided by the occupational health practitioner or occupational health psychologist. Information also about lectures, seminars, WHP information folders, e-mail, bulletin board, folder stands.

## **G.3. Evaluation and results**

SALSA questionnaires:

The activity reports of the occupational health psychologists and occupational health practitioners are anonymously reviewed and evaluated in the personnel department (health moderator team) and then discussed with the board of directors. New measures are developed out of the results – the offers are passed on to the employees in WHP information folders or by e-mail.

Document: Various brochures and reports in the folder stands.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Treibacher Industrie AG</b>
Address:	Auer-von-Welsbachstrasse 1, Althofen
Name of contact person:	Mag. Wilhelm Ebner
Function of contact person:	Assistant to the Executive Board
Tel.:	04262/505600
Email:	wilhelm.ebner@treibacher.com
Sector:	Industry
Number of employees:	674

Age	Sex		total
	male	female	
up to 35	177	47	224
35 to 50	225	43	268
50+	165	17	182
<b>total</b>	<b>567</b>	<b>107</b>	<b>674</b>

**B. Integration of WHP in the company policy and culture**

Here is an excerpt from the company philosophy of Treibacher Industrie AG: “Our employees are the engine of our company. They are the force that shapes our success. We do everything to make sure the chemistry works. We follow consequent rules: team spirit instead of competition, praise instead of criticism, solution orientation instead of problem identification, discussion instead of obedience, flat structures instead of steep hierarchy, motivation instead of obligation, joy instead of routine.”

Common goals, further training foci and strategic changes are developed in regularly conducted employee and further training discussions. Great value is placed on soft skills such as the capacity for teamwork, communication talent and high flexibility. The company has developed its own principles regarding leadership and employee interaction, the promotion of creativity, the performance and aptitudes of every single employee, cooperative leadership style, communication and information, as well as fully developed time and task management. Since 2005, employees have been offered various preventative health activities that range from classical fitness training to balanced nutrition and smoking prevention.

**C. Described health topics**

x	Smoking prevention
x	Healthy eating
x	Physical activity
x	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

In February 2008, a main focus programme on the topic of “Going Smoke-Free into the Summer Holidays” took place. The smoking prevention programme was offered in cooperation with a partner company and an occupational health practitioner (in a 6-month monitoring phase) and consisted of four information events.

### **D.2. Strategy and implementation**

Smoking prevention programmes are continuously being offered through partner companies. In addition to individual discussion and consultation, the smoking prevention programme includes the methods of hypnosis and acupuncture. Information about smoking prevention programmes are available to all employees through the Intranet and are to be individually arranged with the partner companies.

### **D.3. Evaluation & results**

An employee survey, resp., evaluation as such, is currently not taking place. The effect, resp., the acceptance of offers is discussed and evaluated within a working circle (responsible for the offered health programme are the company doctor, the occupational health practitioner, the psychologist, the safety expert and the board).

## **E. Healthy eating**

### **E.1. Organisation & structures**

Nutritional counselling can be utilised by all employees and family members from a partner company at special rates. Nutritional counselling services include a current inquiry into the nutritional status, discussions with the nutrition trainer, as well as the arrangement of an individual nutrition plan.

### **E.2. Strategy and implementation**

A company canteen is operated by an external service provider. The daily lunch meal includes three offers (two set meals and a pasta dish), a selection of fresh vegetables and a salad buffet. Published weekly, the meal plan includes the nutritional values of the offered foods. Set meals have three courses (soup, main dish and salad). Employees and apprentices receive the lunch meal at reduced prices (employees €2.10 and apprentices €1.10). As the company canteen is open to the public, external persons can have a lunch meal for €4.75.

### **E.3. Evaluation and results**

An employee survey, resp., evaluation as such, is currently not taking place. The effect, resp., the acceptance of offers is discussed and evaluated within a working circle (responsible for the offered health programme are the company doctor, the occupational health practitioner, the psychologist, the safety expert and the board).

## **F. Physical activity**

### **F.1. Organisation and structures**

Since 2005, the Treibacher Industrie AG board has developed a yearly health programme for its employees and their family members. Through its health programme, the company strives to help as many employees as possible to attain physical and mental well-being. The health programme is adapted annually and expanded with new incentives. Employees can use all offers of the health programme at preferential prices; discounts for family members are also partially available. Treibacher Industrie AG supports the utilisation of activities by issuing health cheques (€120 per employee, €170 per apprentice), which can be used for one of the offers once a year. In 2005, 10% of the employees took advantage of the health cheque. In 2006, the rate rose to 16%. The visit to a fitness centre of choice, as well as a massage offer, will be supported in the future.

### **F.2. Strategy and implementation**

Employees are provided with various physical activity offers, physical therapy (when back problems occur), as well as swimming training through partner companies. The physical activity offer includes the services at all three fitness studios (usage of the equipment, gymnastics programmes, condition training, aerobics, introductory tests, etc.), whereby an individual fitness trainer is, at times, available. The utilisation of physical therapy (massage, gymnastics, exercises with one of the therapists) can be arranged in the course of an initial discussion with the company doctor. Information about the complete health programme is available to all employees through the Intranet, resp., is published in internal company memos. All of the physical activity offers take place outside of working hours.

### **F.3. Evaluation and results**

An employee survey, resp., evaluation as such, is currently not taking place. The effect, resp., the acceptance of offers is discussed and evaluated within a working group (responsible for the offered health programme are the company doctor, the occupational health practitioner, the psychologist, the safety expert and the board).

## **G. Stress**

### **G.1. Organisation and structures**

The Treibacher Industrie AG decided in 2005 to not only promote the physical well-being, but also the mental health of its employees. Crisis intervention, resp., psychotherapy is offered by an external health psychologist. Costs for initial consultation (one to three units) are completely paid for by the company. Further treatments can be utilised by the employees at a special price.

### **G.2. Strategy and implementation**

Confidential counselling, resp., psychotherapy can be utilised by all employees through an external psychotherapist.

### **G.3. Evaluation and results**

No evaluation is being conducted.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Veitsch-Radex GmbH &amp; Co</b>
Address:	Schoberpaßbundesstr. 57 8784 Trieben
Name of contact person:	Karin Inzinger
Function of contact person:	WHP Coordinator
Tel.:	03615 2251 2316
Email:	<a href="mailto:karin.inzinger@rhi-ag.com">karin.inzinger@rhi-ag.com</a>
Sector:	Fireproof Materials Industry
Number of employees:	220

Age	Sex		total
	male	female	
up to 35		1	
35 to 50		9	
50+		-	
<b>Total</b>	210	10	



## B. Integration of WHP in the company policy and culture

This RHI-Triebs location has been involved in WHP for 20 years and continuously deals with new topics and target groups.

WHP is anchored in the mission statement.

This company has signed the WHP Charter.

There is a company doctor and a company psychologist, a health circle and a committee. The works council is involved in WHP.

Prevention weeks are held on topics such as healthy eating, physical activity, smoking, stress management, cardio-vascular health and healthy back exercises.

Activities, decisions and changes concerning WHP issues are promptly communicated to the employees.

Regular surveys are concretely planned.

## C. Described Health topics

	Smoking prevention
	Healthy eating
	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation and structures**

The occupational psychologist conducts stress counselling (individual discussions) at the plant. In the course of these counselling sessions, stress tests (measuring device) are carried out, subsequently evaluated and then discussed with supervisors. Together with an external consultant, measures are developed and implemented afterwards. The implementation process is currently underway (Autumn 2008).

Responsible for health issues are the WHP coordinator (Mrs. Inzinger), as well as the plant manager and the occupational psychologist. In addition, a WHP team provides support.

The occupational psychologist and the external consultant are trained in this field

Resources are provided by plant management. There is no explicit WHP budget, but if needed, a budget is made available after permission from plant management is granted.

The WHP team consists of 7 members who also communicate health issues to the public. Other employees can also express wishes and suggestions and actively participate through questionnaires. These wishes and proposals are processed by the WHP team and implemented, if need be.

## **G.2. Strategy and implementation**

At the start of the project, an employee survey was undertaken at the plant. The results of stress counselling sessions (conducted by an occupational psychologist) were discussed with supervisors and measures, such as seminars, were offered at the plant.

At the Trieben plant, management training, stress counselling (during work hours) and a burn-out programme were conducted on the initiative of the works council. Running events (outside working hours) are promoted by the company (t-shirts, entry fees, company car, etc.). The costs for these events are not especially reimbursed by the company!

Employees are offered instruction and information about further training and job enlargement. The occupational psychologist is available when needed.

Information is sent to employees by

- bulletin board
- e-mail
- the WHP pages in the Intranet (e.g., training during office hours [company-wide] ).

In addition, there is a health report (company-wide as well as especially for the plant) that provides an overview of health data.

## **G.3. Evaluation and results**

The evaluation is conducted by the WHP team in the sense of the self-evaluation. Subsequently, the analysed information is presented in a health report. The results are made available to all employees.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Veitsch-Radex GmbH und Co</b>
Address:	Magnesitgasse 2, 8663 Veitsch
Name of contact person:	Schuster Walter
Function of contact person:	Head of the Health Circle
Tel.:	0664/32 00 999
Email:	walter.schuster@rhi-ag.com
Sector:	Fireproof Materials Industry
Number of employees:	321

**B. Integration of WHP in the company policy and culture**

WHP is anchored in the company – its implementation (through health circles) has been taking place at the Veitsch plant since 2004.

WHP is anchored in the mission statement, which was created by the company HR department in conjunction with the works council and the corresponding health and safety committees.

This company has signed the WHP Charter and has repeatedly been awarded with the quality seal.

There is a company doctor and a company psychologist, a health circle and a committee. The works council is involved in WHP.

Prevention weeks are held on topics such as healthy eating, physical activity, smoking, stress management, cardio-vascular health and healthy back exercises.

Activities, decisions and changes concerning WHP issues are promptly communicated to the employees.

Regular surveys are concretely planned.

**C. Described health topics**

	Smoking prevention
	Healthy eating
X	Physical activity
	Stress

## **F. Physical activity**

### **F.1. Organisation and structures**

Mr. Schuster is the leader of the health circle and took over health management responsibilities of RHI-Veitsch in 2007 and is chairman of the "health promotion team." Executives are not represented in the committee. However, there is a major representative (safety technician), who interfaces with the executive board. Employee representatives are involved in the team through the health circle as well. There is one health circle, whose members meet 2 to 3 times a year. The plant manager is invited to meetings from time to time, and is otherwise informed through the protocols.

There are sufficient means for the implementation of WHP measures. Although there is no annual WHP budget, all expenses/investments needed for WHP are coordinated with management (plant management).

## **F.2. Strategy and implementation**

The RHI-Veitsch offers running, cycling, Nordic Walking, etc., after work. Sporting events (e.g., half marathon annually) are supported by the company (entry fees are paid).

On the RHI back training day, proper lifting and carrying techniques are learned, and spine examinations, back gymnastics, etc., are conducted.

Instruction and training, lectures (healthy way of living) or projects like the UKK Fitness Check, step test with lactate measurement, health check (hearing and eyesight test, blood glucose, cholesterol, blood pressure, lung function, BMI, body fat), etc., are continuously taking place.

Information on the topics is obtained from the VAEB's Josefhof Health Facility and is passed on to employees. The Josefhof offers (e.g., the Pro-Fit action) are utilized by the company. 2 leave days are made available to the employees, so that they only have to "invest" 3 of their own leave days.

General WHP activities are announced by e-mail; information is posted on bulletin boards, communicated personally through the group leader and is sometimes enclosed in the pay slips. Health circle leaders meet twice a year, where they exchange experiences and information across locations. A networking also occurs through the Intranet. A new system eases information transfer to all locations, as large amounts of data (pictures, information, project descriptions, forms, etc.) can be downloaded from this internal company platform. Brief information can be passed on and current themes can be publicized in the Intranet!

## **F.3. Evaluation and results**

An annual questionnaire campaign is conducted for a current state analysis and a goal check, as well as a continuous documentation of measures and a monitoring of the effectiveness of the health circle by means of a catalogue of measures (which measures were and will be implemented).

There is regular communication to management (plant management), resp., to employees about activities, measures and statistics. Twice a year, information about all WHP measures is discussed in the work committee meeting. A company-wide annual health report can be called up in the Intranet, resp., is sent to plant managers, safety experts and health circle leaders.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Alpen-Adria-Universität Klagenfurt</b>
Address:	Universitätsstraße 65-67, 9020 Klagenfurt
Name of contact person:	Dr. Gunhild Sagmeister
Function of contact person:	Project Leader
Tel.:	0463/2700 Ext. 3415
Email:	gunhild.sagmeister@uni-klu.ac.at
Sector:	University
Number of employees:	802

Age	Sex		total
	male	female	
up to 35	111	146	257
35 to 50	110	220	339
50+	133	73	206
<b>total</b>	<b>363</b>	<b>439</b>	<b>802</b>



## B. Integration of WHP in the company policy and culture

With the signing of the company agreement in December 2006, a sign was set that WHP is understood and recognised as a “leadership task” and ensures an organisational, sustainable and active support. The promotion of the physical and psycho-social well-being of all members of the university (employees and students) at the working and learning place has top priority and is anchored in the guiding principles (“Excellence in performance needs employees as well as students who feel good). The WHP Charter was signed on 21 November 2007. In September 2007, the University of Klagenfurt started with its “Health Management at the Alpen-Adria University of Klagenfurt.” In addition to the employee survey conducted in November 2007 on the issues of work and the organisation, social climate, as well as health and well-being, a student survey on the topic of “Health Promotion at the University” had already taken place in Summer Semester 2006 as part of a university course. Through the creation of health circles, which employees as well as students are actively involved in, a co-organising of WHP is given. In order to offer all employees and students WHP information and an appropriate network, the “Health Management” platform was established in December 2006. Since June 2006, an annual health day, focussing on the four main issues (smoking prevention, healthy eating, physical activity and stress), as well as many special themes (e.g., addiction counselling, kinesiology, reaction tests, joint checks, sports-scientific examinations, etc.), was organised. Likewise, a “health-promotion” library was set up. The Alpen-Adria University of Klagenfurt (AAU Klagenfurt) conducts numerous activities in all four focal issues (smoking prevention, healthy eating, physical activity and stress).

## C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

As of January 1999, an “absolute smoking ban” in all publicly accessible rooms at the AAU Klagenfurt (Tobacco Law) was enacted.

### **D.2. Strategy and implementation**

Smoking is only allowed in specially designated areas (only in the smoker’s buffet), whereby sufficient ventilation is provided. A smoking prevention program was already developed at the start of “Health Management at the Alpen-Adria University of Klagenfurt.” The focus issue of “smoking prevention” is also the object of annually organized health days. On the World No Tobacco Day on 30.05.2008, smoking prevention counseling, which was utilized by AAU Klagenfurt employees as well as students, was offered by the Carinthian Health Insurance Institute (KGKK).

### **D.3. Evaluation & results**

An evaluation is not currently being conducted.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>EUROTRANSLINE, Int. Speditions- und Transportges.m.b.H</b>
Address:	Platschbergstraße 107 A-8461 Ehrenhausen
Name of contact person:	Mag. <sup>a</sup> Anika Harb
Function of contact person:	HR Manager
Tel.:	+43 (0) 3453 20 214 DW 23
Email:	<a href="mailto:anika.harb@eurotransline.at">anika.harb@eurotransline.at</a>
Sector:	Transport, Freight Forwarding
Number of employees:	20

Age	Sex		total
	male	female	
up to 35	5	4	9
35 to 50	5	6	11
50+	-	-	-
<b>total</b>	10	10	20

## B. Integration of WHP in the company policy and culture

WHP has already been implemented into daily routine operations. The Workplace Health Management System (BGM) is built upon a holistic notion of health; the development of company philosophy, resp., the company mission statement, happens with the strong involvement of the employees. What is especially worth mentioning is that a company of this size (currently 20 employees) created a part-time position for WHP, which was expanded in July 2007 to a 30-hour per week position for complete HR management, with the main focus on WHP (70% of the activity). This position was filled by a very competent and committed occupational health psychologist.

Through personal coaching and various behaviour- and relationship-oriented measures, WHP is a component of daily (working) life for personal and organisational resource strengthening. Management has recognised that employees and the company can benefit from holistic WHP and has accomplished the successful implementation of WHP, which is highly accepted by company employees. The firm is constantly attempting to personally motivate employees (amongst other things, through monetary and qualitative bonus systems) and endeavours to make the measures and activities many-sided, so that there is something for every employee.

A health-promoting, supportive cooperation is very important to management and employees in order to maintain and promote a good working atmosphere. Success and sustainability of the measures are regularly reviewed, and employee experiences, as well as feedback, are used for improvements and advancements the system.

## C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

Despite the size of the company (20 employees) and the very small number of smokers, the company is very committed to being active in the area of smoking prevention and to support employees who are trying to quit smoking, resp., to provide employees a smoke-free working environment.

There is an individual budget for WHP, from which measures to stop smoking, resp., to protect non-smokers are financed. Responsible for the area of smoking prevention in the company is the occupational health psychologist, HR manager and WHP coordinator Mag.<sup>a</sup> Anika Harb.

In the regularly held individual coaching sessions, possibilities to quit smoking are discussed and new suggestions from employees are noted down. Employees are regularly informed about current WHP issues – as well as about tobacco prevention and proven withdrawal offers – by means of the WFP information board, newsletters, brochures, studies and information letters.

### **D.2. Strategy and implementation**

The need for smoking prevention measures was articulated in personal discussions in the coaching sessions.

There are stop-smoking offers for all smokers and non-smoker protection measures for all employees. As an example, in the context of individual coaching sessions, smokers are pointed to the offer to stop smoking by means of hypnosis. In case this method is not appropriate for the employee, the best individual smoking withdrawal offer is determined together with the employee and then made possible. Costs for smoking prevention are taken over by the company.

Smoking in the company is limited to a designated smoker zone and smoking is forbidden in all working areas and common areas. In the designated smoking area sufficient ventilation is provided.

### **D.3. Evaluation & results**

Due to the size of the company (20 employees) and the small number of smokers, no explicit evaluation has been conducted in this area. Feedback about the withdrawal programmes, resp., about the measures to protect non-smokers, was gathered in the individual coaching sessions, resp., in the workshops that are held twice a year (duration: 1.5 days each). Measures for improvement are then consequently undertaken.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Geriatrische Gesundheitszentren der Stadt Graz</b>
Address:	Albert-Schweitzer-Gasse 36 8020 Graz
Name of contact person:	DGKS Helga Gafiuk, Public Health
Function of contact person:	DGKS, Acting Ward Manager, WHP representative in the Geriatric Health Center of the City of Graz
Tel.:	0316/7060/1550
Email:	<a href="mailto:helga.gafiuk@stadt.graz.at">helga.gafiuk@stadt.graz.at</a>
Sector:	Social Services (Hospital and Nursing Home)
Number of employees:	487

Age	Sex		total
	male	female	
up to 35	24	116	140
35 to 50	51	182	233
50+	20	94	114
<b>total</b>	95	392	487

## B. Integration of WHP in the company policy and culture

In the forefront, the project “Structural Development of WHP – Healthy Together in the Future” was carried out from November 2004 to June 2007.

- Interdisciplinary project groups
- External consulting by the Austrian Social Insurance for Occupational Risks (AUVA)
- Questionnaires, employee surveys, presentation of results
- Measure planning (a second employee survey, health circles)

Structuring: WHP study group, WHP representative, WHP contact persons, WHP disseminators.

The project group “Structural Development WHP – Geriatric Health Center (GGZ)” was implemented as the WHP study group in the GGZ. Regular meetings are held (once a quarter or when necessary). All possibilities, suggestions and ideas about WHP are discussed in the study group and possible implementations are planned, resp., executed. As occupational health practitioners, personnel representatives, safety representatives and management are part of this study group, a continuous networking of WHP takes place in all areas of the GGZ (administration, medicine, nursing, etc.), For specific questions, in-house experts are consulted.

WHP was anchored in the GGZ’s Balanced Scorecard (BSC) at the end of 2007: In the BSC all organization goals concerning employees, customers and patients are correspondingly defined and recorded. The bio-psycho-social notion of health is the basis for the GGZ. The GGZ orients itself towards the salutogenic model of Antonovsky. Effort is made to strengthen the “feeling of coherency” of all employees in order to keep on the “positive side” of the health-sickness continuum and to reduce the influence of stress factors. The measures in the scope of WHP in the GGZ are relation- and behaviour-oriented.

Cost covering: Sponsors, €3,000 annual budget, in-house experts

The subsequently mentioned measures are only a part of the whole WHP in the GGZ.



**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

Anchored in the WHP work programme:

Coordinated work group: Planning and execution by the WHP study group, resp., the WHP representative.

Budget: €3,000 annual budget for WHP, in-house experts, sponsors.

Employee involvement: Data acquired through employee surveys, resp., personal discussions and by quarterly health circles.

Meetings: (Management-employee meetings; work area meetings, ward meetings, etc.).

### **D.2. Strategy and implementation**

Needs analysis: Employee surveys, health circle, employee suggestion system.

Maintaining of the smoking ban in closed spaces (non-smoker protection!).

Information events in the company held by external experts.

Free information material.

Getting acquainted with support aids (chewing gum, etc.).

Company smoking withdrawal programme (costs shared 1:1 between the company and the employees).

Cooperation with the Styrian Health Insurance Institute (STGKK)

### **D.3. Evaluation & results**

Evaluation: Employee survey, health circle, feedback forms, meetings

Feedback after events.

Decision processes based on the results of the health circles, project group meetings, extended management meetings, as well as in the executive conclave.

Current demand at the GGZ for this issue is very low; a re-launch of the "Smoking Issue" is planned for the beginning of 2009.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>KinderneSt gem. GmbH</b>
Address:	Rudolfsbahngürtel 2/1, 9020 Klagenfurt
Name of contact persons:	Mrs. Theresia Blaas Mag. Claudia Untermoser
Function of contact persons:	Executive Director; Head of WHP Project
Tel.:	0463/500 012-10
Email:	office@kinderneSt.or.at
Sector:	Social service organization
Number of employees:	185

Age	Sex		total
	male	Female	
up to 35	3	88	91
35 to 50	3	76	79
50+	1	14	15
<b>total</b>	7	178	185

## B. Integration of WHP in the company policy and culture

The current director already had the idea in 2003 to implement a health promotion project for the employees of “Kindernest gem. GmbH.” In the course of continuous employee discussions, the call for a reduction of physical and mental strain in everyday work was clearly distinguishable. For this reason, an internal study about WHP and job satisfaction was conducted. The data concluded that there were a number of adverse health effects (noise exposure, behavioural disorders of the children, the lifting and carrying of children, group size, insufficient seating accommodation, etc.). Subsequently, the Kindernest gem. GmbH decided on a holistic WHP project (cooperation with the Fund for a Healthy Austria [FGÖ] and the Carinthian Health Insurance Institute [KGKK]). The involvement of the 40 locations in the WHP project occurred through e-mail, the website, Info-Point (newsletter), structured personal discussions, team meetings, feedback possibilities to the project leaders, the project team, the works council, the health report and the health circle. Employees bring in their own know-how, so that practice-oriented WHP will be guaranteed. The primary goal of the WHP project is to raise awareness of group-specific health deficits and resources, to implement measures to strengthen the resources, and to offset deficits in the work routine. The project is based on the WHO health concepts, the Ottawa Charter of the Luxembourg Declaration, the quality criteria of the Austrian Network for Workplace Health Promotion, as well as employee-oriented management models. WHP in the sense of sustainability was integrated into the organisation’s mission statement. The Kindernest gem. GmbH undertakes a number of health-promoting activities in all four main focus areas.

## C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

The Kindernest gem. GmbH is a “smoke-free” organisation. One of the goals of the holistic WHP project concerns the reduction of health complaints. To make employees aware of the dangers of smoking, the smoking withdrawal programme (an information event for smokers, individual smoker counselling) offered by the KGKK was made available. In the course of the smoking withdrawal programme offered to the employees, the number of smokers significantly decreased (to 31%). Employees are involved through the health circle, as well as through feedback possibilities to the project leaders, the project team, and the works council. Smoking prevention is also a subject of regularly occurring team meetings.

### **D.2. Strategy and implementation**

Smoking is forbidden in all working areas and common rooms. Smoking is limited to designated areas. At Kindernest gem. GmbH, smoking is only allowed in outdoor areas. Information about smoking, the resulting health risks and passive smoking are available through the Info-Point newsletter and by sensitising the employees.

### **D.3. Evaluation & results**

Smoking prevention measures were evaluated by means of an employee survey.



Allgemein öffentliches Krankenhaus  
**Elisabethinen Linz**

Akademisches Lehrkrankenhaus der  
medizinischen Universitäten Wien und Innsbruck

## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Hospital of the Elisabethinen</b>
Address:	Fadingerstrasse 1, 4010 Linz
Name of contact persons:	Sr. M.Engelberta Augl, Director Dir.Dr.Franz Harnoncourt, Director Berta Reiter MAS and Marianne Tammegger MBA
Function of contact persons:	WHP Project Director and WHP Vice Project Director
Tel.:	0732/7676-2352
Email:	<a href="mailto:berta.reiter@elisabethinen.or.at">berta.reiter@elisabethinen.or.at</a> <a href="mailto:franz.harnoncourt@elisabethinen.or.at">franz.harnoncourt@elisabethinen.or.at</a>
Sector:	Health care
Number of employees:	1315

Age	Sex		total
	male	female	
up to 35	100	445	545
35 to 50	147	445	592
50+	54	124	178
<b>total</b>	301	1014	1315

**B. Integration of WHP in the company policy and culture**

WHP is incorporated in the Hospital of the Elisabethinen and promoted by management and is permanently installed. It is an important component of personnel management.

There are annual health conferences involving business unit directors and middle management (chief physicians, assistant medical directors, ward directors and function directors).

To ensure the sustainable anchoring of the WHP approach in the hospital, WHP goals are defined.

By integrating the health aspect in the business organisation (safety committee, building construction management, procurement management, personnel management), it is assured that organisational change processes take place in this thematic overall direction.

To sustainably guarantee active employee participation in health issues, health circles will continue to take place in the future.

Standardised questions concerning health and work satisfaction are recorded in target agreement talks.

Furthermore, a “Work Value” task force, whose goal is to create guidelines for employee teamwork and handling patients, has been implemented.

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

The head of the pneumology department is the president of the “Doctors Against Smoking Society”. Therefore, smoking prevention has been a topical issue in our hospital for many years.

The “Health-Promoting Hospital” (smoke-free hospital) task force and “Fresh Air” (smoking withdrawal programme) deal with the topic of smoking in the organisation. Represented in the working groups are, on the one hand, experts such as pneumological physicians, occupational health physicians, safety specialists, psychologists, physical therapists and dieticians, and, on the other hand, employees from various areas of the hospital. The working groups develop measures and activities aimed at smoking prevention.

Except for a small participation fee, costs for the tobacco withdrawal programme “Fresh Air” are paid by the employer.

### **D.2. Strategy and implementation**

When new employees begin working in the organisation, they are clearly informed about the general smoking ban in work areas and break rooms, which is a part of the employee protection law.

Smoking areas are determined together with the works councils and cooperative leadership for smokers. The internal smoking room has a ventilation and exhaust system.

An information campaign and information brochures about the “smoke-free hospital” are in progress.

Employees receive general information about smoking withdrawal from the specialists in the pneumological department. Moreover, there is the possibility to take advantage of individual consultation and to participate in a multidisciplinary smoking withdrawal programme.

The multidisciplinary smoking withdrawal programme “Fresh Air,” which accompanies future non-smokers for at least three months, has been offered for 1½ years. The programme is carried out by pneumological doctors, a psycho-social physician, a dietician, a sport medicine specialist, a physical therapist and a dance pedagogue.



### **D.3. Evaluation & results**

The multidisciplinary smoking withdrawal programme "Fresh Air" is evaluated on the basis of employee reports. Further suggestions for improvement made by the previous participants are integrated into the follow-up course. First-hand reports serve as the basis for guidelines and encouragement for the following group participants and as feedback and criticism for the programme organisers.

The goal of smoking withdrawal is absolute nicotine abstinence, whereby the level of nicotine reduction is also evaluated in the assessment criteria. Every cigarette not smoked is a success.

Furthermore, the issue of smoking was evaluated by the Upper Austrian Health Insurance Institute in the 2nd Health Questionnaire (SALSA).



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Landeskrankenhaus Klagenfurt</b>
Address:	St. Veiter Straße 47, 9020 Klagenfurt
Name of contact person:	Frau Dr. Angelika Kresnik
Function of contact person:	Head of Occupational Medicine and Workplace Health Promotion
Tel.:	0463/ 538/22400
Email:	angelika.kresnik@lkh-klu.at
Sector:	Health Care
Number of employees:	4.433

Age	Sex		total
	male	female	
up to 35	216	726	942
35 to 50	646	1,816	2,462
50+	320	709	1,029
<b>total</b>	<b>1,182</b>	<b>3,251</b>	<b>4,433</b>

**B. Integration of WHP in the company policy and culture**

For the Carinthian State Hospital of Klagenfurt (LKH Klagenfurt), the goal of WHP is to prevent illnesses at the workplace and to improve the well-being of employees. In the context of a holistic WHP project, and to better illustrate the project scope, sub-projects were initiated (“LKH Addiction Prevention – Alcohol at the Workplace,” “LKH Smoke Signals,” “LKH Light Cuisine – Healthy Eating at the Workplace,” “LKH Discussion Culture,” “Information and Event Bourse,”).

According to the obligations of the Employee Protection Law, medical services with clearly defined tasks were established. These encompass workplace- and working condition-related WHP, as well as vaccination campaigns (influenza vaccination, FSME, hepatitis, etc.). Far-reaching WHP (e.g., back training, fitness programmes, the learning of relaxation techniques, supervision, etc.) was not officially offered in the past, but was organised by several employees on their own initiative. The “Information and Event Bourse” is a platform of information exchange about existing and planned WHP offers. Through continuously offered information events, diverse seminars and common activities, employees are regularly informed about WHP issues. Furthermore, an “Employee Postbox” was set up, where ideas, proposals and suggestions for improvement are collected and evaluated. The LKH Klagenfurt holds numerous activities in all four main focus topic areas (smoking prevention, healthy eating, physical activity, stress).

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

Addiction prevention is one of the sub-projects of the WHP project. In the scope of this project, senior management is trained in dealing with substance abusing employees and promoting early detection. In cooperation with the smoker out-patient clinic of the LKH Klagenfurt, smoking prevention programmes for employees and patients were jointly developed. Smoking withdrawal measures for employees were initiated through the Department of Occupational Medicine and carried out by the Carinthian Health Insurance Institute (KGKK) (2 information events). In October 2007, a new smoking withdrawal programme and an information campaign for LKH Klagenfurt employees were started. Within the framework of this smoking withdrawal programme, smoking withdrawal is offered twice a year.

The information campaign is conducted through appealing posters and memos over the course of two to three years (quarterly and semi-annually), pointing out the smoker out-patient clinic located at the LKH. A further information campaign dealing with the issue of “smoking”, resp., the following smoking withdrawal programme started in June 2008. The LKH Klagenfurt was awarded the certificate of approval in bronze for “Smoke-Free Health Facility” at the Austrian Conference of Health-Promoting Hospitals and Health Care Facilities and the 1<sup>st</sup> Conference of Health-Promoting Health Care Facilities.

In addition to the smoking withdrawal programme, the LKH Klagenfurt took on the issue of “Alcohol at the Workplace” and developed a corresponding seminar programme. The goal is the early detection of alcoholism at the workplace- The LKH Klagenfurt project team is the contact partner for problems with alcohol at the workplace.

## **D.2. Strategy and implementation**

The regulations for protecting non-smokers are regularly evaluated. Senior management is reminded of its responsibility concerning this matter. In the room and function programme "LKH NEW," there are no areas planned for smokers. A corresponding information sheet with the designated smoking zones was prepared and sent to all employees by e-mail. Furthermore, the information sheet was added to the "Information Folder" for new employees. The aim of the "Non-Smoker Campaign" is to develop self-awareness for not smoking at the workplace and in the common rooms, for protecting non-smokers from the effects of tobacco smoking and to help employees quit smoking. On one hand, the rights of non-smokers should be pointed out (Employee Protection Law, Tobacco Law); on the other hand, smokers should be offered the possibility to take advantage of competent and expert help to quit smoking. The goal of the seminar programme "Alcohol at the Workplace" is the early detection of alcohol dependence and timely intervention, as well as the improvement of the health and quality of life of affected employees. Specific training sessions for senior management on topics like "Sensitisation and Breaking Taboos," "Acquisition of Theoretical Basic Knowledge for Early Detection," "Communicating with Affected Employees and Providing Help", etc., were successfully held.

### D.3 Evaluation & results

The evaluation of the main focus issue of smoking prevention was conducted:

- 1.) by the University of Klagenfurt,
- 2.) according to the guidelines of the European Network of Smoke-Free Hospitals and Healthcare Facilities and
- 3.) through employee surveys.

As criteria, the 10 points of the Codex of the European Network of Smoke-Free Hospitals and Healthcare Facilities (see appendix) are consulted, whereby efforts are made to constantly improve smoking prevention. On the basis of the results, the following activities were set up in the context of a holistic WHP project:

- kick-off event with lectures and an information street
- semi-annual smoking withdrawal programmes for employees
- information folder for patients about smoking prevention offers
- signposting in the hospital to point to the smoking ban
- company agreement between employers and employees
- improvements in job-site inspection and employee briefing

Senior management is reminded of its responsibility regarding job-site inspection and employee briefing. Decision processes concerning smoking prevention issues regularly take place in project team meetings and steering group meetings

#### “Alcohol at the Workplace”

The gained knowledge was passed on to employees in the context of workshops and the topic of “Alcohol at the Workplace” is renewed in regular intervals through various seminars at the LKH Klagenfurt.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Mondi Frantschach GmbH</b>
Address:	Frantschach 2, 9413 St. Gertraud
Name of contact person:	Mrs. Elisabeth Wuggenig
Function of contact person:	Health Manager
Tel.:	0664/8446530
Email:	elisabeth.wuggenig@mondigroup.com
Sector:	Paper Production
Number of employees:	481

Age	Sex		total
	Male	female	
up to 35	142	15	157
35 to 50	232	9	241
50+	72	11	83
<b>total</b>	446	35	481

**B. Integration of WHP in the company policy and culture**

“Healthy paper, healthy company, health employees” is motto of the Mondi Frantschach GmbH company. Since 2004, the firm has been promoting the health of its employees through different health-promoting measures and actions. In the course of the Safety and Health Management System of the Austrian Workers Compensation Board (AUVA), these health-promoting activities were recently audited. Mondi Frantschach GmbH is the first paper factory to receive this certification from AUVA. In order to set an even stronger course in the future, the firm installed a “health” steering group in Autumn 2007, made up of representatives from management, the works council, occupational medicine, safety experts, the personnel department, as well as the health manager. Different theme-related working groups have been instructed to work out and implement suggestions for WHP activities. Some of the planned tasks are to design a poster with various physical activity tips, to establish a “healthy canteen,” as well as to make seasonal fruit baskets available to the employees. The health programme is being developed with the participation of pupils at the Higher Secondary School for Business Professions in Wolfsberg (creation of an own logo). The goal of the health project is to sustainably promote and strengthen the health awareness of employees. WHP is anchored in company policy. All employees are offered the possibility to actively contribute to health promotion, resp., to the different themes, through the individual working groups. The company policy, of which the WFP policy is a part, is accessible to and recognised by all employees. The Mondi Frantschach GmbH company arranges health-promoting activities in all four main focus issues (smoking prevention, healthy eating, physical activity, stress).

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress



## **D. Smoking prevention**

### **D.1. Organisation and structures**

The company has its own company agreement on the issue of smoking. In the scope of a "health working group," the topic of smoking was handled and made familiar to all employees. Costs are covered by the general health budget. Depending on which measures are concretely carried out, a self-cost share is conceivable. This self-cost share would merely be a symbolic contribution to the programme.

### **D.2. Strategy and implementation**

Smoking is only allowed in specially designated areas. A smoking withdrawal programme was offered to the employees, but was postponed because of the lack of interest. The main focus issue of "smoking prevention" was also made a "Theme of the Month" to point out the dangers of smoking to the employees.

### **D.3. Evaluation & results**

An evaluation is currently not being conducted.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Pengg Austria GmbH</b>
Address:	8621 Thörl
Name of contact persons:	Thalhammer Gertrude
Function of contact persons:	Director of WHP
Tel.:	03861-5090 / 41
Email:	<a href="mailto:g.thalhammer@wire-pengg.com">g.thalhammer@wire-pengg.com</a>
Sector:	Industry
Number of employees:	200

### B. Integration of WHP in the company policy and culture

There is no individual WHP charter. However, WHP is anchored in the mission statement (= company philosophy) in written form. In 2009 the quality seal will be once again be applied for.

Management/company directors support the project and provide a separate budget for the main focus areas and activities of WHP.

Employees can actively participate in the various activities/offers and in the health centre. No distinction is made between the blue- and white-collar employees (production, administration, etc).

Information is disseminated by the health report (inserted in the employee magazine), the intranet, on notice boards and through personal discussion.

**D. Described health topics**

X	Smoking prevention
X	Healthy eating
o	Physical activity
	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

Measures such as the VAEB Smoking Prevention are offered and take place on-site (10 employees involved → 2 are still smoke-free).

Contact person and person responsible is Mrs. Thalhammer. She is active in QM and has completed the health moderator training at Josefhof.

An individual WHP budget is available; staff can also take advantage of the WHP offers during working hours. Employees are especially involved through their participation in the health circles and activities (and are also informed about topics on health and safety promotion days). At the end or beginning of the year, employees are surveyed about the activities in order to receive feedback (change requests, etc.).

### **D.2. Strategy and implementation**

No canteens or special dining areas exist. Production facilities – which become “eating spaces” at lunchtime – are already smoke-free. These areas are sufficiently ventilated.

Information about smoking prevention is communicated through information channels such as the employee newsletter, Intranet, bulletin boards, personal discussions.

Counselling support for employees who want to quit smoking can be utilised through the VAEB, the occupational health practitioner or the smoker’s hotline.

### **D.3. Evaluation & results**

A self-evaluation is conducted on the basis of target objectives. All employees receive feedback through the health report.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Rail Cargo Austria</b>
Address:	Erdberger Lände 40-48, 1030 Wien
Name of contact person:	Eva-Maria Kranz
Function of contact person:	Health Management
Tel.:	0664/96 031 97
Email:	eva-maria.kranz@oebb.at
Sector:	Rail Transportation
Number of employees:	2603

Age	Sex		Total
	Male	Female	
Up to 35	237	141	378
35 to 50	1752	116	1868
50+	340	17	357
<b>Total</b>	<b>2329</b>	<b>274</b>	<b>2603</b>

## B. Integration of WHP in the company policy and culture

WHP is anchored in the company mission statement.

RCA has approved the WHP Charter.

There is a company health manager and a WHP team; every location has its own health circle.

RCA has carried out an extensive WHP project that was externally accompanied, and is now preparing the implementation of WHP.

There are many location-dependent and multi-location measures.

A special emphasis has been placed on management.

Employees are informed in various ways: Intranet, disseminators (specially trained employees), bulletin boards, mails, internal newsletter, ...

Management and the works council are in a WHP committee and jointly decide on the implementation of measures suggested in the health circles.

There are surveys and arranged goals for the project as well as beyond it.

## C. Described health topics

X	Smoking prevention
	Healthy eating
X	Physical activity
	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

There are smoking prevention events (afternoon events) that offer information and a (medical) lecture (2 hrs.) with a following discussion.

Occupational health practitioners at RCA offer smoking prevention counselling. At Josefhof, a non-smoker week (2 days of special holiday, 3 days of holiday) can be utilised by the employees for free (limited number of participants!).

Ms. Mag. Eva Macku is the responsible health manager at RCA (study in the health management field), along with a team consisting of health moderators (health moderation training at Josefhof), as well as health circle participants, occupational health practitioners and members of the committee (works council, management). In addition, there is a company-wide health manager.

Sufficient resources have been made available (extra WHP budget) and are supplemented by a company-wide budget.

Employees are primarily involved through the health circle, which serves as the staff's mouthpiece.

## **D.2. Strategy and implementation**

Non-smoking was enforced through the non-smokers protection law and the company house rules.

All offices are officially non-smoking areas, and all events are titled as non-smoking events.

Information is passed on through the health centre and the health manager Ms. Macku, but also through bulletin boards, the Intranet platform, mails, the newsletter and information posters. In RCA there is no company newspaper through which the information can be spread.

On issues concerning (non-) smoking, support from the Josefhof, the occupational health practitioner and the health counselling centre (GBZ) smoking prevention counselling is solicited. There are no ambulatory employees for smoking prevention counselling and the like!

## **D.3. Evaluation & results**

Evaluation is conducted by the external company Exemple, e.g., through interviews, and by the Railway and Mining Workers' Insurance Company (VAEB) through FEGOL questionnaires. Monitoring is also done by examining the cost-benefit effect, minutes from meetings, etc.





## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>RHI AG</b>
Address:	Millstätterstr. 10 9545 Radenthein
Name of contact person:	Dr. BAYER Stefan
Function of contact person:	Company Doctor, H&S Management
Tel.:	+43 50213 4625
Email:	<a href="mailto:stefan.bayer@rhi-ag.com">stefan.bayer@rhi-ag.com</a>
Sector:	
Number of employees:	2 500

## B. Integration of WHP in the company policy and culture

This company has been involved in WHP for 20 years and continuously deals with new topics and target groups.

WHP is anchored in the mission statement.

This company has signed the WHP Charter and has twice been awarded the Quality Seal.

There is a company doctor and a company psychologist, a health circle and a committee. The works council is involved in WHP.

A prevention week is held on topics such as healthy eating, physical activity, smoking, stress management, cardio-vascular health and healthy back exercises.

The communication structure of this project is to be especially pointed out. It was very well implemented during this project, guaranteeing the bottom-up, top-down flow of ideas and communication. Activities, decisions and changes concerning WHP issues are promptly communicated to the employees.

Regular surveys are also conducted.

## C. Described health topics

X	Smoking prevention
	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

RHI Radenthein did the kick-off together with the Roche company. Free nicotine substitution supplements and information about smoking prevention were provided. Furthermore, employees (heavy smokers) were offered a 3-week smoking prevention seminar at Josefhof, which was financed by the company. Employees can also take advantage of this offer by taking sick leave or rehabilitation time.

A smoking ban was implemented throughout the company. The company psychologist (Mrs. Freundl) is available for individual counselling. 55% of the employees were able to maintain their non-smoker status after the seminar in Josefhof.

Dr. Bayer and Mrs. Freundl are responsible for the topic areas. Dr. Bayer is the president of the Austrian Academy for Occupational Medicine, and has completed training as a health coach. He is the company's health and safety manager.

Sufficient resources are provided by the company. Originally, a budget of €15,000 was available, whereby the Roche company products were provided for free.

Health circles take place during working hours. The works council and employees are also involved in the health circles. Although the topics are determined from the "bottom-up" (from the health circles), the strategy is implemented from the "top-down" (from the health management and the executive management).

## **D.2. Strategy and implementation**

Worker protection (ANSCH) will be addressed by an apprentice project (I am – Information as Motivation). Apprentices are trained in workplace evaluation based on occupational medicine, ANSCH, etc. Subsequently, the apprentices conduct a workplace evaluation. A workplace analysis by means of an evaluation barometer expresses the degree of risk at the workplace.

A company-wide smoking ban was initiated as a preventive thought and measure and for the protection of the non-, resp., passive smokers – above and beyond the legal regulations. Information is displayed on screens in the snack and common areas. There are trailers for non-smoking, brochures (e.g., cancer society, etc.) that are sent with the pay slip, Intranet links, as well as statistics about (non-) smoking data in the Intranet.

There are no direct incentives to quit smoking. At the kick-off meeting, however, there was an attempt to show the impacts at the workplace (dust, smoke, etc.) and to explain the impacts of additional cigarette smoking. Events, e.g., for apprentices, are continuously held. Disseminators are, above all, health circle participants and health circle leaders. They are trained, but some are also former smokers.

Information is available through the Intranet (offers contact partners), through personal talks (with the psychologist); experts are involved. Smoking is also an important point in employee discussions.

Activities and training are provided by experts. External counselors were present at the kick-off meeting.

## **D.3. Evaluation & results**

Yes, an evaluation was conducted. Information is currently provided in an apprentice report.

The apprentices have the possibility to participate in lifestyle weeks.

Surveys are conducted after 6 and 12 month's time.

Through the Electronic Health Information System (EGIS), absences and sick days are evaluated → the progress of certain illnesses can be determined.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>SEZ AG</b>
Address:	SEZ Strasse 1, 9500 Villach
Name of contact person:	Mag. Wolfgang Bretschneider
Function of contact person:	Recruiting
Tel.:	04242/204429
Email:	wbretschneider@sez.at
Sector:	Development, production and sales of process plants for microchip manufacturing – semiconductor industry
Number of employees:	in Villach: 531

Age	Sex		total
	male	female	
up to 35	249	44	293
35 to 50	165	40	205
50+	25	8	33
<b>total</b>	439	92	531

**B. Integration of WHP in the company policy and culture**

In addition to the general WHO definition of "health," SEZ AG believes that health is also the most important precondition for a fulfilled, successful private and professional life. SEZ AG places a large value on work satisfaction and the occupational safety of its employees. Out of a comprehensive health program, which includes topics such as hiring examinations, health check-ups, physical activity programme, emergency care, health corner, health pass and vaccination programme, all employees have the possibility to put together suitable health-promoting activities for themselves. The survey, which was especially conceived for this purpose, includes target agreements, further education offers and five questions that deal with topic of health-promoting measures/activities, where every employee can submit his/her wishes, ideas and suggestions for improvement. Great value is also placed on the suggestions of the employees concerning the design of internal further training programmes (a revision of the programme that takes the suggestions/wishes of the employees into consideration is done twice a year). An own Intranet page ("SEZ health care"), which is updated with new health-promotion measures and current medical articles (monthly by the company doctor), is available to all employees. The SEZ AG offers activities, resp., measures concerning all four main focus issues.

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

Smoking is prohibited in all generally accessible rooms. Smoking is only allowed in an especially designated area. This is, e.g., in a part of the cafeteria and in two break rooms for smokers. Costs for smoking prevention are completely taken over by the company. If an additional medicinal treatment of the individual employee is necessary, 50% of the costs are carried by SEZ AG. Dates, resp., offers for smoking prevention can be called up by all interested employees on the Intranet "health care" page.

### **D.2. Strategy and implementation**

A special ventilator was installed in the smoking areas. Employees are regularly informed about smoking prevention offers and articles about smoking by the company doctor via the company Intranet. Smoking withdrawal programmes, which last approx. two months, are offered once or twice a year by the company doctor, as well as an external occupational psychologist. If requested (wish of the employees) it will also take place more often.

### **D.3. Evaluation & results**

The company doctor establishes contact with the participants in the first and third year after the smoking withdrawal programme was completed. Employees who left the company are also queried about their well-being, resp., sustainable success. The success rate of the smoking withdrawal course offered by SEZ AG lies at around 50%.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>SOFTCOM Consulting GmbH</b>
Address:	Rosasgasse 29 1120 Wien
Name of contact person:	Julia Willis
Function of contact person:	Executive Management
Tel.:	815 79 30
Email:	<a href="mailto:Julia.willis@softcom.at">Julia.willis@softcom.at</a>
Sector:	Service Enterprise
Number of employees:	25

Age	Sex		total
	male	female	
up to 35	1	1	2
35 to 50	17	1	18
50+	4	1	5
<b>Total</b>	22	3	25



**B. Integration of WHP in the company policy and culture**

WHP is a part of company policy and daily life.  
In our company handbook, we also refer very much to it. Every new employee receives this company handbook when they begin working. It is also pointed out that any type of proposals, complaints and helpful suggestions from every employee are gratefully accepted and taken very seriously. Actions very often take place, resp., changes are made on the basis of employee requests.  
An open door policy is maintained at the company, where every employee can present their concerns to management at any time. These discussions remain strictly confidential. These matters will be discussed and decided in the monthly management meetings only with the employee's OK.

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

We are a smoke-free enterprise.

Employees who wish to smoke can do this in the courtyard (partially covered), on the roof terrace, as well as in the driveway (covered), when it is very cold. Thus, the other employees won't be bothered by the smoke at the workplace and while eating.

In our company canteen there are brochures / information packages about smoking and smoking prevention. In this way, every employee can get information about the topic of smoking. (E-mails on the subject are passed on to all the employees by management).

### **D.2. Strategy and implementation**

See D.1.

### **D.3. Evaluation & results**

Employees are involved in the decision process. Wishes can be addressed to management in a personal discussion, anonymously or by e-mail. In decisions where several employees are affected, the wishes of the majority of employees are normally respected.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Treibacher Industrie AG</b>
Address:	Auer-von-Welsbachstrasse 1, Althofen
Name of contact person:	Mag. Wilhelm Ebner
Function of contact person:	Assistant to the Executive Board
Tel.:	04262/505600
Email:	wilhelm.ebner@treibacher.com
Sector:	Industry
Number of employees:	674

Age	Sex		total
	male	female	
up to 35	177	47	224
35 to 50	225	43	268
50+	165	17	182
<b>total</b>	<b>567</b>	<b>107</b>	<b>674</b>

## B. Integration of WHP in the company policy and culture

Here is an excerpt from the company philosophy of Treibacher Industrie AG: "Our employees are the engine of our company. They are the force that shapes our success. We do everything to make sure the chemistry works. We follow consequent rules: team spirit instead of competition, praise instead of criticism, solution orientation instead of problem identification, discussion instead of obedience, flat structures instead of steep hierarchy, motivation instead of obligation, joy instead of routine."

Common goals, further training foci and strategic changes are developed in regularly conducted employee and further training discussions. Great value is placed on soft skills such as the capacity for teamwork, communication talent and high flexibility. The company has developed its own principles regarding leadership and employee interaction, the promotion of creativity, the performance and aptitudes of every single employee, cooperative leadership style, communication and information, as well as fully developed time and task management. Since 2005, employees have been offered various preventative health activities that range from classical fitness training to balanced nutrition and smoking prevention.

## C. Described health topics

x	Smoking prevention
x	Healthy eating
x	Physical activity
x	Stress

## **D. Smoking prevention**

### **D.1. Organisation and structures**

In February 2008, a main focus programme on the topic of “Going Smoke-Free into the Summer Holidays” took place. The smoking prevention programme was offered in cooperation with a partner company and an occupational health practitioner (in a 6-month monitoring phase) and consisted of four information events.

### **D.2. Strategy and implementation**

Smoking prevention programmes are continuously being offered through partner companies. In addition to individual discussion and consultation, the smoking prevention programme includes the methods of hypnosis and acupuncture. Information about smoking prevention programmes are available to all employees through the Intranet and are to be individually arranged with the partner companies.

### **D.3. Evaluation & results**

An employee survey, resp., evaluation as such, is currently not taking place. The effect, resp., the acceptance of offers is discussed and evaluated within a working circle (responsible for the offered health programme are the company doctor, the occupational health practitioner, the psychologist, the safety expert and the board).



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Alpen-Adria-Universität Klagenfurt</b>
Address:	Universitätsstraße 65-67, 9020 Klagenfurt
Name of contact person:	Dr. Gunhild Sagmeister
Function of contact person:	Project Leader
Tel.:	0463/2700 Ext. 3415
Email:	gunhild.sagmeister@uni-klu.ac.at
Sector:	University
Number of employees:	802

Age	Sex		total
	male	female	
up to 35	111	146	257
35 to 50	110	220	339
50+	133	73	206
<b>total</b>	<b>363</b>	<b>439</b>	<b>802</b>

## B. Integration of WHP in the company policy and culture

With the signing of the company agreement in December 2006, a sign was set that WHP is understood and recognised as a “leadership task” and ensures an organisational, sustainable and active support. The promotion of the physical and psycho-social well-being of all members of the university (employees and students) at the working and learning place has top priority and is anchored in the guiding principles (“Excellence in performance needs employees as well as students who feel good). The WHP Charter was signed on 21 November 2007. In September 2007, the University of Klagenfurt started with its “Health Management at the Alpen-Adria University of Klagenfurt.” In addition to the employee survey conducted in November 2007 on the issues of work and the organisation, social climate, as well as health and well-being, a student survey on the topic of “Health Promotion at the University” had already taken place in Summer Semester 2006 as part of a university course. Through the creation of health circles, which employees as well as students are actively involved in, a co-organising of WHP is given. In order to offer all employees and students WHP information and an appropriate network, the “Health Management” platform was established in December 2006. Since June 2006, an annual health day, focussing on the four main issues (smoking prevention, healthy eating, physical activity and stress), as well as many special themes (e.g., addiction counselling, kinesiology, reaction tests, joint checks, sports-scientific examinations, etc.), was organised. Likewise, a “health-promotion” library was set up. The Alpen-Adria University of Klagenfurt (AAU Klagenfurt) conducts numerous activities in all four focal issues (smoking prevention, healthy eating, physical activity and stress).

## C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

“Healthy eating” has been one of the main focus issues at all three AAU health days conducted so far.

### **E.2. Strategy and implementation**

Kitchens and common rooms are available at several institutes. Keeping to the cleanliness regulations is a matter of course and the rules are also followed. Information about healthy eating is always one of the main focus issues at the annual health days. Interested employees and students can take advantage of regular counselling by the KGKK (dietician, nutrition counsellor). Further counselling about healthy eating is done by occupational health doctors. Valuable nutrition tips can be accessed by all employees and students on the UUA Klagenfurt homepage.

On the basis of the results of the conducted employee survey, resp., the wishes of the employees and students for healthy eating offers in the cafeteria, the healthy eating project “Eating Well Together” was started in Fall 2008 in cooperation with the KGKK.

### **E.3. Evaluation and results**

Indicators that should be evaluated for all the “healthy eating” measures that have been implemented so far are currently being developed. A further evaluation of the second employee and student survey is being planned.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Bezirksalten- und Pflegeheim Kremsmünster</b>
Address:	J.-Assamstraße 3, 4550 Kremsmünster
Name of contact person:	Fr. Hermine Klausner
Function of contact person:	Assistant director, WHP project leader
Tel.:	07583/5111
Email:	<a href="mailto:hermine.klausner@krm.shvki.at">hermine.klausner@krm.shvki.at</a>
Sector:	Residential and nursing home for the elderly
Number of employees:	94

Age	Sex		total
	male	female	
up to 35	6	29	35
35 to 50	3	43	46
50+	3	10	13
<b>total</b>	12	82	94

## **B. Integration of WHP in the company policy and culture**

The Bezirksalten- und Pflegeheim Kremsmünster was certified as a “family-friendly establishment” in 2005. As a result, the “Company Health Promotion” project was developed and began in April 2006 with the first meeting of the steering committee.

By means of the SALSA questionnaire, the current status of employees’ health, well-being and job satisfaction was ascertained.

Management considers health promotion as a part of company policy and a decisive issue in the implementation of measures. Financial support for the project is factored into the budget.

All leadership levels support the WHP project by standing behind decisions and acting as employee motivators.

WHP activities taking place during working hours are considered in the planning of work schedules.

Employee participation is ensured through

- SALSA questionnaires (at the beginning and end phase of the project)
- Health circles
- Participation in the implementation of the measures
- Further suggestions for measures can be given to the project leader at any time
- Health circles for older employees are planned

Employees are continuously informed about current health topics and events in employee newsletters, on information boards, by e-mail, in the health report and in a WHP information folder.

Information about organisational WHP policy is also presented at the yearly staff evening.

**C. Described health topics**

	Smoking prevention
X	Healthy eating
	Physical activity
	Stress

## E. Healthy eating

### E.1. Organisation & structures

The BAPH Kremsmünster kitchen received a “Healthy Cuisine” award. Every morning employees are offered a healthy snack featuring fresh vegetables and fruit, freshly squeezed juices, full grain products and low-fat spreads, as well as cheese and ham, at a reasonable price. Free fruit is offered to everyone twice a week.

Three water dispensers are available to the staff and residents.

There are 2 set meals at lunch (1 set meal is vegetarian, 1 set meal with meat) and a rich, seasonal salad buffet is offered.

Employees have the possibility to take a complete meal home with them for their families for a fee.

When desired, a warm meal is prepared for the night shift.

In two “Weight Watchers at Work” courses, a total weight loss of 122kg was achieved. Through healthy nutrition, many employees are on the way back to their normal weights and have more vitality. This trend towards the “light life” was continued in the programme “Moving together – enjoying lighter” („Gemeinsam bewegen – leicht genießen“), which was offered in conjunction with the Upper Austrian Regional Health Insurance Fund (OÖGKK) as of April 2008.

Responsibility lies with the project leader, Ms. Klausner. She is easily available to the employees.

The occupational health practitioner is available twice a month for half a day.

Qualification: Ms. Klausner – WHP training course

Means for developing measures: A WHP budget is available, when required.

Employee involvement: Ideas and suggestions can be directly and easily submitted at any time. Information and needs arising from staff discussions are considered in the planning of measures.

## E.2. Strategy and implementation

New employees receive a WHP information folder and are accordingly briefed and informed.

An easily accessible, clean dining area is located on the first floor. During the warm time of the year, it is possible to eat lunch outdoors.

The following healthy and seasonal foods are offered at a reasonable price:

Healthy snack: full grain products, fruit, vegetables, freshly squeezed juices, muesli, yoghurt  
...

Water dispensers, good drinking water quality.

Free tea in the kitchen.

Lunch meals: 2 set meals are offered.

Salad buffet

Free fruit basket: freshly stocked twice a week.

Information: at speeches of the "Healthy Community" organisation, notices posted on information boards.

New offers: employee newsletters, WHP folders, information boards.

Support: 2 kitchen managers have received dietary training – consultation at any time; the occupational health practitioner can also be consulted, when necessary.

## E.3. Evaluation and results

- Salsa questionnaires from the OÖGKK
- Employee evenings: (flip chart with point evaluation)  
(is used to receive feedback about conducted measures and the urgency of still open measures)
- Personal inquiry after conducted measures
- Employee discussions

Documents: reports, minutes

## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Borealis Polyolefine GmbH</b>
Address:	4020 Linz, St. Peter Straße 25
Name of contact person:	Patricia Pfarrhofer
Function of contact person:	50% of the WHP contact person's work time is devoted to Learning and Development
Tel.:	0732/6914 3525
Email:	<a href="mailto:Patricia.Pfarrhofer@borealisgroup.com">Patricia.Pfarrhofer@borealisgroup.com</a>
Sector:	Chemical Industry
Number of employees:	782

Age	Sex		total
	male	female	
up to 35			
35 to 50			
50+			
<b>total</b>	703	79	782

## B. Integration of WHP in the company policy and culture

Company WHP policy is anchored in company guidelines in 1 of the 4 values areas of responsibility. Written declaration: There is a company-wide agreement on the issue of WHP. Various levels support the overall approach, and management training sessions on “Work Life Balance” and “Healthy Leadership” are offered. Continuation of WHP from the middle management level to the staff is dependent upon the personal decision of department management. However, legally stipulated measures are binding.

Employees can actively shape HP policy through:

- More direct and unbureaucratic contact with Ms. Pfarrhofer – 50% of work time is allotted for WHP – if needed, direct access is possible at any time.
- As of 2008, regular employee questionnaires – every 2 years – internal evaluation of content – findings presented to the employees – resulting in the creation of health circles (consisting of co-workers); each circle develops and carries out at least 3 measures related to the subareas queried.
- Health Team – a health team, made up of HSE employees, the company doctor, department heads, company healthcare employees and Ms. Pfarrhofer, was set up and holds regular, bi-weekly meetings. Through Ms. Pfarrhofer, the company doctor or the works council, employees have the possibility to present their wishes and needs to the Health Team. Implemented measures are analysed and new measures are planned.
- Regular workplace inspections are carried out (ergonomic consultation, workplace psychologist).
- Monitoring groups – 1-2 times a year, health circle consisting of representatives of individual departments (employees from the same level only in each group).
- Health Days are held every autumn (2008 topic: stress management – especially for shift operations staff).
- An “Employees’ Club” for WHP offers was established; the active contribution of interesting topics and offers is unbureaucratically implemented.

Employees are informed about the company’s WHP policy when hired by an “entrance folder,” by a briefing about the company’s values, as well as by regular memos and the “Employees’ Club,” which also organizes WHP activities.

**C. Described health topics**

	Smoking prevention
X	Healthy eating
	Physical activity
	Stress



## E. Healthy eating

### E.1. Organisation & structures

Measures and offers:

- Canteen with a daily “especially healthy” set meal (calories are indicated, low-salt, very fresh); soups and healthy dishes (balanced diet); fruit for desert – if desired; daily fresh salads.
- Daily offer of fresh fruit for all employees – free of charge.
- Water dispensers, resp., water bottles – free, at any time, freely accessible.

Responsibility: For WHP matters, Ms. Pfarrhofer – 50% of work time (20 hrs./week); no direct contact person for healthy eating issues. However, the company doctor is available at any time as a contact partner.

Qualification: Basic WHP knowledge, experts (e.g., dietician) will be consulted when necessary – unbureaucratic assignment to the WHP categories according to needs.

Employee involvement in the development of measures: needs are assessed by means of questionnaires. It is possible at any time to submit ideas or requests through Ms. Pfarrhofer or other members of the “Monitoring Group.” Projects are initiated and measures are developed according to these needs. Before the measures are implemented, a feedback loop is sent to the employees, giving them the possibility to suggest any changes.

## **E.2. Strategy and implementation**

Consideration within the framework of workplace evaluation/on-the-job instruction is not known. Clean and easily accessible dining area – yes – the canteen.

Offer and selection of healthy foods: yes, in the canteen + free fruit + free water dispenser.

Support of choices: employee meals are generally subsidised with €1/daily; in addition, favourable prices in the canteen (between €2.83 and €3.83 per set meal). When “newer, healthier” meals are introduced, there are regular, free samples or reduced prices.

Fruit – yes, free of charge.

Water – yes, free of charge in water dispensers or water bottles – freely accessible at any time.

Information: general newsletter, monthly health theme newsletter, Intranet, bulletin board, brochures in the canteen, e-mailing to all employees when new initiatives are introduced.

Support: The company has a year-long project called “Healthy Nutrition at the Workplace” – registration for all employees is free (there is a small participation fee) and possible when there is interest. Programme takes place after work.

Speaker: Dietician

Content: 5 counselling interviews, 3 workshops, 1 cookery course.

## **E.3. Evaluation and results**

Evaluation of each measure, resp., each offer, through feedback questionnaires and feedback sessions.

Evaluation of the questionnaires by Ms. Pfarrhofer – results documented as a report – results are considered in future activities.

Project reports are occasionally passed on to employees – e.g., in the employee newsletter, appropriate, event-related feedback in the Health Team (Monitoring Group) after completed projects, resp., courses.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>EUROTRANSLINE, Int. Speditions- und Transportges.m.b.H</b>
Address:	Platschbergstraße 107 A-8461 Ehrenhausen
Name of contact person:	Mag. <sup>a</sup> Anika Harb
Function of contact person:	HR Manager
Tel.:	+43 (0) 3453 20 214 DW 23
Email:	<a href="mailto:anika.harb@eurotransline.at">anika.harb@eurotransline.at</a>
Sector:	Transport, Freight Forwarding
Number of employees:	20

Age	Sex		total
	male	female	
up to 35	5	4	9
35 to 50	5	6	11
50+	-	-	-
<b>total</b>	10	10	20

## B. Integration of WHP in the company policy and culture

WHP has already been implemented into daily routine operations. The Workplace Health Management System (BGM) is built upon a holistic notion of health; the development of company philosophy, resp., the company mission statement, happens with the strong involvement of the employees. What is especially worth mentioning is that a company of this size (currently 20 employees) created a part-time position for WHP, which was expanded in July 2007 to a 30-hour per week position for complete HR management, with the main focus on WHP (70% of the activity). This position was filled by a very competent and committed occupational health psychologist.

Through personal coaching and various behaviour- and relationship-oriented measures, WHP is a component of daily (working) life for personal and organisational resource strengthening. Management has recognised that employees and the company can benefit from holistic WHP and has accomplished the successful implementation of WHP, which is highly accepted by company employees. The firm is constantly attempting to personally motivate employees (amongst other things, through monetary and qualitative bonus systems) and endeavours to make the measures and activities many-sided, so that there is something for every employee.

A health-promoting, supportive cooperation is very important to management and employees in order to maintain and promote a good working atmosphere. Success and sustainability of the measures are regularly reviewed, and employee experiences, as well as feedback, are used for improvements and advancements the system.

## C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

There is a company plan for healthy eating issues, which is embedded in the annual WHP programme. A coordinated, three-person working group is available. There is an individual budget for WHP, from which health eating measures are financed. A commensurate infrastructure (possibilities for lunch, stove, refrigerator, cooking utensils, etc) was created in the course of the WHP project.

In the context of the bi-weekly offered individual coaching sessions, employees are explicitly encouraged to express their ideas and improvement suggestions for WHP measures, amongst others, concerning the issue of “healthy eating.” In employee meetings, workshops (twice a year for 1.5 days) and further training, these proposals are passed on to the whole team and, if needed, an execution plan is created.

Furthermore, employees are invited to participate in the annual WHP survey for the development and implementation of “healthy eating” measures.

## **E.2. Strategy and implementation**

A needs analysis concerning healthy eating issues was conducted in the course of the annual WHP survey, which also includes numerous questions about “healthy eating” topics. Further employee ideas and wishes are gathered in individual coaching sessions, workshops or in the idea folder, which was specially developed for WHP.

Numerous healthy eating measures and offers were implemented. An individual room for a pleasant and common lunch was created. This room is equipped with various cooking possibilities (a stove, freezer, etc.). In addition, healthy lunches (full grain dishes, salads, etc.) are offered by the firms “Cenavit” and “Gourmet.” Individual requirements (e.g., diabetic fare, intolerances, etc.) can also be addressed. The company provides a financial subsidy of 50% for lunch.

A Vitality Bar was set up. Drinking water, daily fresh fruit and vegetables from a nearby farmer’s market, as well as prize-winning fruit juices from Obst Dietrich, are available to employees. Due to the fact that the Vitality Bar is in a location where everyone constantly walks by it, it is very easy to take advantage of the “healthy snack”! In addition to the Vitality Bar: aroma lamps, water dispensers, water fountains and a health library (literature on the topic of nutrition, movement, etc). Furthermore, there is the possibility to receive nutritional consulting from a Vitality Coach.

Employees are regularly informed about current healthy eating issues and offers by means of the WFP information board, newsletters, brochures, studies and information letters.

### **E.3. Evaluation and results**

Evaluation is carried out in the course of the yearly WHP survey, in which the satisfaction with the healthy eating offers is queried. A further evaluation of measures is conducted in the individual coaching sessions, in employee discussions with management, as well as at the workshops held twice a year.

The obtained knowledge is discussed in the workshops and – if possible – implemented. Therefore, numerous activities have already been implemented because of these results, as, for instance, the optimization of lunch in consideration of nutritional-physiological, ecological and social aspects, in the selection of fruit and vegetables for the Vitality Bar or in the balancing of meals with special nutritional requirements (e.g., diabetic fare, etc).

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Flowserve (Austria) GmbH Control Valves – Villach Operation</b>
Address:	Kasernengasse 6, 9500 Villach
Name of contact person:	Mag. <sup>a</sup> Elke Santos Rodriguez
Function of contact person:	HR Manager
Tel.:	04242/41181-859
Email:	esantosrodriguez@flowserve.com
Sector:	Metal Processing Industry
Number of employees:	197

Age	Sex		total
	male	female	
up to 35	109	11	120
35 to 50	52	8	60
50+	16	1	17
<b>total</b>	177	20	197



**B. Integration of WHP in the company policy and culture**

The company philosophy concerning appreciation, employee recognition, and the firm’s contribution to the preservation and promotion of well-being at the workplace finds expression in the company’s “vision” and in its “core values.” The significance of WHP is increasingly rising and is promoted, supported and financed on the part of management. Health issues are dealt with in the scope of works meetings (once per quarter), resp., works council meetings, and initiated together with the employees according to their needs, and, in special cases, jointly developed. Organisation and planning are carried out by HR management in constant feedback with the employees. Company quality management and the safety representative continuously observe and examine company processes regarding employee-oriented involvement. Employee discussions and employee satisfaction surveys are regularly conducted and corresponding measures are introduced. At in-house training sessions for employees, there is the possibility to filter out health-promoting aspects and find solutions (e.g., new design of the dining area and the break room, positioning of the kitchen, formulation of “cleanliness rules,” etc.). The WHP charter of the Austrian WHP Network was signed. Company agreements on non-smoking, safe work uniforms, protective equipment, flexitime and break rules are existent. Employees are informed about major issues via information screens, Intranet, e-mail, an information corner in the dining area, various brochures, etc.

**C. Described health topics**

	Smoking prevention
X	Healthy eating
	Physical activity
	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

The company canteen project “Eating Well Together” (developed by the Federation of Austrian of Social Insurance Institutions) was jointly conducted with the Carinthian Health Insurance Institute (KGKK). The steering group consists of executive management, HR management, works council, canteen management and an external consultant. The work group of the company canteen project was made up of the HR manager (Mag<sup>a</sup> Santos Rodriguez), the union steward, the canteen management and the KGKK dietician. The company canteen offers employees a selection of three different set lunch meals, as well as a vegetarian set meal. As a result of an employee survey especially focussed on the food offers of the company canteen, the needs and wishes of all the employees were collected and are now being considered in the preparation of food. The choice of set meals was also adjusted to the wishes of older employees. All of the employees have the possibility at any time to submit ideas and suggestions for improvement (sequence of set meals, composition of set meals, new products, etc.) to the work group. The company bears the largest share of the set meal costs that were raised again in the course of the company canteen project (set meal costs for employees: €1.96 per set meal, set meals costs for the company: €4.60 per set meal). At company expense, additional water machines – offering sparkling as well as still water – were purchased, and the financial resources for the adaptation of the complete dining area (including plant design), kitchen furniture and dishes were provided.

## **E.2. Strategy and implementation**

In the course of the company canteen project "Eating Well Together," a redesign and adaptation of the dining area, the acquisition of furniture and plants, as well as the posting of cleanliness rules took place. In order to give employees more space for dining, an additional recreation room was provided by the company. Smoking is neither allowed in the dining area, nor in the recreation room. The set meal offer (in two languages) includes a label indicating the degree of healthiness, the fat content and the nutritional value. Employees are offered a standard set meal, a "vital" set meal, a cold set meal and a vegetarian set meal. Fresh fruit, a rich variety of salads and dairy products complement the daily food offer in the company canteen. Qualitative improvements have also been made in food preparation (sauces, high quality shortening, vinegar and oils). A high proportion of fresh products are used in food preparation. Two water machines with cooled water, and the possibility to add carbonation, are available to the employees for free. Information about "healthy eating" is provided in the form of company meetings, works council meetings, personal information to all employees, as a part of the company's distinctive culture of discussion, information screens, Intranet, e-mail, various notices (main focus information, e.g., in the information corner of the dining area, information sheets/information corner in the company canteen). Consulting offers are continuously utilised by the kitchen management regarding the choice of meals, but also by interested employees in cooperation with the Carinthian Health Insurance Institute (dietician, nutritional consulting).

### **E.3. Evaluation and results**

A written employee survey had already been conducted at the beginning of the company canteen project "Eating Well Together." The second employee survey about the canteen project is currently in the planning stage. Through organised feedback possibilities provided by HR management, needs are constantly being accessed and integrated into meal selection and meal preparation in the course of planning discussions. Regular updates with kitchen management and the KGKK will be introduced in order to jointly create meal plans.

Results up to now:

The current, i.e., orally gathered data show a marked improvement in kitchen capacity (a 20% increase). The number of positive responses has significantly risen. As a result of this feedback and needs assessments, larger salad bowls were purchased and self-service was introduced at the salad buffet. Work satisfaction in the company canteen has noticeably increased.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Geriatrische Gesundheitszentren der Stadt Graz</b>
Address:	Albert-Schweitzer-Gasse 36 8020 Graz
Name of contact person:	DGKS Helga Gafiuk, Public Health
Function of contact person:	DGKS, Acting Ward Manager, WHP representative in the Geriatric Health Center of the City of Graz
Tel.:	0316/7060/1550
Email:	<a href="mailto:helga.gafiuk@stadt.graz.at">helga.gafiuk@stadt.graz.at</a>
Sector:	Social Services (Hospital and Nursing Home)
Number of employees:	487

Age	Sex		total
	male	female	
up to 35	24	116	140
35 to 50	51	182	233
50+	20	94	114
<b>total</b>	95	392	487

## B. Integration of WHP in the company policy and culture

In the forefront, the project “Structural Development of WHP – Healthy Together in the Future” was carried out from November 2004 to June 2007.

- Interdisciplinary project groups
- External consulting by the Austrian Social Insurance for Occupational Risks (AUVA)
- Questionnaires, employee surveys, presentation of results
- Measure planning (a second employee survey, health circles)

Structuring: WHP study group, WHP representative, WHP contact persons, WHP disseminators.

The project group “Structural Development WHP – Geriatric Health Center (GGZ)” was implemented as the WHP study group in the GGZ. Regular meetings are held (once a quarter or when necessary). All possibilities, suggestions and ideas about WHP are discussed in the study group and possible implementations are planned, resp., executed. As occupational health practitioners, personnel representatives, safety representatives and management are part of this study group, a continuous networking of WHP takes place in all areas of the GGZ (administration, medicine, nursing, etc.), For specific questions, in-house experts are consulted.

WHP was anchored in the GGZ’s Balanced Scorecard (BSC) at the end of 2007: In the BSC all organization goals concerning employees, customers and patients are correspondingly defined and recorded. The bio-psycho-social notion of health is the basis for the GGZ. The GGZ orients itself towards the salutogenic model of Antonovsky. Effort is made to strengthen the “feeling of coherency” of all employees in order to keep on the “positive side” of the health-sickness continuum and to reduce the influence of stress factors. The measures in the scope of WHP in the GGZ are relation- and behaviour-oriented.

Cost covering: Sponsors, €3,000 annual budget, in-house experts

The subsequently mentioned measures are only a part of the whole WHP in the GGZ.

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

Anchored in the WHP work programme:

Coordinated work group: Planning and execution by the WHP study group and a dietician.

Budget: €3,000 annual budget for WHP, in-house experts, sponsors.

Infrastructure: A dining area for employees.

Employee involvement: Data acquired through employee surveys, resp., personal discussions and by quarterly health circles and the employee suggestion system.

Meetings: (Management-employee meetings; work area meetings, ward meetings, etc.).

### **E.2. Strategy and implementation**

Needs analysis: Employee surveys, health circle, employee suggestion system.

An employee dining area – Eating well and healthily in a pleasant atmosphere.

Redesign of the dining area.

“Healthy Employee Meals” project.

Nutritional counselling (personal counselling is continuously possible)

Information events like “Healthy Snack” and “Healthy Eating.”

Free water.

### **E.3. Evaluation and results**

Evaluation: Employee survey, health circle, feedback forms, meetings

Restructuring of the dining area and expansion of the offer in the scope of employee meals (meatless dishes, etc.).

Personal counselling is continuously possible – a permanent field of activity of the in-house dietician.

Further information days are planned.

Decision processes based of the results of the health circles, project group meetings, extended management meetings, as well as in the executive conclave.





## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Grenzlandcamp Klaffer</b>
Address:	Vorderanger 16, Klaffer
Name of contact person:	Mag <sup>a</sup> Andrea Wahl
Function of contact person:	Executive director
Tel.:	0043/7237/2465-14
Email:	andrea.wahl@kinderfreunde.cc
Sector:	
Number of employees:	16

Age	Sex		total
	male	female	
up to 35	1	2	3
35 to 50	2	8	10
50+	0	3	3
<b>total</b>	3	13	16

## **B. Integration of WHP in the company policy and culture**

WHP, with the main focus on healthy eating, is a component of the organisation's mission statement and was expressed in written form through a guideline.

Generally, WHP is maintained (healthy eating) for all employees and especially for the guests (children alone or with parents) and is supported by management. For a better understanding, we would like to point out that our organisation is a facility whose main goal is to provide accommodation for children (parents). In view of all the legal stipulations and our organisational philosophy (hygiene, special requirements for appropriate children's nutrition, intercultural cooperation, etc.), an enormous adaptability of our kitchen is of highest importance.

Taking these high standards as a basis, we assume that our employees automatically participate. All staff members have the possibility at least 4 times a year to actively take part in company policy together with management. Proposals/ideas are put forth and dealt with in the individual teams (e.g., the kitchen team).

Due to the size of the organisation, discussions with the management about special issues are held, if required.

Employee meetings are held in Grenzlandcamp Klaffer. WHP is among the defined components of these discussions.

New hires receive an introductory seminar as well as a briefing at which the organisation's values are discussed.

**C. Described health topics**

	Smoking prevention
X	Healthy eating
	Physical activity
	Stress

## E. Healthy eating

### E.1. Organisation & structures

“Wherever cooking is done, new interventions happen every day,” (quote from Ms. Wahl).

At the Grenzlandcamp, a kitchen project was implemented in cooperation with the OÖGKK, involving nutritional scientists, and was anchored within the organisation as a project.

Summary of the measures:

- The kitchen team offers meal plans with an “especially healthy” set meal (special flour), soups, fresh salads, fruit, etc. (for guests as well as for all employees);
- Daily fresh fruit for all employees – free;
- Free drinking water is available to everyone at any time.

The whole kitchen team is responsible; regular meetings with management are held. Results from the kitchen project are integrated into the organisation’s daily routine.

Qualification: General basic training of the cooks. Input from OÖGKK nutritionists was especially provided to the cooks

Means for developing measures are integrated into the current budget.

Through the regular meetings (4 times a year), the staff is involved in the development of measures. Needs are determined and discussed at these meetings.

Moreover, because of the low number of staff, it is possible to submit ideas, proposals and wishes directly to management.

## **E.2. Strategy and implementation**

Within the frame of workplace evaluation/briefing, a so-called “code of practice” is orally conveyed (information about breaks, why snacks, why warm meals, etc).

An easily accessible, clean dining area, separated from the guests, is available to the staff.

Offer and selection of healthy foods: a free snack, lunch, fruit, drinking water is available to every employee according to need. We cook with a special flour and oil. Regional products are used.

Staff profit from the constant adaptation of the meal plan, which is regularly conducted for the target group of children.

If required, interested employees are offered consultation, information, etc., concerning nutrition issues.

## **E.3. Evaluation and results**

Programs and offers are evaluated through regular rounds of discussion. Findings/results flow back into the ongoing process.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Hotel Hochschober Ges.m.b.H.</b>
Address:	Turracher Höhe 5, 9565 Ebene Reichenau
Name of contact person:	Mrs. Andrea Scherer
Function of contact person:	Head of the Employee Academy
Tel.:	04275/8213 520
Email:	andrea.scherer@hochschober.at
Sector:	Hotel
Number of employees:	111

Age	Sex		total
	male	female	
up to 35	25	32	57
35 to 50	20	27	47
50+	2	5	7
<b>total</b>	<b>47</b>	<b>64</b>	<b>111</b>

**B. Integration of WHP in the company policy and culture**

The “Hochschober GmbH“ management regards its employees as an important and coequal part of the company, which is comprised of guests, employees and the entrepreneurial family. Being an employee at “Hochschober GmbH” means bringing in or acquiring a high degree of expertise and combining competence with humanity and enthusiasm in dealing with the guests. As a year-round holiday hotel, the Hochschober GmbH can look back to many long-time employees who are actively involved. The hotel's own Employee Academy places great value upon a comprehensive instruction and further training offer for the whole Hochschober team. In addition to subject-specific and internal department seminars, each employee receives special Hochschober- and Turrach-specific knowledge. At the Employee Academy, particular attention is paid to team building and “relationship management” among employees, as well as between staff and guests.

Creative recreational activities (computer courses, Italian courses, dance courses, first aid courses, wine seminars, etc.) are one further training column that should enrich all employees outside of working hours. Since November 2007, employees have been designing the monthly issue of their employee newspaper “The Mountain Messenger – By Employees For Employees.” Important contents include: Employee-of-the-month, introducing new employees, company trips and company events, recipes to try out, planned modules of the Employee Academy, information about “healthy eating” from the kitchen chef.

The WHP Charter of the Austrian Network for Workplace Health Promotion was signed on 23.12.2007. The Hochschober GmbH holds health-promoting activities in the areas of healthy eating, physical activity and tackling stress.

**C. Described health topics**

	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

The issue of “healthy eating” is very important to management. Lectures for employees, held by the company doctor, take place at regular intervals. An individual nutrition concept was created (5-element cuisine according to TCM). The kitchen is continuously being sensitised about “healthy eating” approaches. In the monthly newspaper “Der Bergbote” (“The Mountain Messenger”), which was created by employees for employees, healing and spice plants, their importance, as well as various recipes are introduced. Hochschober GmbH management places value on highest quality for food preparation. Therefore, only local products (directly from the producer, resp., farmer) are used. Regular, informative excursions (e.g., visits to farms, herb gardens, etc.) are held for kitchen employees, where knowledge about the production, as well as the use of dairy products, meat products, herbology, etc., is gained. Financing of the regularly offered lectures series on “healthy eating,” as well as the costs for the almost monthly-held excursions are completely covered by the company.

### **E.2. Strategy and implementation**

All employees receive daily free board (meals) – also on their free days – free soft drinks and free fruit, if needed. All of the products for food preparation come from the region. Great emphasis is placed on fresh products. To raise employee awareness of the importance of the quality of the local products used in the kitchen, informative excursions (farms, herb gardens, etc.) regularly take place. Employees are offered various lectures (e.g., lectures about celiac disease, nutrition for diabetics, etc.) by nutritional consultants at the Employee Academy. Information about “healthy eating” topics is a permanent feature of the monthly issue of the employee newspaper “Der Bergbote” (“The Mountain Messenger”). One employee completed training to become a holistic energetics trainer in 2008. All employees have the possibility to eat their meals in a pleasant and clean atmosphere. Smoking is not allowed in dining areas.



### **E.3. Evaluation and results**

Lectures about “healthy eating,” at which employees can submit their ideas and suggestions for improvement, are regularly held by the company doctor. The kitchen management team gladly accepts employee suggestions and makes efforts to implement them.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>KinderneSt gem. GmbH</b>
Address:	Rudolfsbahngürtel 2/1, 9020 Klagenfurt
Name of contact persons:	Mrs. Theresia Blaas Mag. Claudia Untermoser
Function of contact persons:	Executive Director; Head of WHP Project
Tel.:	0463/500 012-10
Email:	office@kinderneSt.or.at
Sector:	Social service organization
Number of employees:	185

Age	Sex		total
	male	Female	
up to 35	3	88	91
35 to 50	3	76	79
50+	1	14	15
<b>total</b>	7	178	185

## B. Integration of WHP in the company policy and culture

The current director already had the idea in 2003 to implement a health promotion project for the employees of “Kindernest gem. GmbH.” In the course of continuous employee discussions, the call for a reduction of physical and mental strain in everyday work was clearly distinguishable. For this reason, an internal study about WHP and job satisfaction was conducted. The data concluded that there were a number of adverse health effects (noise exposure, behavioural disorders of the children, the lifting and carrying of children, group size, insufficient seating accommodation, etc.). Subsequently, the Kindernest gem. GmbH decided on a holistic WHP project (cooperation with the Fund for a Healthy Austria [FGÖ] and the Carinthian Health Insurance Institute [KGKK]). The involvement of the 40 locations in the WHP project occurred through e-mail, the website, Info-Point (newsletter), structured personal discussions, team meetings, feedback possibilities to the project leaders, the project team, the works council, the health report and the health circle. Employees bring in their own know-how, so that practice-oriented WHP will be guaranteed. The primary goal of the WHP project is to raise awareness of group-specific health deficits and resources, to implement measures to strengthen the resources, and to offset deficits in the work routine. The project is based on the WHO health concepts, the Ottawa Charter of the Luxembourg Declaration, the quality criteria of the Austrian Network for Workplace Health Promotion, as well as employee-oriented management models. WHP in the sense of sustainability was integrated into the organisation’s mission statement. The Kindernest gem. GmbH undertakes a number of health-promoting activities in all four main focus areas.

## C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

The Kindernest gem. GmbH maintains a central kitchen called "Triangel" with 14 employees. The non-profit occupational project "Triangel" is a central kitchen and a training facility for people re-entering the labour force. In cooperation with the Labour Market Service of Carinthia (AMS Kärnten), the Provincial Government of Carinthia and Carinthian restaurant business, key qualifications and professional know-how are promoted and Triangel employees receive social-pedagogic support in their qualification. One topic of the final paper of the 14-month training course for facility directors, which is presented at the official graduation ceremony to all employees and cooperation partners, concerns "healthy eating" and the eating habits of children.

Nutrition counseling was offered by the KGKK and especially focused on the preparation and make-up of healthy snacks. A Kindernest cookbook, entitled "We Are Making a Fruit Salad," was published. Through theoretical and practical input concerning "healthy eating" issues, more than 33% of the employees registered a change in consciousness and behavior, resp., a strengthening of awareness. The participation of the children is strongly promoted, particularly in the area of nutrition, as the "healthy snack" is offered in many children's groups.

## **E.2. Strategy and implementation**

The head chef of the central kitchen “Triangel” pays particular attention to foregoing convenience products and making sure that the children who are fed at Kindernest institutions and through the internal central kitchen receive healthy and child-appropriate food. Only fresh fruit and vegetables are used for preparing the meals. Beyond that, Kindernest employees have the possibility to eat lunch together with the children, as this is an integrative component of the Kindernest pedagogy.

The participation of the children in healthy eating activities is strongly promoted. Children are allowed to choose those different types of fruit, vegetables, sausage, cheeses and bread that appeal to them most. In a qualitative sense as well, the children can help themselves according to their heart’s content. To make the topic of “healthy eating” palatable to the children and the parents and to illustrate how healthy eating behavior can be integrated into everyday family life sustainably and as easily as child’s play, an own Kindernest cookbook was published. Hence, the topic of “healthy eating” can be passed on to the children, on one hand, and then successively to the parents. Healthy eating is also discussed at parents’ evenings. Nutritional consultation is conducted in regular intervals. Information about healthy eating is made available to employees through the Info-Point newsletter, by e-mail, on the website and at team meetings.

## **E.3. Evaluation and results**

Important results, promoting and inhibiting factors and the solutions to be developed are noted down on the accompanying documentation during the self-evaluation. “Healthy eating” is not only a topic at the regularly occurring team meetings, but also at the parents’ conferences. The overall evaluation is carried out externally. On the basis of both of the conducted SALSA questionnaires, the resulting data is consulted to clarify the target achievement and to enable sustainable planning. Moreover, an evaluation form about “healthy eating” was created by the central kitchen for all of the organisation’s facilities supplied by Triangel to allow the kitchen chef to receive feedback about the meals and the portions and to react accordingly.



Allgemein öffentliches Krankenhaus  
**Elisabethinen Linz**

Akademisches Lehrkrankenhaus der  
medizinischen Universitäten Wien und Innsbruck

## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Hospital of the Elisabethinen</b>
Address:	Fadingerstrasse 1, 4010 Linz
Name of contact persons:	Sr. M.Engelberta Augl, Director Dir.Dr.Franz Harnoncourt, Director Berta Reiter MAS and Marianne Tammegger MBA
Function of contact persons:	WHP Project Director and WHP Vice Project Director
Tel.:	0732/7676-2352
Email:	<a href="mailto:berta.reiter@elisabethinen.or.at">berta.reiter@elisabethinen.or.at</a> <a href="mailto:franz.harnoncourt@elisabethinen.or.at">franz.harnoncourt@elisabethinen.or.at</a>
Sector:	Health care
Number of employees:	1315

Age	Sex		total
	male	female	
up to 35	100	445	545
35 to 50	147	445	592
50+	54	124	178
<b>total</b>	301	1014	1315

## B. Integration of WHP in the company policy and culture

WHP is incorporated in the Hospital of the Elisabethinen and promoted by management and is permanently installed. It is an important component of personnel management.

There are annual health conferences involving business unit directors and middle management (chief physicians, assistant medical directors, ward directors and function directors).

To ensure the sustainable anchoring of the WHP approach in the hospital, WHP goals are defined.

By integrating the health aspect in the business organisation (safety committee, building construction management, procurement management, personnel management), it is assured that organisational change processes take place in this thematic overall direction.

To sustainably guarantee active employee participation in health issues, health circles will continue to take place in the future.

Standardised questions concerning health and work satisfaction are recorded in target agreement talks.

Furthermore, a "Work Value" task force, whose goal is to create guidelines for employee teamwork and handling patients, has been implemented.

## C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## E. Healthy eating

### E.1. Organisation & structures

One of three pillars of the WHP project is the topic of *healthy eating*.

This project is built upon the fundamentals of project management. Individual project phases are illustrated in the project flowchart and include awareness-raising, diagnosis, implementation, evaluation, project completion and PR work.

When the project teams were formed, attention was paid to assure that all professional groups are represented (medicine, care, medical-technical services [dietitians, physical therapists], administration, as well as occupational health medicine, safety specialists and works council stewards).

A series of posters marked the introduction of the awareness-raising phase by the PR department.

The WHP project is guided by the salutogenic approach of A. Antonovsky. Management cycles, project management and moderation methods make up the methodological foundations.

The estimated total project costs amount to €120,000; grants from the Healthy Austria Fund amount to €55,000; from the Upper Austrian Health Insurance Institute €10,500 (employee illness analysis, SALSA questionnaire, health reports). €7,000 is available for healthy eating measures.

Employee involvement in the development and implementation of healthy eating activities took place through the establishment of nine health circles in the following activity fields: doctors in training, specialists, RNs/registered caregivers, assistant caregivers/patient aides/departmental helpers, medical-technical services, kitchen employees, cleaning/laundry personnel, equipment maintenance technicians, administration/secretariat.



## E.2. Strategy and implementation

Employees can eat lunch in a pleasant and clean dining area. In addition to conventional foods, an “active meal” (prepared according to nutritional-physiological aspects) can be selected. The reduced price of the set meal is subsidised by the hospital. Fruit is offered and can be purchased at a reasonable price.

In the course of the WHP project, employees will be offered various activities concerning the issue of healthy eating.

- Step-by-Step to an Ideal Weight: Losing weight with enjoyment. Group courses with doctors, dieticians, physical therapists and psychologists.
- Cooking Session for Young Adults: Cookery courses for the daughters and sons of employees.
- Cookery Course for Children: A fun way for children of employees to learn cooking.
- Employee Health Days: Health street – measuring blood sugar, cholesterol and blood pressure levels, breathing functions, foot analysis, BMI, body fat, etc.

Employees are regularly informed about WHP activities through the Intranet (health news) and employee newsletters. An annual health event features a review and a preview of activities. A poster series drawing attention to current WHP issues also serves as an additional information medium.

Staff can take advantage of healthy eating consultation with dieticians (e.g., for excess weight, sports nutrition analysis, and all nutrition-related illnesses).

Employees have the possibility to actively participate in healthy eating issues through the health circles.

Current, relation-oriented measures include:

Healthy OP snack

Healthy nightshift snack

### **E.3. Evaluation and results**

WHP activities concerning healthy eating are documented in the minutes of the individual work meetings, employee surveys, employee illness analyses, health reports, health circle minutes, photographic documentation of healthy eating activities, evaluation of feedback forms from WHP activities, project progress reports and project final reports.

Results were externally evaluated by the Upper Austrian Health Insurance Institute through the 2<sup>nd</sup> Health Questionnaire (SALSA). The analysis of the results was recorded in the 2<sup>nd</sup> Health Report, presented to the steering group and released for discussion; the resulting decisions were then presented to management for release.

Internal performance reviews of the implemented measures take place according to the individual evaluation periods.

## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Landeskrankenhaus Kirchdorf</b>
Address:	Hausmanningerstraße 8, Kirchdorf
Name of contact person:	Betina Straßer MSc
Function of contact person:	Vice Director of Nursing
Tel.:	050 554 67 22 105
Email:	<a href="mailto:betina.strasser@gespag.at">betina.strasser@gespag.at</a>
Sector:	Hospital
Number of employees:	710

Age	Sex		total
	male	female	
up to 35	38	180	218
35 to 50	77	290	367
50+	31	94	125
<b>total</b>	146	564	710

## **B. Integration of WHP in the company policy and culture**

In 2006, with the consent and support of leading colleagues, the State Hospital Kirchdorf founded a WHP working group, made up of one representative from each professional group working in our institution.

Together we have been working on important issues of health maintenance and promotion and have been attempting to promote awareness building in the direction of the employer as well as in the direction of the employee.

With the measures and offers developed in the 4 annually held meetings, we support all employees in their physical, spiritual and mental health. The working group is led by the Vice Director of Nursing; its members consist of representatives from every professional group, as well as the occupational health doctor, safety consultant, clinical psychologist, dietician, etc. Existing measures are evaluated in these working groups and further measures are developed and offered. For this purpose, free time, financial means and qualified co-workers are at our disposal.

Each staff member has the possibility of participating in the working group, respectively, of bringing in his/her concerns.

Our mission statement was complemented by the written commitment to WHP. "As a health care facility of the gespag, we commit ourselves to health promotion and take up an active public role as opinion leaders in and contributors to this field."

The organisation has published a folder/catalogue featuring all WHP offers. Every new staff member receives this catalogue when commencing employment. It is also available in every department and all offers can be called up in the Intranet.

The staff is regularly informed through folders, employee meetings, staff information (Intranet, e-mail, meetings, employee magazine).

Every autumn a kick-off meeting is held: new topics are presented and each year there is a new main focus.

**C. Described health topics**

	Smoking prevention
X	Healthy eating
	Physical activity
X	Stress

## E. Healthy eating

### E.1. Organisation & structures

With support of the Upper Austrian Health Insurance Institute, a well-attended healthy eating workshop for all employees was held in February 2008. Due to the large interest, a second workshop will take place in 2009.

Concurrently, there was an employee survey concerning the topic of “food offers and food quality of our hospital canteen,” which was initiated by the employees of our in-house quality assurance commission.

Results were evaluated and changes, suggestions for improvement, as well as additional offers from the kitchen chef, his team and our dietician were introduced with the support of our staff leadership.

Furthermore, a traffic light system, in the form of red, yellow and green smilies for the labelling of foods, was introduced in order to promote the personal responsibility and healthy eating awareness of the staff, resp., to ease the choice for health-conscious and figure-conscious employees.

Meaning of labelling the foods with smilies:

- *GREEN*: Means the food is made of low-fat products and prepared in a low-fat manner; contains vegetables/salad/full grain/fruit; is highly recommended!
- *YELLOW*: Enhance this food with salad and a piece of fruit as a desert!
- *RED*: This food is high-fat and/or high-sugar! Take a smaller portion and a piece of fruit as desert! Spend this afternoon doing sports!).

An analysis will soon be prepared to determine whether staff awareness changed by introducing the traffic light system. In Spring 2009, the next employee survey will be undertaken to see if the food quality demonstrably improved, resp., if the food offer changed to the employees' satisfaction.

Additional offers: drinking fountains, Grander water throughout the facility, healthy eating workshops once a year.

The WHP working group and the in-house quality assurance commission are responsible for programmes and measures.

## **E.2. Strategy and implementation**

Within the scope of workplace orientation, the possibilities are pointed out.

Easily accessible dining areas are the cafeteria as well as the tea kitchen of each department. Sufficient healthy foods and beverages (organic foods, organic juices) are offered in the canteen.

Supported by low prices (approx. €2.80 per set meal)

Drinking water in drinking fountains and Grander water are available throughout the facility.

Information from Upper Austrian Health Insurance Institute brochures, food pyramids and notices on the message board; folders (e.g., Forum Healthy Austria) are constantly distributed and brought up-to-date. WHP topics are constantly being published in the employee magazine.

Support and consultation offers: Dieticians also hold diabetes consultation for employees every 3 months. Weigh-loss programmes or other consulting on healthy eating issues are easily possible through the occupational health doctor.

## **E.3. Evaluation and results**

A free and anonymous health check (e.g., blood sample, blood pressure test, waist size) was performed.

The results are currently being evaluated and can be accessed by the individual employees.

Overall results will be made available to senior management.

Employee surveys will be conducted.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Landeskrankenhaus Klagenfurt</b>
Address:	St. Veiter Straße 47, 9020 Klagenfurt
Name of contact person:	Frau Dr. Angelika Kresnik
Function of contact person:	Head of Occupational Medicine and Workplace Health Promotion
Tel.:	0463/ 538/22400
Email:	angelika.kresnik@lkh-klu.at
Sector:	Health Care
Number of employees:	4.433

Age	Sex		total
	male	female	
up to 35	216	726	942
35 to 50	646	1,816	2,462
50+	320	709	1,029
<b>total</b>	<b>1,182</b>	<b>3,251</b>	<b>4,433</b>



**B. Integration of WHP in the company policy and culture**

For the Carinthian State Hospital of Klagenfurt (LKH Klagenfurt), the goal of WHP is to prevent illnesses at the workplace and to improve the well-being of employees. In the context of a holistic WHP project, and to better illustrate the project scope, sub-projects were initiated (“LKH Addiction Prevention – Alcohol at the Workplace,” “LKH Smoke Signals,” “LKH Light Cuisine – Healthy Eating at the Workplace,” “LKH Discussion Culture,” “Information and Event Bourse,”).

According to the obligations of the Employee Protection Law, medical services with clearly defined tasks were established. These encompass workplace- and working condition-related WHP, as well as vaccination campaigns (influenza vaccination, FSME, hepatitis, etc.). Far-reaching WHP (e.g., back training, fitness programmes, the learning of relaxation techniques, supervision, etc.) was not officially offered in the past, but was organised by several employees on their own initiative. The “Information and Event Bourse” is a platform of information exchange about existing and planned WHP offers. Through continuously offered information events, diverse seminars and common activities, employees are regularly informed about WHP issues. Furthermore, an “Employee Postbox” was set up, where ideas, proposals and suggestions for improvement are collected and evaluated. The LKH Klagenfurt holds numerous activities in all four main focus topic areas (smoking prevention, healthy eating, physical activity, stress).

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

Up until now at the LKH Klagenfurt, a component cuisine with a main dish, a side dish and vegetable components, a small snack and a vitality meal were offered, whereby the vitality meal was always meatless, but did not necessarily fulfil the requirements of “healthy nutrition” from a nutritional medicine point of view. Up to four different meat dishes were offered daily at the LKH Klagenfurt; however, the salad buffet hardly provided any diversion. In the context of the “Employee Restaurant” working group of the canteen committee, the issue of “healthy eating” was discussed with employees from the departments of canteen management, billing, dietary counselling, nutritional medicine and occupational medicine, and marked improvements in the service offer were achieved. The requirements of healthy eating and a corresponding nutritional awareness are considered in a systematic and target-oriented manner in all important decisions of the LKH Klagenfurt.

### **E.2. Strategy and implementation**

The “LKH Light Cuisine – Healthy Eating at the Workplace” project offers employees at least once a day a “light dish” that meets healthy eating guidelines. Information about healthy eating and the value and benefit of several types of food is available to all employees. In addition, a daily fresh salad offer provides more variety. An implementation of the goals of the “LKH Light Cuisine” – at least one daily “healthy meal” with information about nutritional value and nutritional components, an enlarged and fresher salad buffet, a vegetable buffet (with at least three types of vegetables), etc. – was developed and carried out. In the summer months, additional salad dishes, with weekly-alternating salad selections, are offered to the employees. A folder was also designed in the scope of the project. “Vitality Tips,” which are published every 1-2 months, are inserted into these folders. The “Vitality Tips” are also sent to the individual departments by newsletter, are accessible in the Intranet, and are available in the dining area. Lunch meals are provided to employees at a favourable price; e.g., a complete wholesome meal for employees costs € 1.54 (normal price € 4.60).

### **E.3. Evaluation and results**

Employee surveys, which are used to gather and process suggestions for improvement and points of criticism, should be conducted twice a year in the future. A “Complaint and Suggestion Book” is available on site, making it possible for any employee to criticise or praise the food offering at any time. Meetings of the “Employee Restaurant” working group are held once a month. In addition, “Table Guest Surveys,” which lead to constant improvement of food preparation and the cuisine offer, take place.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Mondi Frantschach GmbH</b>
Address:	Frantschach 2, 9413 St. Gertraud
Name of contact person:	Mrs. Elisabeth Wuggenig
Function of contact person:	Health Manager
Tel.:	0664/8446530
Email:	elisabeth.wuggenig@mondigroup.com
Sector:	Paper Production
Number of employees:	481

Age	Sex		total
	Male	female	
up to 35	142	15	157
35 to 50	232	9	241
50+	72	11	83
<b>total</b>	446	35	481

**B. Integration of WHP in the company policy and culture**

“Healthy paper, healthy company, health employees” is motto of the Mondi Frantschach GmbH company. Since 2004, the firm has been promoting the health of its employees through different health-promoting measures and actions. In the course of the Safety and Health Management System of the Austrian Workers Compensation Board (AUVA), these health-promoting activities were recently audited. Mondi Frantschach GmbH is the first paper factory to receive this certification from AUVA. In order to set an even stronger course in the future, the firm installed a “health” steering group in Autumn 2007, made up of representatives from management, the works council, occupational medicine, safety experts, the personnel department, as well as the health manager. Different theme-related working groups have been instructed to work out and implement suggestions for WHP activities. Some of the planned tasks are to design a poster with various physical activity tips, to establish a “healthy canteen,” as well as to make seasonal fruit baskets available to the employees. The health programme is being developed with the participation of pupils at the Higher Secondary School for Business Professions in Wolfsberg (creation of an own logo). The goal of the health project is to sustainably promote and strengthen the health awareness of employees. WHP is anchored in company policy. All employees are offered the possibility to actively contribute to health promotion, resp., to the different themes, through the individual working groups. The company policy, of which the WFP policy is a part, is accessible to and recognised by all employees. The Mondi Frantschach GmbH company arranges health-promoting activities in all four main focus issues (smoking prevention, healthy eating, physical activity, stress).

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

In the course of WHP, a “healthy eating” working group was established. The company’s occupational health practitioner is a member of this group. All interested employees can actively bring their ideas and suggestions for improvement and implementation into the working group. Employees receive a lunch meal at special prices. The company subsidises the meal costs.

### **E.2. Strategy and implementation**

The company canteen offers a daily warm meal. However, employees have the possibility to put together their own “healthy snack” every day. An easily accessible and clean dining area is available to the employees. Fresh fruit is offered to the employees weekly at no charge. Drinking water and tea are available to all employees at any time. The meal plan is sent to all staff members by e-mail and is posted in the individual departments and in the company canteen. Furthermore, the meal plan is accessible to all employees through the Intranet. Additional information about “healthy eating” issues is sometimes enclosed in the monthly newsletter in the form of a “Health Topic of the Month.”

### **E.3. Evaluation and results**

The evaluation is conducted on the basis of the foods consumed by the employees. These results build the basis for deciding whether the offer should remain as it is or if changes are necessary. To familiarise the employees as much as possible with a healthy diet, the company offered the foods at reduced prices with various actions (e.g., summer action). The “nutrition” working group, as well as the “health” steering group, use these results for their proposals and decision making. The issue of “healthy eating” was/is a part of the employee survey “Healthy Paper” to determine the Human Work Index.



Infrastruktur Betrieb

## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>ÖBB-Infrastruktur Betrieb AG</b>
Address:	Elisabethstraße 9 1010 Wien
Name of contact person:	Franz Gastager
Function of contact person:	Head of Health Management
Tel.:	01 / 93000 / 880 / 33850 0664/617 10 60
Email:	<a href="mailto:franz.gastager@oebb.at">franz.gastager@oebb.at</a>
Sector:	Rail Infrastructure
Number of employees:	11592

Age	Sex		total
	male	female	
up to 35	1266	122	1388
35 to 50	7518	359	7877
50+	2167	160	2327
<b>total</b>	10951	641	11592

**B. Integration of WHP in the company policy and culture**

WHP charter, quality seal (until 2010) exist;  
Employees can get active in the project electronically (virtual health centre) and personally (health centre);  
Executives are actively involved and support the project;  
Health is further spread over various communication channels.  
Special effort is made to implement sustainable measures (not only ones that are effective for the short-term) and on the basis of the planned measures (e.g., training as a movement coach) to be responsive to the different requirements/problems of the individual professional groups (shunters, office workers, etc.).  
WHP is anchored in the company mission statement.  
There is a good WHP structure with all the important interfaces to the management fields.  
The works council as well as executives are involved.  
There is a company health manager, health circles and WHP contact persons at the locations.

**C. Described health topics**

	Smoking prevention
X	Healthy eating
X	Physical activity
	Stress



## **E. Healthy eating**

### **E.1. Organisation & structures**

Mr. Gastager is the head of health management in the Infra-Betrieb AG. The company has a cooperation agreement with the Railway and Mining Workers' Insurance Company (VAEB); the Institute for Health Promotion and Prevention (IfGP) of the VAEB is responsible for quality assurance.

Mr. Gastager is supported by the health committee (advisory board includes board members) and the core team. 9 health circles were established throughout Austria. There is also a virtual health centre where employees can additionally get actively involved over the PC (electronically). In addition, there is a possibility for employees who do not have access to the PCs to participate through idea cards, opinions and ideas on health issues (by post).

Some measures are carried out throughout the company by the Austrian Federal Railways, others are specifically for the Infra-Betrieb only.

Mr. Gastager administers a health management budget. Numerous resources are available. Up to now, no veto has been brought against the implementation of measures on the part of the board!

The health management project was recently completed and permanently integrated in the company. The ÖBB Infra-Betrieb was also awarded the WHP quality seal until 2010.

## **E.2. Strategy and implementation**

Drinking water is made available for free in the form of water dispensers, mineral water and the like, and from the tap.

In addition, folders about health issues are mailed home (with topics such as nutrition, physical activity, shift work), WHP weeks at Josefhof concerning shift work were utilised.

As an “introductory measure,” free fruit was made available to the employees. This was not conducted all over Austria and not the whole year round, but rather temporarily as an incentive for the employees to rethink, as this measure was not evaluated as sustainable.

Furthermore, seminars on healthy eating were offered and single events about the topic took place. The nutrition seminar is comprised of 7 units of 2, resp., 2.5 hours, and is held once a week after work. The content was specifically prepared for the participants, whereby they could choose from topics focussing on health eating in leisure time, at work, on the shift and at heavy labour. The courses were, according to requirements, conducted all over Austria. In addition to these seminars at Josefhof, a health promotion week on the topic of “healthy eating” was offered.

Healthy eating is supported in (larger) company canteens; the purchasing for the canteens was changed. Moreover, cooks were trained and more “healthy” canteen meals were offered.

“Healthy eating vouchers for the employees are being negotiated.

## **E.3. Evaluation and results**

Process evaluation of pilot measures → in order to readjust measures.

At least one annual evaluation to be able to adequately justify measures in front of the board.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Pengg Austria GmbH</b>
Address:	8621 Thörl
Name of contact persons:	Thalhammer Gertrude
Function of contact persons:	Director of WHP
Tel.:	03861-5090 / 41
Email:	<a href="mailto:g.thalhammer@wire-pengg.com">g.thalhammer@wire-pengg.com</a>
Sector:	Industry
Number of employees:	200

### B. Integration of WHP in the company policy and culture

There is no individual WHP charter. However, WHP is anchored in the mission statement (= company philosophy) in written form. In 2009 the quality seal will be once again be applied for.

Management/company directors support the project and provide a separate budget for the main focus areas and activities of WHP.

Employees can actively participate in the various activities/offers and in the health centre. No distinction is made between the blue- and white-collar employees (production, administration, etc).

Information is disseminated by the health report (inserted in the employee magazine), the intranet, on notice boards and through personal discussion.

**D. Described health topics**

X	Smoking prevention
X	Healthy eating
o	Physical activity
	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

No canteen exists. A bakery provides food. The firm supports the purchase of a healthy snack.

Information and offers (nutritional monitoring, change in diet, measurement of blood lipids, etc.) concerning metabolic illnesses are planned to be provided (and are supported by company management).

The health moderator coordinates and plans the measures and offers. Mrs. Thalhammer is in charge of overall coordination. The moderator has no individual training in the nutritional field – experts in the circle help with planning.

The budget for WHP also includes healthy eating.

Employees are involved through the health circle or by participating in the activities. Employees who are not members of the health circle can gladly join whenever they want and can help to plan measures.

### **E.2. Strategy and implementation**

No canteen is available, but there is a small recreation room for administrative personnel.

There is no individual dining area for production employees. The working area is converted into an eating area at lunchtime.

There is no water dispenser, but there is good quality drinking water from the taps.

Information about healthy eating issues is provided by the WHP team (with the works council) and the experts from the Special Hospital and Rehabilitation Centre (SKA/RZ) in Aflenz. A lecture is planned.

### **E.3. Evaluation and results**

A self-evaluation is planned to be conducted together with the dietary assistant of the Special Hospital and Rehabilitation Centre (SKA/RZ) in Aflenz on the basis of target objectives. Feedback and the health report are sent to all employees.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Pensionsversicherungsanstalt Landesstelle OÖ</b>
Address:	Volksgartenstraße 14, 4921 Linz
Name of contact person:	Hr. Gerhard Mayrhuber
Function of contact person:	Selbst. Bearbeiter, zuständig für BGF
Tel.:	05 0303 36433
Email:	<a href="mailto:gerhard.mayrhuber@pva.sozvers.at">gerhard.mayrhuber@pva.sozvers.at</a>
Sector:	Pension Insurance Institution
Number of employees:	507

Age	Sex		total
	male	female	
up to 35	36	121	157
35 to 50	82	143	225
50+	57	68	125
<b>total</b>	175	332	507

**B. Integration of WHP in the company policy and culture**

WHP is anchored in the organisation’s mission statement; since 2005 it has also been a component of the company philosophy as a clearly defined goal.

PVital is a password-protected homepage of the PVA for WHP – all activities and reports can be accessed on this homepage by all employees.

The PVA signed the WHP Charter.

WHP is supported in the PVA on all management levels as a continuous company philosophy. The steering group consists of executives, the works council, the women’s representative, doctors working in the organisation, as well as the heads of all departments. This team has been permanently established and meets monthly – these results are documented.

Employees can actively get involved in WHP by submitting suggestions through:

- contacting a member of the steering group (by e-mail or telephone)
- the works council
- the PVital homepage – there is a separate column called “Idea Factory”
- surveys on the PVital homepage

Employees receive information about WHP activities and the organisation’s WHP policy on the PVital homepage and by newsletter, resp., e-mail.

**C. Described health topics**

	Smoking prevention
X	Healthy eating
X	Physical activity
	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

Activities and offers: In the canteen – salad buffet, PVital Corner with a “healthy snack” are planned to be installed as part of the “Making things easier with a new style” project, fruit, vegetables. An employee survey on healthy eating and the dining area was carried out.

Subsidies for PVital products are planned as of Nov./Dec. 08 as part of the “Making things easier with a new style” project.

Responsible: Members of the steering group.

Qualifications: Doctors in the steering group; at the same time, all of the participants are trained by dieticians, nutritional scientists and sports medicine doctors (lectures about these topics have also been held).

Means for developing measures: If required, from the budget; an in-house group (members of the works council and employees of the canteen) was set up to deal with the offer in the canteen, resp., with healthy eating issues.

Employee involvement in the development of measures: By making suggestions about healthy eating issues, resp., about the offers in the canteen to this team

### **E.2. Strategy and implementation**

Consideration within the scope of workplace evaluation/briefing: No.

Easily accessible, clean dining area: In the canteen; at least two break rooms per floor; 2 well-equipped kitchens on each floor.

Offer and selection of healthy foods: Yes, in the canteen – PVital Corner in planning – salads, healthy snacks, fruits, health drinks and water are already available.

Support of the selection: Subsidy to purchase favourably priced food from the PVital Corner (approx. 10-15% of the purchase price) is in planning.

Free fruit once a month for all employees.

Drinking water is available at any time from the tap as well as from water dispensers.

Information: PVital homepage, activity days, newsletter, lectures for all employees about the pillars of WHP 2-3 times a year.

Brochures, folders are available and are distributed, resp., placed in the break rooms.

Support: If needed, it would be possible to consult doctors from the steering group at any time.



### **E.3. Evaluation and results**

Up to now there has been no evaluation of the measures.

After the implementation of all planned measures, a new survey is scheduled – employees will then be informed about the results on the PVital homepage.

Documents: Various brochures and reports.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Rio Tinto Minerals Austria</b>
Address:	Andritzer Reichsstrasse, Graz
Name of contact person:	Mag. Sonja Kainz
Function of contact person:	Health Project Leader, HSE Department Employee
Tel.:	0043 / 316 / 693 650 1184
Email:	<a href="mailto:sonja.kainz@riotinto.com">sonja.kainz@riotinto.com</a>
Sector:	
Number of employees:	144

Age	Sex		total
	male	female	
up to 35	25	7	32
35 to 50	59	14	73
50+	34	5	39
<b>total</b>	118	26	144

**B. Integration of WHP in the company policy and culture**

WHP exists in Rio Tinto as company health management. WHP is implemented in the line and integrated into the management system. There are health circles and a committee that decides on measures. Every executive deals with WHP. Comprehensive measures are carried out on the behavioural and relational level. The company has a mission statement, as well as an HSE manager. At each location there are WHP contact persons. Rio Tinto has been involved in WHP since 1995. Rio Tinto regularly conducts survey about WHP.

**C. Described health topics**

	Smoking prevention
X	Healthy eating
X	Physical activity
	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

Rio Tinto is comprised of 5 locations that are decentrally organised through shift operation. Therefore, never more than around 20 employees work simultaneously in a shift at the company!

Because of the shift operation, a canteen is not possible/necessary. Daily fresh fruit and mineral water are provided to all employees (especially on hot summer days!), in order to raise awareness for healthy eating.

However, a self-supply kitchen is available at every plant, so that the employees can cook their lunches themselves.

Mrs. Kainz is centrally responsible for health protection. However, an HSE circle was also established. Those responsible for the theme areas continuously meet and discuss. Furthermore, there is an "idea database" that every employee can add ideas and suggestions to. The plan is for each employee to submit at least one idea. Twice a year the suggestions are evaluated. Approximately 3 ideas are selected, awarded a prize, and then put into practice!

Every quarter a cross-plant meeting, actively involving executive management, also takes place.

In addition, there are meetings of department heads concerning HSE issues.

Those in charge have many years of experience in their special field and take part in in-house instruction, yet have no explicit training (especially in the health area). The persons responsible for safety have already been trained.

The company allocates a special budget for WHP projects as well as those for vaccinations, etc!

## **E.2. Strategy and implementation**

A self-supply kitchen, where employees can prepare their lunches, is at every plant. Daily fresh fruit and mineral water are provided to all employees (especially on hot summer days!), in order to raise awareness for healthy eating.

Every employee receives a €3 voucher per day for one of the nearby inns or restaurants – those selected are the ones that also serve healthy meals. Occasionally, a “healthy cooking” event, self-initiated by several employees, takes place in Graz. Employees cook for/together with colleagues on a voluntary basis.

Information about HSE is available to staff. A newsletter provides monthly information, as does a monthly company calendar with a special theme focussing, e.g., on ergonomics, fit for work, etc. Training material, which can be discussed at pre-shift meetings or at lectures, is distributed along with the calendar. Health issues are regularly, but not always, represented here.

In addition, there is an annual company newspaper, a bulletin board at every plant, and an accident (incident) newsletter in which health issues are also communicated.

Furthermore, lectures on nutrition are offered by the (external) company doctors (VAEB) at each plant (also on cardio-vascular topics, etc).

## **E.3. Evaluation and results**

For the purpose of an actual state analysis, a questionnaire evaluation was conducted at each location by the VAEB at the beginning of the project. Concrete measures were deduced, discussed and implemented. An end evaluation will take place in approx. 5 years.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>SEZ AG</b>
Address:	SEZ Strasse 1, 9500 Villach
Name of contact person:	Mag. Wolfgang Bretschneider
Function of contact person:	Recruiting
Tel.:	04242/204429
Email:	wbretschneider@sez.at
Sector:	Development, production and sales of process plants for microchip manufacturing – semiconductor industry
Number of employees:	in Villach: 531

Age	Sex		total
	male	female	
up to 35	249	44	293
35 to 50	165	40	205
50+	25	8	33
<b>total</b>	439	92	531

**B. Integration of WHP in the company policy and culture**

In addition to the general WHO definition of "health," SEZ AG believes that health is also the most important precondition for a fulfilled, successful private and professional life. SEZ AG places a large value on work satisfaction and the occupational safety of its employees. Out of a comprehensive health program, which includes topics such as hiring examinations, health check-ups, physical activity programme, emergency care, health corner, health pass and vaccination programme, all employees have the possibility to put together suitable health-promoting activities for themselves. The survey, which was especially conceived for this purpose, includes target agreements, further education offers and five questions that deal with topic of health-promoting measures/activities, where every employee can submit his/her wishes, ideas and suggestions for improvement. Great value is also placed on the suggestions of the employees concerning the design of internal further training programmes (a revision of the programme that takes the suggestions/wishes of the employees into consideration is done twice a year). An own Intranet page ("SEZ health care"), which is updated with new health-promotion measures and current medical articles (monthly by the company doctor), is available to all employees. The SEZ AG offers activities, resp., measures concerning all four main focus issues.

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

Food is prepared directly at the company. In addition to daily fresh fruit, a fresh salad buffet, various daily products and much more, employees can choose from 4 different set meals daily (1 vitality meal daily). In the kitchen area there are notices about specials/theme weeks (e.g., pumpkin dishes, asparagus dishes, etc). Around 280 employees eat their meals at the company canteen daily. The SEZ AG company doctor and the head kitchen chef, who possess well-founded knowledge in nutritional matters, are the contact persons for nutrition questions. The main part of the cost for the set meal is taken over by SEZ AG. The self-cost share of the employees amounts to about €2 per meal. The head kitchen chef is responsible for food preparation. All employees have the possibility to share their wishes with the kitchen staff at any time, whereby efforts are always made to fulfil these wishes.

### **E.2. Strategy and implementation**

The dining area was generously enlarged and designed in a friendly way (with plants). Smoking is not allowed in the whole dining area. Keeping to cleanliness rules is a matter of course for every employee. The nutritional value of every set meal is indicated. Great value is placed on fresh products (daily fresh fruit and salads, full grain dishes, etc.), low-fat food preparation and high-quality oils and vinegar. The self-cost share per set meal (soup, main dish, dessert) amounts to about €2; the remainder of the costs are paid for by SEZ AG. Water dispensers are available for free throughout the company. The meal plan, resp., the daily offers are available to all employees via the Intranet. Information corners and information sheets in the dining area promote employees' interest in healthy eating. Employees can take advantage of individually tailored nutritional counselling provided by the company doctor. Employees are informed about "healthy eating" at irregular intervals by the company doctor.

### **E.3. Evaluation and results**

No evaluation is currently taking place. However, employees can deposit their wishes with the canteen personnel at any time, whereby efforts are made to take the needs of the employees into consideration.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>SOFTCOM Consulting GmbH</b>
Address:	Rosasgasse 29 1120 Wien
Name of contact person:	Julia Willis
Function of contact person:	Executive Management
Tel.:	815 79 30
Email:	<a href="mailto:Julia.willis@softcom.at">Julia.willis@softcom.at</a>
Sector:	Service Enterprise
Number of employees:	25

Age	Sex		total
	male	female	
up to 35	1	1	2
35 to 50	17	1	18
50+	4	1	5
<b>Total</b>	22	3	25

**B. Integration of WHP in the company policy and culture**

WHP is a part of company policy and daily life.

In our company handbook, we also refer very much to it. Every new employee receives this company handbook when they begin working. It is also pointed out that any type of proposals, complaints and helpful suggestions from every employee are gratefully accepted and taken very seriously. Actions very often take place, resp., changes are made on the basis of employee requests.

An open door policy is maintained at the company, where every employee can present their concerns to management at any time. These discussions remain strictly confidential. These matters will be discussed and decided in the monthly management meetings only with the employee's OK.

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

Brochures and information material are available in the company canteen.

E-mails are passed on to employees by management.

The firm provides the following for free:

- ice cream in the summer
- coffee
- tea
- water
- fruit
- snacks / cookies

At company events, a “healthy meal” is always offered.

### **E.2. Strategy and implementation**

We have a newly renovated, modern office building. Our company canteen is spacious, fashionably equipped, and is cleaned several times a day if necessary. (Whereby I must say that our workers are very well-behaved and clean up after themselves).

See Point E.1.

### **E.3. Evaluation and results**

As with all other matters, we also consider the employees' wishes here.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Treibacher Industrie AG</b>
Address:	Auer-von-Welsbachstrasse 1, Althofen
Name of contact person:	Mag. Wilhelm Ebner
Function of contact person:	Assistant to the Executive Board
Tel.:	04262/505600
Email:	wilhelm.ebner@treibacher.com
Sector:	Industry
Number of employees:	674

Age	Sex		total
	male	female	
up to 35	177	47	224
35 to 50	225	43	268
50+	165	17	182
<b>total</b>	<b>567</b>	<b>107</b>	<b>674</b>

## B. Integration of WHP in the company policy and culture

Here is an excerpt from the company philosophy of Treibacher Industrie AG: "Our employees are the engine of our company. They are the force that shapes our success. We do everything to make sure the chemistry works. We follow consequent rules: team spirit instead of competition, praise instead of criticism, solution orientation instead of problem identification, discussion instead of obedience, flat structures instead of steep hierarchy, motivation instead of obligation, joy instead of routine."

Common goals, further training foci and strategic changes are developed in regularly conducted employee and further training discussions. Great value is placed on soft skills such as the capacity for teamwork, communication talent and high flexibility. The company has developed its own principles regarding leadership and employee interaction, the promotion of creativity, the performance and aptitudes of every single employee, cooperative leadership style, communication and information, as well as fully developed time and task management. Since 2005, employees have been offered various preventative health activities that range from classical fitness training to balanced nutrition and smoking prevention.

## C. Described health topics

x	Smoking prevention
x	Healthy eating
x	Physical activity
x	Stress

## **E. Healthy eating**

### **E.1. Organisation & structures**

Nutritional counselling can be utilised by all employees and family members from a partner company at special rates. Nutritional counselling services include a current inquiry into the nutritional status, discussions with the nutrition trainer, as well as the arrangement of an individual nutrition plan.

### **E.2. Strategy and implementation**

A company canteen is operated by an external service provider. The daily lunch meal includes three offers (two set meals and a pasta dish), a selection of fresh vegetables and a salad buffet. Published weekly, the meal plan includes the nutritional values of the offered foods. Set meals have three courses (soup, main dish and salad). Employees and apprentices receive the lunch meal at reduced prices (employees €2.10 and apprentices €1.10). As the company canteen is open to the public, external persons can have a lunch meal for €4.75.

### **E.3. Evaluation and results**

An employee survey, resp., evaluation as such, is currently not taking place. The effect, resp., the acceptance of offers is discussed and evaluated within a working circle (responsible for the offered health programme are the company doctor, the occupational health practitioner, the psychologist, the safety expert and the board).



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Alpen-Adria-Universität Klagenfurt</b>
Address:	Universitätsstraße 65-67, 9020 Klagenfurt
Name of contact person:	Dr. Gunhild Sagmeister
Function of contact person:	Project Leader
Tel.:	0463/2700 Ext. 3415
Email:	gunhild.sagmeister@uni-klu.ac.at
Sector:	University
Number of employees:	802

Age	Sex		total
	male	female	
up to 35	111	146	257
35 to 50	110	220	339
50+	133	73	206
<b>total</b>	<b>363</b>	<b>439</b>	<b>802</b>

## B. Integration of WHP in the company policy and culture

With the signing of the company agreement in December 2006, a sign was set that WHP is understood and recognised as a “leadership task” and ensures an organisational, sustainable and active support. The promotion of the physical and psycho-social well-being of all members of the university (employees and students) at the working and learning place has top priority and is anchored in the guiding principles (“Excellence in performance needs employees as well as students who feel good). The WHP Charter was signed on 21 November 2007. In September 2007, the University of Klagenfurt started with its “Health Management at the Alpen-Adria University of Klagenfurt.” In addition to the employee survey conducted in November 2007 on the issues of work and the organisation, social climate, as well as health and well-being, a student survey on the topic of “Health Promotion at the University” had already taken place in Summer Semester 2006 as part of a university course. Through the creation of health circles, which employees as well as students are actively involved in, a co-organising of WHP is given. In order to offer all employees and students WHP information and an appropriate network, the “Health Management” platform was established in December 2006. Since June 2006, an annual health day, focussing on the four main issues (smoking prevention, healthy eating, physical activity and stress), as well as many special themes (e.g., addiction counselling, kinesiology, reaction tests, joint checks, sports-scientific examinations, etc.), was organised. Likewise, a “health-promotion” library was set up. The Alpen-Adria University of Klagenfurt (AAU Klagenfurt) conducts numerous activities in all four focal issues (smoking prevention, healthy eating, physical activity and stress).

## C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress



## **F. Physical activity**

### **F.1. Organisation and structures**

With the offers of the University Sports Institute (USI), as well as the Department of Internal Continuing Education, important resources that will further be used and expanded in terms of WHP are already available. The head of the department, who is also a member of the “Health Management at the Alpen-Adria University of Klagenfurt” steering committee, is responsible for the USI programme, as well as for the implementation. Regular lectures are given by a sports psychologist. Specific physical activity offers (e.g., individual strength training), which are geared to the needs of interested employees, are also provided. Employees and, especially, students can take advantage of the large selection of physical activity offers at very favourable prices.

### **F.2. Strategy and implementation**

The focus issue of “physical activity” is considered by the occupational health practitioner and the safety expert in the context of workplace evaluation. Great value is placed on the retention, expansion and continuous (health- and goal-oriented) adaptation of the USI offer for employees and students. Employees are provided with the possibility to take part in special physical activity courses (e.g., “Physical Activity Initiatives for Employees”), which are organised by the USI, also during working hours (a half-hour per week). Special physical activity courses are available to all employees (after work) and students: Pilates & Back Training, Fat Burner, Pilates in the Morning, Pimp Your Body, Spine Gymnastics/Back Training, Advanced Pilates, Bodyfit, Backfit – Back Fitness, Fit in the Morning (Yoga), Qi Gong I-Baduanjin, Strength Exercises without Equipment, Eu Gong, Sound Meditation, Power Balance (types of breathing exercises). The USI offers will be further expanded in the 2008/2009 academic year. Information for employees and students about the physical activity offers of the USI is sent via the homepage, in internal newsletters, through the USI course programme and internal continuing education.

### **F.3. Evaluation and results**

All health-promoting physical activity courses will be separately evaluated.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>EUROTRANSLINE, Int. Speditions- und Transportges.m.b.H</b>
Address:	Platschbergstraße 107 A-8461 Ehrenhausen
Name of contact person:	Mag. <sup>a</sup> Anika Harb
Function of contact person:	HR Manager
Tel.:	+43 (0) 3453 20 214 DW 23
Email:	<a href="mailto:anika.harb@eurotransline.at">anika.harb@eurotransline.at</a>
Sector:	Transport, Freight Forwarding
Number of employees:	20

Age	Sex		total
	male	female	
up to 35	5	4	9
35 to 50	5	6	11
50+	-	-	-
<b>total</b>	10	10	20

## B. Integration of WHP in the company policy and culture

WHP has already been implemented into daily routine operations. The Workplace Health Management System (BGM) is built upon a holistic notion of health; the development of company philosophy, resp., the company mission statement, happens with the strong involvement of the employees. What is especially worth mentioning is that a company of this size (currently 20 employees) created a part-time position for WHP, which was expanded in July 2007 to a 30-hour per week position for complete HR management, with the main focus on WHP (70% of the activity). This position was filled by a very competent and committed occupational health psychologist.

Through personal coaching and various behaviour- and relationship-oriented measures, WHP is a component of daily (working) life for personal and organisational resource strengthening. Management has recognised that employees and the company can benefit from holistic WHP and has accomplished the successful implementation of WHP, which is highly accepted by company employees. The firm is constantly attempting to personally motivate employees (amongst other things, through monetary and qualitative bonus systems) and endeavours to make the measures and activities many-sided, so that there is something for every employee.

A health-promoting, supportive cooperation is very important to management and employees in order to maintain and promote a good working atmosphere. Success and sustainability of the measures are regularly reviewed, and employee experiences, as well as feedback, are used for improvements and advancements the system.

## C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **F. Physical activity**

### **F.1. Organisation and structures**

There is a company plan for physical activity which is a part of the annual WHP programme. A coordinated, two-person working group exists. An individual budget for WHP, from which physical activity measures are financed, is made available. With shower and physical activity possibilities in the company, a more “movement-friendly” and health-promoting workplace was realised.

In the context of the bi-weekly offered individual coaching sessions, employees are encouraged to express their ideas and improvement suggestions for WHP measures, amongst others, concerning the issue of physical activity. In employee meetings, workshops (twice a year for 1.5 days) and further training, these proposals are passed on to the whole team and, if needed, an execution plan is created.

Furthermore, employees are invited to participate in the annual WHP survey for the development and implementation of physical activity measures.

## F.2. Strategy and implementation

A needs analysis concerning physical activity issues was conducted in the course of the annual WHP survey, which also includes numerous questions about physical activity in and around the company. Further employee ideas and wishes are gathered in individual coaching sessions, workshops or in the idea folder.

Numerous employee suggestions and ideas were already implemented:

- Showering possibilities were set up.
- The project “A Strong Backbone for Life” was started with the company Vitality Coach. Every employee had the possibility to take part in individual back muscle training, which consisted of three individual units (1. Measurement und Consultation, 2. Learning of Specific Exercises, 3. Massage – Also As a Reward).
- Ball seat cushions and footrests were organised for all employees.
- A punching bag was set up in the yard.
- When employees photocopy, MFT boards are positioned for active short breaks and for improving coordination.
- Nordic Walking was started as an introduction to a long-term conditioning programme (instruction by the Vitality Coach).
- This resulted in weekly Nordic Walking meetings, which family members and friends took part in.
- A project called “Proper and Successful Running” was initiated (lecture held by a sports medicine specialist, training plans, two running technique training units, fitness profile and lactate test).
- Since then, there has been a weekly running unit with the Vitality Coach from the Uniqua insurance company.
- Employees have the possibility to undergo a Fitness Check (see “Evaluation and Results”)
- Further activities: Participation in business runs and enjoyment runs, skiing weekends, skiing day, hiking day, vitality checks.

Employees are regularly informed about current physical activity topics and offers through the WHP information board, newsletter, brochures, current studies and information memos.

### F.3. Evaluation and results

Employees have the possibility to take part in a Fitness Check offered by Uniqua every year or every second year. These checks are conducted by a sports scientist in a fitness studio and include the following criteria:

- Body Fat
- Agility
- Coordination
- Stamina
- Strength
- Posture/Spine

Moreover, as a part of the annual WHP survey, an evaluation is conducted, amongst other things, about the satisfaction with the physical activity possibilities. A further evaluation of the measures is made in individual coaching sessions, in employee discussions with management, as well as in the workshops.

The obtained knowledge is discussed in the workshop and – if possible – implemented. In this way, numerous activities could be put into practice on the basis of the results of the Vitality Check, the survey and the discussions, as, e.g., the initiation of the “Strong Backbone for Life” project, the procurement of MFT boards for an active break when photocopying, the purchase of ball seat cushions and footrests, the setting up of a punching bag in the yard, participation in running events, Nordic Walking courses, etc.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Geriatrische Gesundheitszentren der Stadt Graz</b>
Address:	Albert-Schweitzer-Gasse 36 8020 Graz
Name of contact person:	DGKS Helga Gafiuk, Public Health
Function of contact person:	DGKS, Acting Ward Manager, WHP representative in the Geriatric Health Center of the City of Graz
Tel.:	0316/7060/1550
Email:	<a href="mailto:helga.gafiuk@stadt.graz.at">helga.gafiuk@stadt.graz.at</a>
Sector:	Social Services (Hospital and Nursing Home)
Number of employees:	487

Age	Sex		total
	male	female	
up to 35	24	116	140
35 to 50	51	182	233
50+	20	94	114
<b>total</b>	95	392	487



## B. Integration of WHP in the company policy and culture

In the forefront, the project “Structural Development of WHP – Healthy Together in the Future” was carried out from November 2004 to June 2007.

- Interdisciplinary project groups
- External consulting by the Austrian Social Insurance for Occupational Risks (AUVA)
- Questionnaires, employee surveys, presentation of results
- Measure planning (a second employee survey, health circles)

Structuring: WHP study group, WHP representative, WHP contact persons, WHP disseminators.

The project group “Structural Development WHP – Geriatric Health Center (GGZ)” was implemented as the WHP study group in the GGZ. Regular meetings are held (once a quarter or when necessary). All possibilities, suggestions and ideas about WHP are discussed in the study group and possible implementations are planned, resp., executed. As occupational health practitioners, personnel representatives, safety representatives and management are part of this study group, a continuous networking of WHP takes place in all areas of the GGZ (administration, medicine, nursing, etc.), For specific questions, in-house experts are consulted.

WHP was anchored in the GGZ’s Balanced Scorecard (BSC) at the end of 2007: In the BSC all organization goals concerning employees, customers and patients are correspondingly defined and recorded. The bio-psycho-social notion of health is the basis for the GGZ. The GGZ orients itself towards the salutogenic model of Antonovsky. Effort is made to strengthen the “feeling of coherency” of all employees in order to keep on the “positive side” of the health-sickness continuum and to reduce the influence of stress factors. The measures in the scope of WHP in the GGZ are relation- and behaviour-oriented.

Cost covering: Sponsors, €3,000 annual budget, in-house experts

The subsequently mentioned measures are only a part of the whole WHP in the GGZ.

### C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **F. Physical activity**

### **F.1. Organisation and structures**

Anchored in the WHP work programme:

Coordinated work group: Planning and execution by the WHP study group and WHP representative.

Budget: €3,000 annual budget for WHP, in-house experts, sponsors.

Infrastructure: An in-house gymnasium, employees can also access and utilise the physical therapy area.

Employee involvement: Data acquired through employee surveys, resp., personal discussions and by quarterly health circles and the employee suggestion system.

### **F.2. Strategy and implementation**

Needs analysis: Employee surveys, health circle, employee suggestion system.

Physical activity offers during working time (free):

- Backbone/spine programme (4-hour seminar)
- Spinal gymnastics
- Training on “Proper Lifting and Carrying”
- Introduction for new employees by the in-house physical therapists
- Ergonomic workplace (analysis by an occupational health practitioner)

Physical activity offers outside working time (free):

- Nordic Walking training
- Running meet, Nordic Walking meet
- Self-defence course (with a small participation fee)

Changing and showering possibilities are available (but separately accessible for employees only).

Covered bicycle racks.

Information events (amongst others, by the occupational health practitioner).

### **F.3. Evaluation and results**

Evaluation: Employee survey, health circle, feedback forms.

All measures will continue to take place; large demand exists; are permanent features in the organisation.

Further measures are planned.

Decision processes based of the results of the health circles, project group meetings, extended management meetings, as well as in the executive conclave.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Hotel Hochschober Ges.m.b.H.</b>
Address:	Turracher Höhe 5, 9565 Ebene Reichenau
Name of contact person:	Mrs. Andrea Scherer
Function of contact person:	Head of the Employee Academy
Tel.:	04275/8213 520
Email:	andrea.scherer@hochschober.at
Sector:	Hotel
Number of employees:	111

Age	Sex		total
	male	female	
up to 35	25	32	57
35 to 50	20	27	47
50+	2	5	7
<b>total</b>	<b>47</b>	<b>64</b>	<b>111</b>

**B. Integration of WHP in the company policy and culture**

The “Hochschober GmbH“ management regards its employees as an important and coequal part of the company, which is comprised of guests, employees and the entrepreneurial family. Being an employee at “Hochschober GmbH” means bringing in or acquiring a high degree of expertise and combining competence with humanity and enthusiasm in dealing with the guests. As a year-round holiday hotel, the Hochschober GmbH can look back to many long-time employees who are actively involved. The hotel's own Employee Academy places great value upon a comprehensive instruction and further training offer for the whole Hochschober team. In addition to subject-specific and internal department seminars, each employee receives special Hochschober- and Turrach-specific knowledge. At the Employee Academy, particular attention is paid to team building and “relationship management” among employees, as well as between staff and guests.

Creative recreational activities (computer courses, Italian courses, dance courses, first aid courses, wine seminars, etc.) are one further training column that should enrich all employees outside of working hours. Since November 2007, employees have been designing the monthly issue of their employee newspaper “The Mountain Messenger – By Employees For Employees.” Important contents include: Employee-of-the-month, introducing new employees, company trips and company events, recipes to try out, planned modules of the Employee Academy, information about “healthy eating” from the kitchen chef.

The WHP Charter of the Austrian Network for Workplace Health Promotion was signed on 23.12.2007. The Hochschober GmbH holds health-promoting activities in the areas of healthy eating, physical activity and tackling stress.

**C. Described health topics**

	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **F. Physical activity**

### **F.1. Organisation and structures**

Every employee can use all physical activity offers in their free time that the company also provides its guests. The head of the Employee Academy and the company doctor are responsible. Personal trainers advise employees about the implementation of personal physical activity programmes.

In October 2007, an individual physical activity concept, "Personal HochschoberN for Employees", which aims to awaken a new body consciousness in the employees and is to be integrated into everyday working life, was created. Fun, joy in movement, health and collective thinking are components that are likewise strengthened. The physical activity concept was introduced to employees at an extensive information event in October 2007.

### **F.2. Strategy and implementation**

The physical activity concept "Personal HochschoberN for Employees" consists of an extensive fitness check-up (evaluation of the musculoskeletal and locomotion systems, measurement of blood test results, lung function test, exercise ECG), combined with an individually adapted active programme (strength, movement or conditioning programme). A personal trainer from the employee pool can be consulted by every employee during the training sessions. Employees can take advantage of the physical activity offers at favourable prices. The personal trainer organises and coaches strength workshops, various running training sessions, yoga offers, training sessions for the half marathon and triathlon, back muscle training, back training, mountain hiking tours, hiking days, Pilates, climbing tours, paragliding, participation in the Carinthian Business Run, trekking tours, decathlon, etc.

Employees receive information about all physical activity offers from the employee newspaper "Der Bergbote" ("The Mountain Messenger"), by e-mail and through various postings. To motivate as many employees as possible to do more physical activity, uncommon sports highlights are annually offered. Employee requests and ideas are considered in the designing of the physical activity programme according to their possibilities.

### **F.3. Evaluation and results**

Employee surveys are regularly conducted and the results are presented to management for discussion. Employees also have the possibility to give feedback about the individual activities to the personal trainer or to management in personal talks.





## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>KinderneSt gem. GmbH</b>
Address:	Rudolfsbahngürtel 2/1, 9020 Klagenfurt
Name of contact persons:	Mrs. Theresia Blaas Mag. Claudia Untermoser
Function of contact persons:	Executive Director; Head of WHP Project
Tel.:	0463/500 012-10
Email:	office@kinderneSt.or.at
Sector:	Social service organization
Number of employees:	185

Age	Sex		total
	male	Female	
up to 35	3	88	91
35 to 50	3	76	79
50+	1	14	15
<b>total</b>	7	178	185

## B. Integration of WHP in the company policy and culture

The current director already had the idea in 2003 to implement a health promotion project for the employees of “Kindernest gem. GmbH.” In the course of continuous employee discussions, the call for a reduction of physical and mental strain in everyday work was clearly distinguishable. For this reason, an internal study about WHP and job satisfaction was conducted. The data concluded that there were a number of adverse health effects (noise exposure, behavioural disorders of the children, the lifting and carrying of children, group size, insufficient seating accommodation, etc.). Subsequently, the Kindernest gem. GmbH decided on a holistic WHP project (cooperation with the Fund for a Healthy Austria [FGÖ] and the Carinthian Health Insurance Institute [KGKK]). The involvement of the 40 locations in the WHP project occurred through e-mail, the website, Info-Point (newsletter), structured personal discussions, team meetings, feedback possibilities to the project leaders, the project team, the works council, the health report and the health circle. Employees bring in their own know-how, so that practice-oriented WHP will be guaranteed. The primary goal of the WHP project is to raise awareness of group-specific health deficits and resources, to implement measures to strengthen the resources, and to offset deficits in the work routine. The project is based on the WHO health concepts, the Ottawa Charter of the Luxembourg Declaration, the quality criteria of the Austrian Network for Workplace Health Promotion, as well as employee-oriented management models. WHP in the sense of sustainability was integrated into the organisation’s mission statement. The Kindernest gem. GmbH undertakes a number of health-promoting activities in all four main focus areas.

## C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **F. Physical activity**

### **F.1. Organisation and structures**

Results of the employee surveys especially pointed to complaints in the neck and shoulder area, back pains, wrong working posture (too much sitting, too much standing). Physical activity offers are organised for the most part by the employee pool and the company doctor (shiatsu, holistic pulsing, running and Nordic Walking meets, wellness trainer). An employee regularly writes articles about physical activity topics and publishes them in the Info-Point newsletter. One part of the final paper of the course for facility directors deals with the topic "Moving with Children – KIDS MOVE." All physical activity offers, as well as holistic pulsing, can be utilized by the employees for free. Employee participation takes place through regularly conducted employee discussions, as well as at team meetings.

### **F.2. Strategy and implementation**

Some of the measures that have already been implemented include: Facilities for running and Nordic Walking meetings and the implementation of posture exercises (directly available at the workplace); "A Fit Back at the Workplace" course; the purchase of health shoes; the purchase of sportswear for all employees; the acquisition of adult-appropriate furniture in the toddler groups; the purchase of mobile laundry machines for bathrooms.

Physical activity offers mainly take place after work. Fitness or sports facilities can be used in some districts at special rates. Employees are informed about physical activity offers through personal contacts, in the Info-Point newsletter and on the homepage in a motivating way. One particular highlight was participating in this year's Raiffeisen Women's Run.

### **F.3. Evaluation and results**

Important results, promoting and inhibiting factors and the solutions to be developed are noted down on the accompanying documentation during the self-evaluation. Physical activity offers are discussed in personal communication as well as at team evenings. The overall evaluation is carried out externally. On the basis of both of the conducted SALSA questionnaires, the resulting data is consulted to clarify the target achievement and to enable sustainable planning.



Allgemein öffentliches Krankenhaus  
**Elisabethinen Linz**

Akademisches Lehrkrankenhaus der  
medizinischen Universitäten Wien und Innsbruck

## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Hospital of the Elisabethinen</b>
Address:	Fadingerstrasse 1, 4010 Linz
Name of contact persons:	Sr. M.Engelberta Augl, Director Dir.Dr.Franz Harnoncourt, Director Berta Reiter MAS and Marianne Tammegger MBA
Function of contact persons:	WHP Project Director and WHP Vice Project Director
Tel.:	0732/7676-2352
Email:	<a href="mailto:berta.reiter@elisabethinen.or.at">berta.reiter@elisabethinen.or.at</a> <a href="mailto:franz.harnoncourt@elisabethinen.or.at">franz.harnoncourt@elisabethinen.or.at</a>
Sector:	Health care
Number of employees:	1315

Age	Sex		total
	male	female	
up to 35	100	445	545
35 to 50	147	445	592
50+	54	124	178
<b>total</b>	301	1014	1315

**B. Integration of WHP in the company policy and culture**

WHP is incorporated in the Hospital of the Elisabethinen and promoted by management and is permanently installed. It is an important component of personnel management.

There are annual health conferences involving business unit directors and middle management (chief physicians, assistant medical directors, ward directors and function directors).

To ensure the sustainable anchoring of the WHP approach in the hospital, WHP goals are defined.

By integrating the health aspect in the business organisation (safety committee, building construction management, procurement management, personnel management), it is assured that organisational change processes take place in this thematic overall direction.

To sustainably guarantee active employee participation in health issues, health circles will continue to take place in the future.

Standardised questions concerning health and work satisfaction are recorded in target agreement talks.

Furthermore, a “Work Value” task force, whose goal is to create guidelines for employee teamwork and handling patients, has been implemented.

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## F. Physical activity

### F.1. Organisation and structures

The second pillar of the WHP project is the topic of *physical activity/active living* and providing active living offers.

This project is built upon the fundamentals of project management. Individual project phases are illustrated in the project flowchart and include awareness-raising, diagnosis, implementation, evaluation, project completion and PR work.

When the project teams were formed, attention was paid to assure that all professional groups are represented (medicine, care, medical-technical services [dietitians, physical therapists], administration, as well as occupational health medicine, safety specialists and works council stewards).

A series of posters marked the introduction of the awareness-raising phase by the PR department.

The WHP project is guided by the salutogenic approach of A. Antonovsky. Management cycles, project management and moderation methods make up the methodological foundations.

The estimated total project costs amount to €120,000; grants from the Healthy Austria Fund amount to €55,000; from the Upper Austrian Health Insurance Institute €10,500 (employee illness analysis, SALSA questionnaire, health reports). €7,000 are available for healthy eating measures.

Employee involvement in the development and implementation of healthy eating activities took place through the establishment of nine health circles in the following activity fields: doctors in training, specialists, RNs/registered caregivers, assistant caregivers/patient aides/departmental helpers, medical-technical services, kitchen employees, cleaning/laundry personnel, equipment maintenance technicians, administration/secretariat.

## F.2. Strategy and implementation

The WHP project “Bite into the Mango” includes behaviour-oriented measures related to physical activity/active living issues:

- Running Meetings: Preparing together to participate in a marathon
- Pilates: Gentle and effective training for the whole body
- Swimming for Advanced Swimmers
- “Relaxed Shoulders, Loosened Neck”: Exercises to prevent painful tension in the shoulders and neck, to improve body awareness, as well as everyday tips to maintain lightness and agility.
- Nordic Walking Seminars and Meetings
- “Strong Bones” Osteoporosis Prevention Programme: Special exercises to activate bone metabolism and strengthen musculature. Balance training to prevent falls. Information from dieticians on how targeted nutrition can keep bones strong.
- Optimal Training – Principles of Movement: Principles of training theory/“beginners’ mistakes”
- Mountain Biking: Riding technique training and meetings
- Stretching: Stretching exercises for sport and therapy

All of the activities will be offered, as far as possible, during working hours or in immediate temporal and spatial vicinity to the workplace.

Pilates, running meetings, Nordic walking meetings and swimming are offered after work. Possibilities to shower and change clothes are available after sports activities.

A bike action for employees who cycle to work was started. Incentives include discounted prices and free bike checks from the ÖAMTC.

Our employees have the possibility to visit fitness centers nearby (Holmes Place, John Harris) at reduced rates.

Staff members with additional training, abilities and qualifications (sports medicine physical therapists, state-approved mobility training instructors, osteopaths, etc.) and external experts who are financed through the WHP project are available to employees as WHP trainers in physical activity/active living matters.

Employees are regularly informed about WHP activities through the Intranet (health news)



and employee newsletters. An annual health event features a review and a preview of activities. A poster series drawing attention to current WHP issues also serves as an additional information medium.

Employees have the possibility to actively participate in physical activity/active living issues through the health circles.

Current, relation-oriented measures include:

- Back muscle training for kitchen employees
- Transfer techniques for care assistants, departmental assistants, patient aides.

Back-saving work with transfer helpers and practicing professional deployment.

### **F.3. Evaluation and results**

WHP activities concerning physical activity/active living are documented in the minutes of the individual work meetings, employee surveys, employee illness analyses, health reports, health circle minutes, photographic documentation of healthy eating activities, the evaluation of feedback forms from WHP activities, project progress reports and project final reports.

Results were externally evaluated by the Upper Austrian Health Insurance Institute through the 2<sup>nd</sup> Health Questionnaire (SALSA). The analysis of the results was recorded in the 2<sup>nd</sup> Health Report, presented to the steering group and released for discussion; the resulting decisions were then presented to management for release.

Internal performance reviews of the implemented measures take place according to the individual evaluation periods.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Landeskrankenhaus Klagenfurt</b>
Address:	St. Veiter Straße 47, 9020 Klagenfurt
Name of contact person:	Frau Dr. Angelika Kresnik
Function of contact person:	Head of Occupational Medicine and Workplace Health Promotion
Tel.:	0463/ 538/22400
Email:	angelika.kresnik@lkh-klu.at
Sector:	Health Care
Number of employees:	4.433

Age	Sex		total
	male	female	
up to 35	216	726	942
35 to 50	646	1,816	2,462
50+	320	709	1,029
<b>total</b>	<b>1,182</b>	<b>3,251</b>	<b>4,433</b>

**B. Integration of WHP in the company policy and culture**

For the Carinthian State Hospital of Klagenfurt (LKH Klagenfurt), the goal of WHP is to prevent illnesses at the workplace and to improve the well-being of employees. In the context of a holistic WHP project, and to better illustrate the project scope, sub-projects were initiated (“LKH Addiction Prevention – Alcohol at the Workplace,” “LKH Smoke Signals,” “LKH Light Cuisine – Healthy Eating at the Workplace,” “LKH Discussion Culture,” “Information and Event Bourse,”).

According to the obligations of the Employee Protection Law, medical services with clearly defined tasks were established. These encompass workplace- and working condition-related WHP, as well as vaccination campaigns (influenza vaccination, FSME, hepatitis, etc.). Far-reaching WHP (e.g., back training, fitness programmes, the learning of relaxation techniques, supervision, etc.) was not officially offered in the past, but was organised by several employees on their own initiative. The “Information and Event Bourse” is a platform of information exchange about existing and planned WHP offers. Through continuously offered information events, diverse seminars and common activities, employees are regularly informed about WHP issues. Furthermore, an “Employee Postbox” was set up, where ideas, proposals and suggestions for improvement are collected and evaluated. The LKH Klagenfurt holds numerous activities in all four main focus topic areas (smoking prevention, healthy eating, physical activity, stress).

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **F. Physical activity**

### **F.1. Organisation and structures**

The physical strains (lifting, carrying, etc) of the employees are very large in many areas (geriatrics, laundry, etc). The results of the conducted employee surveys have made clear that these areas demand targeted health promotion measures. A health-promoting physical activity programme (back and spine training, fitness programmes, the learning of relaxation techniques, etc.) was not officially offered in the past, but was organised by several employees on their own initiative. Employees are involved in the development of measures and offers for physical activity through their participation in health circles. The planning and coordination of physical activity offers is done by the Occupational Medicine and WHP/Personnel Development departments. The financing of physical activity offers is made partially by the LKH Klagenfurt, resp., through the small participation fees of the employees taking part (€ 15 to € 20 for 12 units).

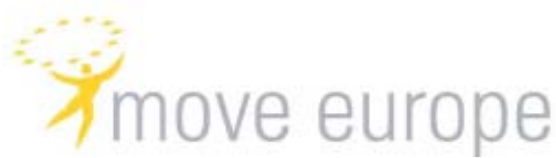
### **F.2. Strategy and implementation**

Upon the initiative of employees, four 12-week back and spine training sessions, body styling courses, shiatsu and massage for employees in the geriatric department were offered. Employees took part in the "Employees Move Employees" seminar initiated by the KGKK and are now acting as disseminators of compensation exercises for sedentary activities. The corresponding materials, resp., implementation possibilities were prepared for all LKH Klagenfurt employees. In September/October 2008, the "Shaping and Moving" seminar for the geriatric field was conducted. The LKH Klagenfurt provides its employees with so-called "department bicycles" for daily use.

Information about physical activity programmes is sent by newsletter, Intranet and e-mail invitations, either to specific departments or throughout the whole facility.

### **F.3. Evaluation and results**

The evaluation of the physical activity programme was conducted by the University of Klagenfurt. Feedback forms from the individual courses, resp., physical activity events will be evaluated, whereby special attention will be paid to the content, the practicability in everyday organisational routines, as well as participant satisfaction. On the strength of a regular needs assessment, resp., of the feedback forms, the selection, continuation, resp., addition of the individual instruction programmes takes place. Results of the implemented measures are discussed at a jour fix meeting with personnel development, at project team meetings and at meetings of the steering group.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Mondi Frantschach GmbH</b>
Address:	Frantschach 2, 9413 St. Gertraud
Name of contact person:	Mrs. Elisabeth Wuggenig
Function of contact person:	Health Manager
Tel.:	0664/8446530
Email:	elisabeth.wuggenig@mondigroup.com
Sector:	Paper Production
Number of employees:	481

Age	Sex		total
	Male	female	
up to 35	142	15	157
35 to 50	232	9	241
50+	72	11	83
<b>total</b>	446	35	481

**B. Integration of WHP in the company policy and culture**

“Healthy paper, healthy company, health employees” is motto of the Mondi Frantschach GmbH company. Since 2004, the firm has been promoting the health of its employees through different health-promoting measures and actions. In the course of the Safety and Health Management System of the Austrian Workers Compensation Board (AUVA), these health-promoting activities were recently audited. Mondi Frantschach GmbH is the first paper factory to receive this certification from AUVA. In order to set an even stronger course in the future, the firm installed a “health” steering group in Autumn 2007, made up of representatives from management, the works council, occupational medicine, safety experts, the personnel department, as well as the health manager. Different theme-related working groups have been instructed to work out and implement suggestions for WHP activities. Some of the planned tasks are to design a poster with various physical activity tips, to establish a “healthy canteen,” as well as to make seasonal fruit baskets available to the employees. The health programme is being developed with the participation of pupils at the Higher Secondary School for Business Professions in Wolfsberg (creation of an own logo). The goal of the health project is to sustainably promote and strengthen the health awareness of employees. WHP is anchored in company policy. All employees are offered the possibility to actively contribute to health promotion, resp., to the different themes, through the individual working groups. The company policy, of which the WFP policy is a part, is accessible to and recognised by all employees. The Mondi Frantschach GmbH company arranges health-promoting activities in all four main focus issues (smoking prevention, healthy eating, physical activity, stress).

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **F. Physical activity**

### **F.1. Organisation and structures**

A working group dealing with the topic "Ergonomics and Movement" regularly develops physical activity programmes and offers. Every employee can actively cooperate in this working group.

### **F.2. Strategy and implementation**

The design of a poster with physical activity tips and exercise suggestions is planned. Employees are regularly offered running meets, discounts at the fitness centre, swimming courses, dancing courses, financial and organizational support for participating in public events (Business Run, Company Triathlon, hiking tours, etc.). All physical activity offers take place during leisure time. Offers for balance exercises (e.g., back muscle training/spine training, Nordic Walking, etc.) will be available in the 2009 annual programme, which is currently being developed. All physical activity offers are communicated to the staff by means of notices, a newsletter, the Intranet and e-mail.

### **F.3. Evaluation and results**

The evaluation is conducted on the basis of the number of participants and the feedback (e.g., satisfaction) of the participants about the individual physical activity offers. On the strength of these presented results, physical activity offers will be further provided, expanded or changed. The decisions about which physical activity offers will be included in the 2009 health programme are made by the working group.





Infrastruktur Betrieb

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>ÖBB-Infrastruktur Betrieb AG</b>
Address:	Elisabethstraße 9 1010 Wien
Name of contact person:	Franz Gastager
Function of contact person:	Head of Health Management
Tel.:	01 / 93000 / 880 / 33850 0664/617 10 60
Email:	<a href="mailto:franz.gastager@oebb.at">franz.gastager@oebb.at</a>
Sector:	Rail Infrastructure
Number of employees:	11592

Age	Sex		total
	male	female	
up to 35	1266	122	1388
35 to 50	7518	359	7877
50+	2167	160	2327
<b>total</b>	10951	641	11592

**B. Integration of WHP in the company policy and culture**

WHP charter, quality seal (until 2010) exist;  
Employees can get active in the project electronically (virtual health centre) and personally (health centre);  
Executives are actively involved and support the project;  
Health is further spread over various communication channels.  
Special effort is made to implement sustainable measures (not only ones that are effective for the short-term) and on the basis of the planned measures (e.g., training as a movement coach) to be responsive to the different requirements/problems of the individual professional groups (shunters, office workers, etc.).  
WHP is anchored in the company mission statement.  
There is a good WHP structure with all the important interfaces to the management fields.  
The works council as well as executives are involved.  
There is a company health manager, health circles and WHP contact persons at the locations.

**C. Described health topics**

	Smoking prevention
X	Healthy eating
X	Physical activity
	Stress

## **F. Physical activity**

### **F.1. Organisation and structures**

Mr. Gastager is the head of health management in the Infra-Betrieb AG. The company has a cooperation agreement with the Railway and Mining Workers' Insurance Company (VAEB); the Institute for Health Promotion and Prevention (IfGP) of the VAEB is responsible for quality assurance.

Mr. Gastager is supported by the health committee (advisory board includes board members) and the core team. 9 health circles were established throughout Austria. There is also a virtual health centre where employees can additionally get actively involved over the PC (electronically). In addition, there is a possibility for employees who do not have access to the PCs to participate through idea cards, opinions and ideas on health issues (by post).

Mr. Gastager administers a health management budget. Numerous resources are available. Up to now, no veto has been brought against the implementation of measures on the part of the board!

The health management project was recently completed and permanently integrated in the company.

### **F.2. Strategy and implementation**

The topic of physical activity has been a main focus issue of the Infra-Betrieb since 2007.

Employees are internally trained to be Nordic Walking instructors. In addition, under the title "Employees Move Employees," employees were trained in an occupational group-specific manner (shunters, office workers) to become movement coaches (around 400 have already been trained).

In 2009, 8x2 days of the "VAEB Health Street" will be held throughout Austria for all employees.

There are bicycle rooms, but otherwise hardly any incentive for employees to move.

Discounts for fitness centers are offered.

The Infra-Betrieb uses technical communication means (Intranet, e-mail, etc.), also mails folders to employee's homes, has bulletin boards, etc.

The health management team is also active among executives, in order to continuously get them involved.

### **F.3. Evaluation and results**

Process evaluation of pilot measures → in order to readjust measures.

At least one annual evaluation to be able to adequately justify measures in front of the board.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Pensionsversicherungsanstalt Landesstelle OÖ</b>
Address:	Volksgartenstraße 14, 4921 Linz
Name of contact person:	Hr. Gerhard Mayrhuber
Function of contact person:	Selbst. Bearbeiter, zuständig für BGF
Tel.:	05 0303 36433
Email:	<a href="mailto:gerhard.mayrhuber@pva.sozvers.at">gerhard.mayrhuber@pva.sozvers.at</a>
Sector:	Pension Insurance Institution
Number of employees:	507

Age	Sex		total
	male	female	
up to 35	36	121	157
35 to 50	82	143	225
50+	57	68	125
<b>total</b>	175	332	507

## B. Integration of WHP in the company policy and culture

WHP is anchored in the organisation's mission statement; since 2005 it has also been a component of the company philosophy as a clearly defined goal.

PVital is a password-protected homepage of the PVA for WHP – all activities and reports can be accessed on this homepage by all employees.

The PVA signed the WHP Charter.

WHP is supported in the PVA on all management levels as a continuous company philosophy. The steering group consists of executives, the works council, the women's representative, doctors working in the organisation, as well as the heads of all departments.

This team has been permanently established and meets monthly – these results are documented.

Employees can actively get involved in WHP by submitting suggestions through:

- contacting a member of the steering group (by e-mail or telephone)
- the works council
- the PVital homepage – there is a separate column called "Idea Factory"
- surveys on the PVital homepage

Employees receive information about WHP activities and the organisation's WHP policy on the PVital homepage and by newsletter, resp., e-mail.

## C. Described health topics

	Smoking prevention
X	Healthy eating
X	Physical activity
	Stress

## F. Physical activity

### F.1. Organisation and structures

Measures and offers:

A sports festival takes place once a year. Within the framework of further education offers, "Movement Seminars" are also offered by PVital; as an example, a self-defence seminar for women (needs-oriented offer) is currently taking place.

Nordic Walking Units – Once a month through announcements (at the beginning with a trainer, now as a permanent fixture).

Participation in the Linz Marathon, including mutual training and pre-race medical attention (e.g., lactate measurement).

Lectures by sports medicine doctors are regularly offered (1-2 times a year).

A company sports community has been established, with common activities in irregular intervals (football, volleyball, bicycle tours or the like).

Employees Move Employees – daily participation for 30 minutes is possible for all employees.

Responsible: Members of the company sports community, the initiator of the Nordic walking units, as well as a specially trained employee.

Qualification: Doctors from the steering group, MBM trainers; for Nordic walking – introduction by a qualified trainer, continuation by employees. Private further training, resp., athletes.

Means for developing measures: Budget, according to requirements; work time for the organization and planning of measures.

Employee involvement in the development of measures: Not directly – but if required, possible anytime through the works council resp., the company sports community. Idea workshop on the PVital homepage is accessible to all employees. Surveys on the PVital homepage.

## F.2. Strategy and implementation

Consideration in the scope of workplace evaluation: In this context, attention is paid to ensuring that every workplace is properly equipped ergonomically. A cooperative activity of PVital is being implemented together with the Occupational Health Service (AMD) and a physical therapist, offering individual consultation and group information on issues such as “ergonomic sitting”, movement, etc.

As part of the workplace briefing, the possibility of daily MBM (mind-body medicine) units and the activities and offers of the company sports community are pointed out.

During working time: “Employees Move Employees” through trained disseminators with individual time management (approx. 30 min daily are possible).

Offers before and after work: All of the aforementioned offers take place in leisure time, except for the further training offers and the MBM, which are scheduled during working hours.

Incentive for employees to walk/bike to work: There were company bicycles, but they were not used and, therefore, discontinued. Fees for a lockable bicycle parking space are financed from the PVital budget (50%).

On the 7<sup>th</sup> floor of headquarters a fitness room is currently being equipped – employees can use the facility for free in the breaks and before and after work. Interest in external sports offers was surveyed – there was no large interest.

Showers: They are basically available, but because they are located in the rooms of the Tax Office, an agreement on the possibility of access is currently being worked on.

As soon as this organisational problem is solved, the fitness room on the 7<sup>th</sup> floor will be opened. In this regard, a (temporary) trainer is planned to be made available (to explain the equipment and for general consultation).

Information: PVital homepage, activity days, newsletter, lectures for all employees about the pillars of WHP 2-3 times a year.

Brochures, folders are available and are distributed, resp., placed in the break rooms.

Support: If needed, it would be possible to consult doctors from the steering group at any time.



### **F.3. Evaluation and results**

After the implementation of all measures, a new survey is scheduled – employees will then be informed about the results on the PVital homepage.

Documents: Various brochures and reports.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Rail Cargo Austria</b>
Address:	Erdberger Lände 40-48, 1030 Wien
Name of contact person:	Eva-Maria Kranz
Function of contact person:	Health Management
Tel.:	0664/96 031 97
Email:	eva-maria.kranz@oebb.at
Sector:	Rail Transportation
Number of employees:	2603

Age	Sex		Total
	Male	Female	
Up to 35	237	141	378
35 to 50	1752	116	1868
50+	340	17	357
<b>Total</b>	<b>2329</b>	<b>274</b>	<b>2603</b>

## B. Integration of WHP in the company policy and culture

WHP is anchored in the company mission statement.

RCA has approved the WHP Charter.

There is a company health manager and a WHP team; every location has its own health circle.

RCA has carried out an extensive WHP project that was externally accompanied, and is now preparing the implementation of WHP.

There are many location-dependent and multi-location measures.

A special emphasis has been placed on management.

Employees are informed in various ways: Intranet, disseminators (specially trained employees), bulletin boards, mails, internal newsletter, ...

Management and the works council are in a WHP committee and jointly decide on the implementation of measures suggested in the health circles.

There are surveys and arranged goals for the project as well as beyond it.

## C. Described health topics

X	Smoking prevention
	Healthy eating
X	Physical activity
	Stress

## F. Physical activity

### F.1. Organisation and structures

Ms. Mag. Eva Macku is the responsible health manager at RCA (study in the health management field), along with a team consisting of health moderators (health moderation training at Josefhof), as well as health circle participants, occupational health practitioners and members of the committee (works council, management). In addition, there is a company-wide health manager.

Sufficient resources have been made available (extra WHP budget) and are supplemented by a company-wide budget.

Employees are primarily involved through the health circle, which serves as the staff's mouthpiece.

### F.2. Strategy and implementation

RCA employees receive discounts through cooperation with fitness centres all over Austria.

There is a company fitness centre at company headquarters in Erdberg, offering fitness courses and fitness trainers. Employees also receive training about the proper and health-promoting use of the equipment in the in-house fitness centre. Women's afternoons are also organised. Employees can train at very reasonable prices. Information, feedback and announcements can be passed on to the staff via the "Feedback Box." Bicycle racks, changing rooms and showers are also available.

30 movement coaches have received training (wellcon) all over Austria. Under the motto "Employees Moving Employees," these coaches inform their colleagues about specific work movements and health-relevant topics (e.g., lifting and carrying) during working hours.

In addition, the company sponsors running events by taking over the costs of the starting fees. Two RCA employees are trained as Nordic Walking instructors (financed by the company) and can instruct employees after working hours.

Individual initiatives are carried out after work at various locations: e.g., in Linz – meetings of

and participation in a cycling club; in Tirol – hiking days, alpine curling, etc.

There are also showers and/or bicycle racks at various locations – up to now there has been no initiative that would create this uniform infrastructure all over Austria! If these facilities are not available, this matter can be raised by the health circles. Scientific counselling, etc., can also be demanded through the health circles, as there is also no explicit offer → resources for initiatives are available through the WHP pot!

### **F.3. Evaluation and results**

Evaluation is conducted by the external company Exemple, e.g., through interviews, and by the Railway and Mining Workers' Insurance Company (VAEB) through FEGOL questionnaires. Monitoring is also done by examining the cost-benefit effect, minutes from meetings, etc.

Meetings and networking of the movement coaches and the health circles take place for the purpose of disseminating and exchanging information. However, no company-wide measure exists yet!



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>RHI AG</b>
Address:	Millstätterstr. 10 9545 Radenthein
Name of contact person:	Dr. BAYER Stefan
Function of contact person:	Company Doctor, H&S Management
Tel.:	+43 50213 4625
Email:	<a href="mailto:stefan.bayer@rhi-ag.com">stefan.bayer@rhi-ag.com</a>
Sector:	
Number of employees:	2 500

## B. Integration of WHP in the company policy and culture

This company has been involved in WHP for 20 years and continuously deals with new topics and target groups.

WHP is anchored in the mission statement.

This company has signed the WHP Charter and has twice been awarded the Quality Seal.

There is a company doctor and a company psychologist, a health circle and a committee. The works council is involved in WHP.

A prevention week is held on topics such as healthy eating, physical activity, smoking, stress management, cardio-vascular health and healthy back exercises.

The communication structure of this project is to be especially pointed out. It was very well implemented during this project, guaranteeing the bottom-up, top-down flow of ideas and communication. Activities, decisions and changes concerning WHP issues are promptly communicated to the employees.

Regular surveys are also conducted.

## C. Described health topics

X	Smoking prevention
	Healthy eating
X	Physical activity
X	Stress

## **F. Physical activity**

### **F.1. Organisation and structures**

Back muscle training days were held. Offers and/or information about proper lifting and carrying, coordination, crack analysis, MediMaus (spine curvature measuring device), and sports orthopaedic examinations were made available.

Again, Dr. Bayer is responsible, with external support from orthopaedic doctors and sports scientists who conducted measurements and tests at the events and at the kick-off meeting.

There is a company sports club (WSG) that does sports together.

Employees are involved through the health circles. The topic of physical activity is subject to the same resources as smoking prevention – for complete health management.

There are no incentives for employees to walk or cycle to work. Nonetheless, showers are available.

Lifestyle weeks are annually held at Josefhof.

Consultation with scientists, information through the Intranet and through the Center for Occupational and Environmental Medicine, as well as daily information mails are provided.

### **F.2. Strategy and implementation**

There is no regulation in Austria regarding maximum loads. The RHI follows the controlling feature method that is oriented to the duration, frequency, severity, etc., of the load. In this regard, compensation exercises for employees will be started.

There are also offers for, e.g., back muscle training, mountain biking, running, discount admission to fitness centres, etc., after work.

Training sessions during work time are also offered. Information is again provided mainly through the Intranet.

### **F.3. Evaluation and results**

Evaluation is conducted through personal talks and questionnaires.





## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Rio Tinto Minerals Austria</b>
Address:	Andritzer Reichsstrasse, Graz
Name of contact person:	Mag. Sonja Kainz
Function of contact person:	Health Project Leader, HSE Department Employee
Tel.:	0043 / 316 / 693 650 1184
Email:	<a href="mailto:sonja.kainz@riotinto.com">sonja.kainz@riotinto.com</a>
Sector:	
Number of employees:	144

Age	Sex		total
	male	female	
up to 35	25	7	32
35 to 50	59	14	73
50+	34	5	39
<b>total</b>	118	26	144

**B. Integration of WHP in the company policy and culture**

WHP exists in Rio Tinto as company health management. WHP is implemented in the line and integrated into the management system. There are health circles and a committee that decides on measures. Every executive deals with WHP. Comprehensive measures are carried out on the behavioural and relational level. The company has a mission statement, as well as an HSE manager. At each location there are WHP contact persons. Rio Tinto has been involved in WHP since 1995. Rio Tinto regularly conducts survey about WHP.

**C. Described health topics**

	Smoking prevention
X	Healthy eating
X	Physical activity
	Stress

## F. Physical activity

### F.1. Organisation and structures

The company provides employees with an €80 fitness cheque. First of all, it was clearly defined what fitness and health is, and if the fitness check can be refunded (reimbursed). The fitness cheque should motivate employees to engage in movement and physical activity in their free time.

In addition, first-time participants in sports weeks at Josefhof are supported with 3 leave days. Each time they further participate, the company makes two leave days available.

Information concerning this matter is provided in newsletters.

Mrs. Kainz is centrally responsible for health measures – and for physical activity as well.

#### **Information:**

Rio Tinto is 18001 OHSAS-certified, meaning that everything is structured and anchored in the company with audits, group meetings, action plans, etc.

### F.2. Strategy and implementation

Individual initiatives (e.g., gymnastics) are supported by the company. At the beginning, effort was made to centrally organise measures and actions. However, it was soon recognised that participant groups were too small and that organisation in this form did not lead to the desired results. Consequently, a fitness check was introduced in order to win over employees for physical activity.

Furthermore, workshops on the topic of “The Healthy Back” (VAEB, AUVA), and practical exercises for all employees were offered at every plant. Exercises and workshops regularly take place during working hours.

For a short period of time, a screensaver, encouraging employees to stretch and refresh themselves during work time, was introduced. However, it was hardly accepted and ultimately uninstalled.

No offers are continuously offered, except for those at Josefhof, which can be utilised at any time.

### **F.3. Evaluation and results**

For the purpose of an actual state analysis, a questionnaire evaluation was conducted at each location by the VAEB at the beginning of the project. Concrete measures were deduced, discussed and implemented. An end evaluation will take place in approx. 5 years.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>SEZ AG</b>
Address:	SEZ Strasse 1, 9500 Villach
Name of contact person:	Mag. Wolfgang Bretschneider
Function of contact person:	Recruiting
Tel.:	04242/204429
Email:	wbretschneider@sez.at
Sector:	Development, production and sales of process plants for microchip manufacturing – semiconductor industry
Number of employees:	in Villach: 531

Age	Sex		total
	male	female	
up to 35	249	44	293
35 to 50	165	40	205
50+	25	8	33
<b>total</b>	439	92	531

**B. Integration of WHP in the company policy and culture**

In addition to the general WHO definition of “health,” SEZ AG believes that health is also the most important precondition for a fulfilled, successful private and professional life. SEZ AG places a large value on work satisfaction and the occupational safety of its employees. Out of a comprehensive health program, which includes topics such as hiring examinations, health check-ups, physical activity programme, emergency care, health corner, health pass and vaccination programme, all employees have the possibility to put together suitable health-promoting activities for themselves. The survey, which was especially conceived for this purpose, includes target agreements, further education offers and five questions that deal with topic of health-promoting measures/activities, where every employee can submit his/her wishes, ideas and suggestions for improvement. Great value is also placed on the suggestions of the employees concerning the design of internal further training programmes (a revision of the programme that takes the suggestions/wishes of the employees into consideration is done twice a year). An own Intranet page (“SEZ health care“), which is updated with new health-promotion measures and current medical articles (monthly by the company doctor), is available to all employees. The SEZ AG offers activities, resp., measures concerning all four main focus issues.

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **F. Physical activity**

### **F.1. Organisation and structures**

The guiding principle of SEZ AG, “We are successful as a global team,” is also lived out. Great value is placed on doing things together and thereby developing a sense of community, as well as on bringing variety and balance into everyday working life. Various types of sports, like Nordic Walking, ice hockey, golf, cycling, rowing, diving, tennis, running, a company fitness centre (back muscle training, relaxation offers, Pilates, etc.), as well as a massage room, are available to all employees. Specially trained fitness coaches, resp., sports scientists provide individual attention to the employees. Employees pay a small self-cost fee for certain types of sports (e.g., golf) or for massages. All other physical activity offers are available to all employees at no charge. Ideas, suggestions for improvement and wishes of sporty employees can be deposited with management and will also be considered in the physical activity offer.

### **F.2. Strategy and implementation**

Balancing offers (e.g., “Tanking Up Energy with Active Relaxation“ or “A Recovered and Healthy Back”) can also be utilized by employees during working hours. All other physical activity offers (Nordic Walking, ice hockey, golf, cycling, rowing, diving, tennis, running, a company fitness centre, etc.), take place after work. Changing rooms and shower facilities are available in the fitness area. A fitness trainer, resp., sports scientist can provide individual attention to any employee. All employees can receive information about current physical activity offers, resp., dates via Intranet (“health care”).

### **F.3. Evaluation and results**

An evaluation of the attractiveness of physical activity offers provided by the company is conducted on the basis of the booking lists, whereby continuous additions – tailored to the wishes and need of the employees – are made, resp., trends are taken into consideration.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>SOFTCOM Consulting GmbH</b>
Address:	Rosasgasse 29 1120 Wien
Name of contact person:	Julia Willis
Function of contact person:	Executive Management
Tel.:	815 79 30
Email:	<a href="mailto:Julia.willis@softcom.at">Julia.willis@softcom.at</a>
Sector:	Service Enterprise
Number of employees:	25

Age	Sex		total
	male	female	
up to 35	1	1	2
35 to 50	17	1	18
50+	4	1	5
<b>Total</b>	22	3	25



**B. Integration of WHP in the company policy and culture**

WHP is a part of company policy and daily life.  
In our company handbook, we also refer very much to it. Every new employee receives this company handbook when they begin working. It is also pointed out that any type of proposals, complaints and helpful suggestions from every employee are gratefully accepted and taken very seriously. Actions very often take place, resp., changes are made on the basis of employee requests.  
An open door policy is maintained at the company, where every employee can present their concerns to management at any time. These discussions remain strictly confidential. These matters will be discussed and decided in the monthly management meetings only with the employee's OK.

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
	Stress

## **F. Physical activity**

### **F.1. Organisation and structures**

As we are directly located next to Schönbrunn, the possibility to run before/after work is offered.

Shower, sauna and fitness room are available in the office building around the corner.

Participation in the Business Run, as well as other activities (participants are actively supported).

At least two times a year, a fitness excursion takes place, e.g., hiking or other types of activities (employee requests are taken into consideration here).

Recently we have provided free squash and tennis courts to the employees. (Costs were taken over by the firm).

Several employees play American football and the company was often active as a sponsor.

How active we are depends very much on our employees – suggestions have already been made by management, but there is no obligation.

Once again, our company policy is valid: respecting the wishes of our employees.

### **F.2. Strategy and implementation**

Brochures / information material can be found in the company canteen.

An “Exercises at the Workplace” brochure is available. When employees begin working at the company, advice on correct sitting, screen height, etc., is given. Special health chairs (as well as a sitting ball) were also purchased.

The importance of taking adequate screen breaks is repeatedly stressed.

We have a bike stand in the courtyard.

Once a year we provide a health check, as well as follow-up talks in the company (participation on a voluntary basis). Our company doctor supports us in these matters. In addition, the firm covers the costs for employee influenza vaccinations, which are done on a voluntary basis as part of the check-up.

### **F.3. Evaluation and results**

See Points F1. and 2.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Treibacher Industrie AG</b>
Address:	Auer-von-Welsbachstrasse 1, Althofen
Name of contact person:	Mag. Wilhelm Ebner
Function of contact person:	Assistant to the Executive Board
Tel.:	04262/505600
Email:	wilhelm.ebner@treibacher.com
Sector:	Industry
Number of employees:	674

Age	Sex		total
	male	female	
up to 35	177	47	224
35 to 50	225	43	268
50+	165	17	182
<b>total</b>	<b>567</b>	<b>107</b>	<b>674</b>

## B. Integration of WHP in the company policy and culture

Here is an excerpt from the company philosophy of Treibacher Industrie AG: "Our employees are the engine of our company. They are the force that shapes our success. We do everything to make sure the chemistry works. We follow consequent rules: team spirit instead of competition, praise instead of criticism, solution orientation instead of problem identification, discussion instead of obedience, flat structures instead of steep hierarchy, motivation instead of obligation, joy instead of routine."

Common goals, further training foci and strategic changes are developed in regularly conducted employee and further training discussions. Great value is placed on soft skills such as the capacity for teamwork, communication talent and high flexibility. The company has developed its own principles regarding leadership and employee interaction, the promotion of creativity, the performance and aptitudes of every single employee, cooperative leadership style, communication and information, as well as fully developed time and task management. Since 2005, employees have been offered various preventative health activities that range from classical fitness training to balanced nutrition and smoking prevention.

## C. Described health topics

x	Smoking prevention
x	Healthy eating
x	Physical activity
x	Stress

## **F. Physical activity**

### **F.1. Organisation and structures**

Since 2005, the Treibacher Industrie AG board has developed a yearly health programme for its employees and their family members. Through its health programme, the company strives to help as many employees as possible to attain physical and mental well-being. The health programme is adapted annually and expanded with new incentives. Employees can use all offers of the health programme at preferential prices; discounts for family members are also partially available. Treibacher Industrie AG supports the utilisation of activities by issuing health cheques (€120 per employee, €170 per apprentice), which can be used for one of the offers once a year. In 2005, 10% of the employees took advantage of the health cheque. In 2006, the rate rose to 16%. The visit to a fitness centre of choice, as well as a massage offer, will be supported in the future.

### **F.2. Strategy and implementation**

Employees are provided with various physical activity offers, physical therapy (when back problems occur), as well as swimming training through partner companies. The physical activity offer includes the services at all three fitness studios (usage of the equipment, gymnastics programmes, condition training, aerobics, introductory tests, etc.), whereby an individual fitness trainer is, at times, available. The utilisation of physical therapy (massage, gymnastics, exercises with one of the therapists) can be arranged in the course of an initial discussion with the company doctor. Information about the complete health programme is available to all employees through the Intranet, resp., is published in internal company memos. All of the physical activity offers take place outside of working hours.

### **F.3. Evaluation and results**

An employee survey, resp., evaluation as such, is currently not taking place. The effect, resp., the acceptance of offers is discussed and evaluated within a working group (responsible for the offered health programme are the company doctor, the occupational health practitioner, the psychologist, the safety expert and the board).

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Veitsch-Radex GmbH und Co</b>
Address:	Magnesitgasse 2, 8663 Veitsch
Name of contact person:	Schuster Walter
Function of contact person:	Head of the Health Circle
Tel.:	0664/32 00 999
Email:	walter.schuster@rhi-ag.com
Sector:	Fireproof Materials Industry
Number of employees:	321

**B. Integration of WHP in the company policy and culture**

WHP is anchored in the company – its implementation (through health circles) has been taking place at the Veitsch plant since 2004.

WHP is anchored in the mission statement, which was created by the company HR department in conjunction with the works council and the corresponding health and safety committees.

This company has signed the WHP Charter and has repeatedly been awarded with the quality seal.

There is a company doctor and a company psychologist, a health circle and a committee. The works council is involved in WHP.

Prevention weeks are held on topics such as healthy eating, physical activity, smoking, stress management, cardio-vascular health and healthy back exercises.

Activities, decisions and changes concerning WHP issues are promptly communicated to the employees.

Regular surveys are concretely planned.

**C. Described health topics**

	Smoking prevention
	Healthy eating
X	Physical activity
	Stress



## **F. Physical activity**

### **F.1. Organisation and structures**

Mr. Schuster is the leader of the health circle and took over health management responsibilities of RHI-Veitsch in 2007 and is chairman of the "health promotion team." Executives are not represented in the committee. However, there is a major representative (safety technician), who interfaces with the executive board. Employee representatives are involved in the team through the health circle as well. There is one health circle, whose members meet 2 to 3 times a year. The plant manager is invited to meetings from time to time, and is otherwise informed through the protocols.

There are sufficient means for the implementation of WHP measures. Although there is no annual WHP budget, all expenses/investments needed for WHP are coordinated with management (plant management).

## **F.2. Strategy and implementation**

The RHI-Veitsch offers running, cycling, Nordic Walking, etc., after work. Sporting events (e.g., half marathon annually) are supported by the company (entry fees are paid).

On the RHI back training day, proper lifting and carrying techniques are learned, and spine examinations, back gymnastics, etc., are conducted.

Instruction and training, lectures (healthy way of living) or projects like the UKK Fitness Check, step test with lactate measurement, health check (hearing and eyesight test, blood glucose, cholesterol, blood pressure, lung function, BMI, body fat), etc., are continuously taking place.

Information on the topics is obtained from the VAEB's Josefhof Health Facility and is passed on to employees. The Josefhof offers (e.g., the Pro-Fit action) are utilized by the company. 2 leave days are made available to the employees, so that they only have to "invest" 3 of their own leave days.

General WHP activities are announced by e-mail; information is posted on bulletin boards, communicated personally through the group leader and is sometimes enclosed in the pay slips. Health circle leaders meet twice a year, where they exchange experiences and information across locations. A networking also occurs through the Intranet. A new system eases information transfer to all locations, as large amounts of data (pictures, information, project descriptions, forms, etc.) can be downloaded from this internal company platform. Brief information can be passed on and current themes can be publicized in the Intranet!

## **F.3. Evaluation and results**

An annual questionnaire campaign is conducted for a current state analysis and a goal check, as well as a continuous documentation of measures and a monitoring of the effectiveness of the health circle by means of a catalogue of measures (which measures were and will be implemented).

There is regular communication to management (plant management), resp., to employees about activities, measures and statistics. Twice a year, information about all WHP measures is discussed in the work committee meeting. A company-wide annual health report can be called up in the Intranet, resp., is sent to plant managers, safety experts and health circle leaders.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Alpen-Adria-Universität Klagenfurt</b>
Address:	Universitätsstraße 65-67, 9020 Klagenfurt
Name of contact person:	Dr. Gunhild Sagmeister
Function of contact person:	Project Leader
Tel.:	0463/2700 Ext. 3415
Email:	gunhild.sagmeister@uni-klu.ac.at
Sector:	University
Number of employees:	802

Age	Sex		total
	male	female	
up to 35	111	146	257
35 to 50	110	220	339
50+	133	73	206
<b>total</b>	<b>363</b>	<b>439</b>	<b>802</b>

## B. Integration of WHP in the company policy and culture

With the signing of the company agreement in December 2006, a sign was set that WHP is understood and recognised as a “leadership task” and ensures an organisational, sustainable and active support. The promotion of the physical and psycho-social well-being of all members of the university (employees and students) at the working and learning place has top priority and is anchored in the guiding principles (“Excellence in performance needs employees as well as students who feel good). The WHP Charter was signed on 21 November 2007. In September 2007, the University of Klagenfurt started with its “Health Management at the Alpen-Adria University of Klagenfurt.” In addition to the employee survey conducted in November 2007 on the issues of work and the organisation, social climate, as well as health and well-being, a student survey on the topic of “Health Promotion at the University” had already taken place in Summer Semester 2006 as part of a university course. Through the creation of health circles, which employees as well as students are actively involved in, a co-organising of WHP is given. In order to offer all employees and students WHP information and an appropriate network, the “Health Management” platform was established in December 2006. Since June 2006, an annual health day, focussing on the four main issues (smoking prevention, healthy eating, physical activity and stress), as well as many special themes (e.g., addiction counselling, kinesiology, reaction tests, joint checks, sports-scientific examinations, etc.), was organised. Likewise, a “health-promotion” library was set up. The Alpen-Adria University of Klagenfurt (AAU Klagenfurt) conducts numerous activities in all four focal issues (smoking prevention, healthy eating, physical activity and stress).

## C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **G. Stress**

### **G.1 Organisation and structures**

The 3rd Health Day of the AAU Klagenfurt on 28.5.2008 was dedicated to the topic "Feel Stress-Free". The issue of stress was examined in three lectures from three different perspectives (Stress Prevention and Coping through Physical Activity, Stress Perception at the Workplace, Information Points Show Ways to a Stress-Free Shaping of Work and Study). Measures for reducing stress were developed by the health circles and presented to the "Health Management of the AAU Klagenfurt" steering committee, the personnel development commission, as well as to the Vice Rector for Communication for a decision on their implementation. Further offers regarding stress/mental health are found again in the form of various university lectures and courses.

### **G.2. Strategy and implementation**

In the area of stress/mental health, the following measures were established:

Communication, cooperation and social work and study conditions: Improvement of goal and strategy planning; improvement of respectful interaction, self-responsibility and social competence; improvement of knowledge management and cooperation in research schemes.

Health-promoting leadership: Development of a concept for the qualification of executives in view of health-promoting leadership in the context of internal continuing education – development of executive training.

Further development possibilities and legal working conditions: Increasing the recognition of performance and performance-based payment.

Reduction of stress and the pressure to perform: Improvement of performance planning, improvement of career planning, improvement of counselling/coaching for students.

Work-life balance: Improvement of the compatibility of family and profession.

Teaching and study: Increasing transparency in teaching.

Stress seminars are offered to employees for free by the internal continuing education programme. Employee counselling is also provided by the occupational health practitioner as well as by the Task Force for Equality. Personal discussions can be held with the works council. The psychological counselling office is also available to AAU Klagenfurt students.

### **G.3. Evaluation and results**

The first evaluation was done through the first employee survey. A second survey is planned to be conducted in November 2009.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>EUROTRANSLINE, Int. Speditions- und Transportges.m.b.H</b>
Address:	Platschbergstraße 107 A-8461 Ehrenhausen
Name of contact person:	Mag. <sup>a</sup> Anika Harb
Function of contact person:	HR Manager
Tel.:	+43 (0) 3453 20 214 DW 23
Email:	<a href="mailto:anika.harb@eurotransline.at">anika.harb@eurotransline.at</a>
Sector:	Transport, Freight Forwarding
Number of employees:	20

Age	Sex		total
	male	female	
up to 35	5	4	9
35 to 50	5	6	11
50+	-	-	-
<b>total</b>	10	10	20

## B. Integration of WHP in the company policy and culture

WHP has already been implemented into daily routine operations. The Workplace Health Management System (BGM) is built upon a holistic notion of health; the development of company philosophy, resp., the company mission statement, happens with the strong involvement of the employees. What is especially worth mentioning is that a company of this size (currently 20 employees) created a part-time position for WHP, which was expanded in July 2007 to a 30-hour per week position for complete HR management, with the main focus on WHP (70% of the activity). This position was filled by a very competent and committed occupational health psychologist.

Through personal coaching and various behaviour- and relationship-oriented measures, WHP is a component of daily (working) life for personal and organisational resource strengthening. Management has recognised that employees and the company can benefit from holistic WHP and has accomplished the successful implementation of WHP, which is highly accepted by company employees. The firm is constantly attempting to personally motivate employees (amongst other things, through monetary and qualitative bonus systems) and endeavours to make the measures and activities many-sided, so that there is something for every employee.

A health-promoting, supportive cooperation is very important to management and employees in order to maintain and promote a good working atmosphere. Success and sustainability of the measures are regularly reviewed, and employee experiences, as well as feedback, are used for improvements and advancements the system.

## C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress



## **G. Stress**

### **G.1. Organisation and structures**

There is a company plan for tackling stress in the company, which is part of the WHP yearly programme. A coordinated, two-person working group deals with this topic area. The HR Manager and psychologist Mag.<sup>a</sup> Anika Harb is the person in charge. There is an individual WHP budget for financing measures concerning mental and psycho-social health. A separate room was set up for coaching sessions and discussions.

In the context of individual coaching sessions that are offered every fortnight, employees are encouraged to submit their ideas and suggestions for WHP measures, amongst others, about stress issues. During employee meetings with management, workshops (twice a year, 1.5 days each) and further training, these suggestions are passed on to and discussed by the whole team and, if required, implementation plans are created.

Furthermore, employees are invited to help develop and implement activities concerning psycho-social health issues through the annual WHP survey.

### **G.2. Strategy and implementation**

A needs analysis concerning stress issues is conducted in the course of the annual WHP survey. Further employee ideas and wishes are gathered in individual coaching sessions, workshops or in the idea folder.

Numerous employee suggestions and ideas were already implemented.

The impulse test is conducted twice a year and subsequently discussed in an individual coaching session with every employee. Reasons for change, resp., optimisation possibilities are also considered. The following factors are measured: scope of action, variety, holism, social backing and support, cooperation, work requirements, amount of work, work processes, work environment, information and co-determination, as well as development possibilities. xQ surveys are conducted once a year.

Individual coaching sessions take place every two weeks (duration: around 1 hr.). Primarily, the ways to effectiveness according to Stephen R. Covey are emphasised. However, there

is also room for current, personal matters. Therefore, the following topics are dealt with in the scope of coaching sessions:

- Relaxation training to fight sleeplessness
- Coping with stress in the private and/or professional field
- Burn-out prevention

Team development begins with a workshop primarily dealing with intercultural cooperation. For this purpose, the company cooperates with an external personnel development firm that loosens up the workshop with outdoor activities and especially focuses on positive communication. Team development is continued in the form of events (visiting festivals together, participating in Nordic Walking and running events in the region, etc), that provide employees the possibility to socially network outside of daily working life – this is especially an advantage for the foreign employees, as some have not yet found the optimum connection in Austria. The team development tool “Personality Poker” (Verlag Hans Huber) is used in workshops to strengthen the team through constructive feedback.

Further conducted measures and activities: Punching bag in the yard to reduce stress, the workshop “The Way to the Essentials – Time Management: Compatibility of Private and Professional Success,” wellness weeks at the spa, rafting, etc.

Employees are regularly informed about current mental and psycho-social health topics and offers through the WHP information board, newsletter, brochures, current studies and information memos.

### **G.3. Evaluation and results**

An evaluation of mental and psycho-social health issues takes place through the annual WHP survey. The impulse test is conducted twice a year and subsequently discussed in an individual coaching session with every employee. Reasons for change, resp., optimisation possibilities are also considered. The following factors are measured: scope of action, variety, holism, social backing and support, cooperation, work requirements, amount of work, work processes, work environment, information and co-determination, as well as development possibilities. xQ surveys are conducted once a year. Individual coaching sessions take place every fortnight (duration: approx. 1 hour).

Further employee ideas and wishes are gathered, amongst others, through the workshops or the "Idea Folder". The obtained knowledge is discussed in the workshops and – if possible – implemented. In this way, numerous activities could be put into practice on the basis of the results of the individual coaching sessions or the survey (including burn-out prevention, relaxation training, joint excursions and activities, boxing equipment in the yard for stress reduction, putting green plants in the rooms, etc.).



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Geriatrische Gesundheitszentren der Stadt Graz</b>
Address:	Albert-Schweitzer-Gasse 36 8020 Graz
Name of contact person:	DGKS Helga Gafiuk, Public Health
Function of contact person:	DGKS, Acting Ward Manager, WHP representative in the Geriatric Health Center of the City of Graz
Tel.:	0316/7060/1550
Email:	<a href="mailto:helga.gafiuk@stadt.graz.at">helga.gafiuk@stadt.graz.at</a>
Sector:	Social Services (Hospital and Nursing Home)
Number of employees:	487

Age	Sex		total
	male	female	
up to 35	24	116	140
35 to 50	51	182	233
50+	20	94	114
<b>total</b>	95	392	487

## B. Integration of WHP in the company policy and culture

In the forefront, the project “Structural Development of WHP – Healthy Together in the Future” was carried out from November 2004 to June 2007.

- Interdisciplinary project groups
- External consulting by the Austrian Social Insurance for Occupational Risks (AUVA)
- Questionnaires, employee surveys, presentation of results
- Measure planning (a second employee survey, health circles)

Structuring: WHP study group, WHP representative, WHP contact persons, WHP disseminators.

The project group “Structural Development WHP – Geriatric Health Center (GGZ)” was implemented as the WHP study group in the GGZ. Regular meetings are held (once a quarter or when necessary). All possibilities, suggestions and ideas about WHP are discussed in the study group and possible implementations are planned, resp., executed. As occupational health practitioners, personnel representatives, safety representatives and management are part of this study group, a continuous networking of WHP takes place in all areas of the GGZ (administration, medicine, nursing, etc.), For specific questions, in-house experts are consulted.

WHP was anchored in the GGZ’s Balanced Scorecard (BSC) at the end of 2007: In the BSC all organization goals concerning employees, customers and patients are correspondingly defined and recorded. The bio-psycho-social notion of health is the basis for the GGZ. The GGZ orients itself towards the salutogenic model of Antonovsky. Effort is made to strengthen the “feeling of coherency” of all employees in order to keep on the “positive side” of the health-sickness continuum and to reduce the influence of stress factors. The measures in the scope of WHP in the GGZ are relation- and behaviour-oriented.

Cost covering: Sponsors, €3,000 annual budget, in-house experts

The subsequently mentioned measures are only a part of the whole WHP in the GGZ.

### C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation and structures**

Anchored in the WHP work programme:

Coordinated work group: Planning and execution by the WHP study group and a psychologist (employee of the GGZ).

Budget: €3,000 annual budget for WHP, in-house experts, sponsors.

Employee involvement: Data acquired through employee surveys, resp., personal discussions and by quarterly health circles and the employee suggestion system.

### **G.2. Strategy and implementation**

Needs analysis: Employee surveys, health circle, employee suggestion system, meetings.

Getting acquainted with relaxation and balance exercises.

Further training.

Anti-conflict seminar.

Burnout prevention.

Supervision (individual or group).

Massage chair.

Qi Gong (after work).

Information events.

### **G.3. Evaluation and results**

Evaluation: Employee survey, health circle, feedback forms.

New measures concerning this issue are continuously being planned; a re-implementation of all offers that were already carried out.

Networking with the city government-wide project "GeMa" – next focus is on burnout prevention and coping with stress.

Massage chairs remain freely accessible to all employees.

Decision processes based on the results of the health circles, project group meetings, extended management meetings, as well as in the executive conclave.



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Hotel Hochschober Ges.m.b.H.</b>
Address:	Turracher Höhe 5, 9565 Ebene Reichenau
Name of contact person:	Mrs. Andrea Scherer
Function of contact person:	Head of the Employee Academy
Tel.:	04275/8213 520
Email:	andrea.scherer@hochschober.at
Sector:	Hotel
Number of employees:	111

Age	Sex		total
	male	female	
up to 35	25	32	57
35 to 50	20	27	47
50+	2	5	7
<b>total</b>	<b>47</b>	<b>64</b>	<b>111</b>



## B. Integration of WHP in the company policy and culture

The "Hochschober GmbH" management regards its employees as an important and coequal part of the company, which is comprised of guests, employees and the entrepreneurial family. Being an employee at "Hochschober GmbH" means bringing in or acquiring a high degree of expertise and combining competence with humanity and enthusiasm in dealing with the guests. As a year-round holiday hotel, the Hochschober GmbH can look back to many long-time employees who are actively involved. The hotel's own Employee Academy places great value upon a comprehensive instruction and further training offer for the whole Hochschober team. In addition to subject-specific and internal department seminars, each employee receives special Hochschober- and Turrach-specific knowledge. At the Employee Academy, particular attention is paid to team building and "relationship management" among employees, as well as between staff and guests.

Creative recreational activities (computer courses, Italian courses, dance courses, first aid courses, wine seminars, etc.) are one further training column that should enrich all employees outside of working hours. Since November 2007, employees have been designing the monthly issue of their employee newspaper "The Mountain Messenger – By Employees For Employees." Important contents include: Employee-of-the-month, introducing new employees, company trips and company events, recipes to try out, planned modules of the Employee Academy, information about "healthy eating" from the kitchen chef.

The WHP Charter of the Austrian Network for Workplace Health Promotion was signed on 23.12.2007. The Hochschober GmbH holds health-promoting activities in the areas of healthy eating, physical activity and tackling stress.

## C. Described health topics

	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation and structures**

In addition to the physical activity concept, “mental training” is also a further important component of the “Personal HochschoberN for Employees” concept and the Employee Academy. Every interested employee is provided with various health-promoting offers focussing on relaxation. The topic of “motivation” is very important in the first three months in order to “persevere.” Preventive measures are also set up in this area and the employees can choose from a series of measures in the form of lectures, special training sessions, etc. These training sessions are also held by Hochschober employees themselves. Offers concerning stress and mental health are announced in the employee newspaper and are available to all employees for free.

### **G.2. Strategy and implementation**

The offer for the employees regarding mental health include brain jogging (training memory by remembering the faces and names of the guests), Qi Gong, yoga and other Far Eastern relaxation techniques, playing chess (Hochschober Chess Club), juggling, dancing, training units on “Stress Management,” “Self-Motivation,” and “Posture, Power and Language.” “Leadership” is not only topic for management and the department heads; for those specialists who work together with personnel, resp., apprentices, there are 5 modules on leadership topics (e.g., “Dealing with Difficult Situations,” “Making an Impact as a Leader,” “Leadership in Hochschober,” individual coaching sessions) that are to be compulsorily completed. To promote the team spirit and cooperation of the staff, all employees have the possibility to attend team-building seminars (e.g., Relationship Manager I and Relationship Manager II). Each employee works a 5-day week, so that personal leisure time activity and holiday requests of the employees are guaranteed. All employees can use the hotel’s own facilities (wellness area, cosmetic offers, etc.) and the world of water, warmth and well-being. Employees can find the dates of various lectures, resp., seminars and information about stress/mental health issues in the employee newspaper, on the homepage and through announcements.

### **G.3. Evaluation and results**

“Mental health” is, in concrete cases, also a topic of every employee’s personal discussion with management. In so-called “bridge discussions,” employees can discuss their stressful situation with two colleagues of their choice (persons of trust) and take advantage of their help.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>KinderneSt gem. GmbH</b>
Address:	Rudolfsbahngürtel 2/1, 9020 Klagenfurt
Name of contact persons:	Mrs. Theresia Blaas Mag. Claudia Untermoser
Function of contact persons:	Executive Director; Head of WHP Project
Tel.:	0463/500 012-10
Email:	office@kinderneSt.or.at
Sector:	Social service organization
Number of employees:	185

Age	Sex		total
	male	Female	
up to 35	3	88	91
35 to 50	3	76	79
50+	1	14	15
<b>total</b>	7	178	185

## B. Integration of WHP in the company policy and culture

The current director already had the idea in 2003 to implement a health promotion project for the employees of “Kindernest gem. GmbH.” In the course of continuous employee discussions, the call for a reduction of physical and mental strain in everyday work was clearly distinguishable. For this reason, an internal study about WHP and job satisfaction was conducted. The data concluded that there were a number of adverse health effects (noise exposure, behavioural disorders of the children, the lifting and carrying of children, group size, insufficient seating accommodation, etc.). Subsequently, the Kindernest gem. GmbH decided on a holistic WHP project (cooperation with the Fund for a Healthy Austria [FGÖ] and the Carinthian Health Insurance Institute [KGKK]). The involvement of the 40 locations in the WHP project occurred through e-mail, the website, Info-Point (newsletter), structured personal discussions, team meetings, feedback possibilities to the project leaders, the project team, the works council, the health report and the health circle. Employees bring in their own know-how, so that practice-oriented WHP will be guaranteed. The primary goal of the WHP project is to raise awareness of group-specific health deficits and resources, to implement measures to strengthen the resources, and to offset deficits in the work routine. The project is based on the WHO health concepts, the Ottawa Charter of the Luxembourg Declaration, the quality criteria of the Austrian Network for Workplace Health Promotion, as well as employee-oriented management models. WHP in the sense of sustainability was integrated into the organisation’s mission statement. The Kindernest gem. GmbH undertakes a number of health-promoting activities in all four main focus areas.

## C. Described health topics

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation and structures**

In addition to the regularly offered measures for mental health mentioned below, the working times are flexibly scheduled to take into account the wishes and needs of the staff. Getting the employees of all 40 locations of the Kindernest gem. GmbH involved in the development and implementation of activities dealing with "mental health" happens through e-mail, the website, Info-Point (newsletter), structured personal contacts, team and leader meetings and feedback possibilities to the management and works council. By learning relaxation techniques, especially "autogenic training," and through theoretical and practical input on the topics of stress and conflict management techniques, 2/3 of the participants succeeded in implementing these techniques in their everyday work. More than 50% of the events related to the topic of stress were dedicated to the theme of "reconciling family and profession." An improvement of psycho-vegetative complaints was clearly recognisable. At least once a year, an event or a team evening on the topic of "stress/dealing with conflicts" is held. The theoretical knowledge of the topics of stress and conflict management is integrated into the working routine.

## **G.2. Strategy and implementation**

Stress prevention through the AUVA, voice exercises (learning the sparing use of the speaking voice – high noise level), breathing exercises, meeting stress situations adequately, improvisation and group exercises (to expand the awareness of one's own body language, as well as deepening the sensibility for one's own behaviour), autogenic training, Jacobson progressive muscle relaxation and measures to reduce the noise level represent only a part of the measures already implemented. To promote the decision-making competences of the employees, a training course for leaders of nursery school groups was conceived for the first time (health-relevant leadership behaviour – health promotion as a leadership task, social participation with toddlers, solving conflicts with communication, working with parents, conflict management). Regular coaching for the management team, individual coaching when there are team conflicts, as well as supervision offers for all teams can be utilized by all employees. Fixed agenda items at team and leader meetings are the positive social climate, group dynamics, improvement of the team culture, communication and time management, parent interfacing, as well as the active employee involvement in the annual planning. As the overwhelming part of the staff is female, great value is placed on "work-life balance" (content: Family-Profession-Household – Time for Me). In order to reach all employees, many measures take place on-site or in the same district. The training course for leaders aimed for a disseminator factor that has reached all employees as well as the supervised children. Management is in charge of planning the measures, although the suggestions of the employees (health circle) are always seriously taken into consideration.

### **G.3. Evaluation and results**

Important results, promoting and inhibiting factors and the solutions to be developed were noted down on the accompanying documentation during the self-evaluation.

Moreover, the evaluation of the measures took place through surveys. Stress offers were not only discussed in personal communication, but also at team evenings. The overall evaluation was conducted externally. On the basis of both of the conducted SALSA questionnaires, the resulting data was consulted to clarify the target achievement and to enable sustainable planning. The theoretical knowledge of the topic of stress and conflict management is already being integrated into the daily working routine. Employee feedback provides the basis for sustainable planning. Measures that are positively evaluated by the employees, resp., those which represent a personal enrichment in their opinions, will also be offered in the future. For several particularly popular measures, a disseminator training is being considered.





Allgemein öffentliches Krankenhaus  
**Elisabethinen Linz**

Akademisches Lehrkrankenhaus der  
medizinischen Universitäten Wien und Innsbruck

## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Hospital of the Elisabethinen</b>
Address:	Fadingerstrasse 1, 4010 Linz
Name of contact persons:	Sr. M.Engelberta Augl, Director Dir.Dr.Franz Harnoncourt, Director Berta Reiter MAS and Marianne Tammegger MBA
Function of contact persons:	WHP Project Director and WHP Vice Project Director
Tel.:	0732/7676-2352
Email:	<a href="mailto:berta.reiter@elisabethinen.or.at">berta.reiter@elisabethinen.or.at</a> <a href="mailto:franz.harnoncourt@elisabethinen.or.at">franz.harnoncourt@elisabethinen.or.at</a>
Sector:	Health care
Number of employees:	1315

Age	Sex		total
	male	female	
up to 35	100	445	545
35 to 50	147	445	592
50+	54	124	178
<b>total</b>	301	1014	1315

**B. Integration of WHP in the company policy and culture**

WHP is incorporated in the Hospital of the Elisabethinen and promoted by management and is permanently installed. It is an important component of personnel management.

There are annual health conferences involving business unit directors and middle management (chief physicians, assistant medical directors, ward directors and function directors).

To ensure the sustainable anchoring of the WHP approach in the hospital, WHP goals are defined.

By integrating the health aspect in the business organisation (safety committee, building construction management, procurement management, personnel management), it is assured that organisational change processes take place in this thematic overall direction.

To sustainably guarantee active employee participation in health issues, health circles will continue to take place in the future.

Standardised questions concerning health and work satisfaction are recorded in target agreement talks.

Furthermore, a “Work Value” task force, whose goal is to create guidelines for employee teamwork and handling patients, has been implemented.

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## G. Stress

### G.1. Organisation and structures

The third pillar of the WHP project is the *topic of stress* and providing stress prevention offers.

This project is built upon the fundamentals of project management. Individual project phases are illustrated in the project flowchart and include awareness-raising, diagnosis, implementation, evaluation, project completion and PR work.

When the project teams were formed, attention was paid to assure that all professional groups are represented (medicine, care, medical-technical services [dietitians, physical therapists], administration, as well as occupational health medicine, safety specialists and works council stewards).

A series of posters marked the introduction of the awareness-raising phase by the PR department.

The WHP project is guided by the salutogenic approach of A. Antonovsky. Management cycles, project management and moderation methods make up the methodological foundations.

The estimated total project costs amount to €120,000; grants from the Healthy Austria Fund amount to €55,000; from the Upper Austrian Health Insurance Institute €10,500 (employee illness analysis, SALSA questionnaire, health reports). €45,000 is available for stress-fighting measures.

Employee involvement in the development and implementation of stress prevention activities took place through the establishment of nine health circles in the following activity fields: doctors in training, specialists, RNs/registered caregivers, assistant caregivers/patient aides/departmental helpers, medical-technical services, kitchen employees, cleaning/laundry personnel, equipment maintenance technicians, administration/secretariat.

## G.2. Strategy and implementation

In the framework of the health questionnaire (SALSA) undertaken by the Upper Austrian Health Insurance Institute, employees had the possibility to indicate the reasons and causes for stress.

The WHP project “Bite into the Mango” offers behaviour-oriented measures related to stress issues:

- Healthy Discussion: Open Discussion Day – employees have the possibility to ask any questions to and receive information from the directors of the religious order, executive management and leading colleagues in an informal atmosphere.
- “Giving Time More Quality”: Activation and stress relieving techniques according to kinesiological aspects.
- Elisabethinen Regulars’ Table: The regulars’ table not only offers the possibility to find out others’ opinions about a certain theme, but also to bring in one’s own ideas.
- Wake-Up Training with Qi Gong: Practicing Qi Gong together on the roof terrace of the Elisabethinen Hospital to start the working day well.
- Crisis Management: Dealing with journalists in a crisis situation.
- “The Little School of Enjoyment”: Body awareness, relaxation, sharpening the senses.

To improve cooperation, team development seminars were offered. Moreover, supervision and personal coaching are provided.

Through the implementation of the social team, employees have the possibility to take advantage of confidential consultation and support.

The social team has the task of providing information and clarification about substance abuse and alcoholism through seminars, information events and the like, pointing out possibilities of psycho-social support, making contact with local outreach facilities and reintegrating substance abusing or mentally ill co-workers.

Employees are regularly informed about WHP activities through the Intranet (health news) and employee newsletters. An annual health event features a review and a preview of activities. A poster series drawing attention to current WHP issues also serves as an additional information medium.

Employees have the possibility to actively participate in stress-related issues through the health circles.

Current, relation-oriented measures include:

- Balint Groups: Interdisciplinary working groups, led by an experienced psychotherapist, meet regularly to discuss and better understand difficult relationships, strained feelings, incomprehensible reactions, etc.
- Successful Stress-Fighting Strategies for Doctors: Coping strategies for the emotionally difficult work of doctors.
- Monitoring of the Outsourcing of Subareas: The affected people and their worries are the main foci. On one hand, personal fears, frustration and hurt are discussed and articulated. On the other hand, personal perspectives and wishes are formulated without raising false hopes.
- “When Energy Is Gone” – Working Climate, Appreciation, Strengthening Personality: Boosting self-confidence, reducing straining work factors.
- Intercultural Communication for Kitchen Personnel
- Flexitime for Equipment Maintenance Technicians and Interns

### **G.3. Evaluation and results**

WHP activities concerning stress are documented in the minutes of the individual work meetings, employee surveys, employee illness analyses, health reports, health circle minutes, evaluation of feedback forms concerning health activities, photographic documentation of stress prevention activities, project progress reports and project final reports.

Results were externally evaluated by the Upper Austrian Health Insurance Institute through the 2<sup>nd</sup> Health Questionnaire (SALSA). The analysis of the results was recorded in the 2<sup>nd</sup> Health Report, presented to the steering group and released for discussion; the resulting decisions were then presented to management for release. Internal performance reviews of the implemented measures take place according to the individual evaluation periods.

## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Landeskrankenhaus Kirchdorf</b>
Address:	Hausmanningerstraße 8, Kirchdorf
Name of contact person:	Betina Straßer MSc
Function of contact person:	Vice Director of Nursing
Tel.:	050 554 67 22 105
Email:	<a href="mailto:betina.strasser@gespag.at">betina.strasser@gespag.at</a>
Sector:	Hospital
Number of employees:	710

Age	Sex		total
	male	female	
up to 35	38	180	218
35 to 50	77	290	367
50+	31	94	125
<b>total</b>	146	564	710

## **B. Integration of WHP in the company policy and culture**

In 2006, with the consent and support of leading colleagues, the State Hospital Kirchdorf founded a WHP working group, made up of one representative from each professional group working in our institution.

Together we have been working on important issues of health maintenance and promotion and have been attempting to promote awareness building in the direction of the employer as well as in the direction of the employee.

With the measures and offers developed in the 4 annually held meetings, we support all employees in their physical, spiritual and mental health. The working group is led by the Vice Director of Nursing; its members consist of representatives from every professional group, as well as the occupational health doctor, safety consultant, clinical psychologist, dietician, etc. Existing measures are evaluated in these working groups and further measures are developed and offered. For this purpose, free time, financial means and qualified co-workers are at our disposal.

Each staff member has the possibility of participating in the working group, respectively, of bringing in his/her concerns.

Our mission statement was complemented by the written commitment to WHP. "As a health care facility of the gespag, we commit ourselves to health promotion and take up an active public role as opinion leaders in and contributors to this field."

The organisation has published a folder/catalogue featuring all WHP offers. Every new staff member receives this catalogue when commencing employment. It is also available in every department and all offers can be called up in the Intranet.

The staff is regularly informed through folders, employee meetings, staff information (Intranet, e-mail, meetings, employee magazine).

Every autumn a kick-off meeting is held: new topics are presented and each year there is a new main focus.

**C. Described health topics**

	Smoking prevention
X	Healthy eating
	Physical activity
X	Stress



## **G. Stress**

### **G.1. Organisation and structures**

Mental health and stress are always issues at the hospital workplace – work pressures are enormously high when dealing with severely ill and dying patients.

In WHP, we are currently offering our employees “Jacobson’s Progressive Muscle Relaxation,” the day-long seminar “Reducing Stress by Balancing Energy,” as well as the spiritual seminar “The Power of the Moment.”

In the organisation’s external consultation and monitoring, employees can take advantage of individual and team coaching, team and case supervision, as well as occupational crisis intervention and mediation on a voluntary basis during work time for free.

For 2009, a special programme in the WHP group is being prepared for all employees at the Kirchdorf Hospital to maintain spiritual health. After a self-estimation according to the Peseschkian Test, staff members can choose from the following offers that fit to their existential orientation: “Jacobson’s Progressive Muscle Relaxation,” Qi Gong, various relaxation techniques, a burnout lecture, yoga, communication training, traditional archery, “Keeping Your Back Fit,” “On the Ground of Facts,” a dance workshop for burnout prevention and “Communicating Respectfully.”

For WHP there is a total budget of €5,000 yearly, as well as free time resources for the members of the working group.

Employee involvement occurs within the scope of the working group or through personal feedback.

## **G.2. Strategy and implementation**

During employee orientation, the possibility of supervision is pointed out – supervision coordinators are available.

An analysis within the framework of a study, including employee surveys, was carried out.

Contact persons (occupation health doctor, psychologist) are available and can be easily reached.

Measures to reduce work stress: employee discussions, reduction of hours if needed, free work plan scheduling.

Other measures: employee involvement in team development, supervision, job rotation (difficult, mentally straining work for an easier task, day work for night work, part-time).

The possibility of flexible working times and flexible breaks exists.

Confidential consultation by senior management, the clinical psychologist or the occupational health doctor.

Folders and posters about all topics are printed up. New offers are passed on to employees by e-mail, by notices on the information board or as an information sheet deposited in the employee's post box.

## **G.3. Evaluation and results**

Evaluation by means of feedback forms and in the scope of feedback discussions in the working group.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Landeskrankenhaus Klagenfurt</b>
Address:	St. Veiter Straße 47, 9020 Klagenfurt
Name of contact person:	Frau Dr. Angelika Kresnik
Function of contact person:	Head of Occupational Medicine and Workplace Health Promotion
Tel.:	0463/ 538/22400
Email:	angelika.kresnik@lkh-klu.at
Sector:	Health Care
Number of employees:	4.433

Age	Sex		total
	male	female	
up to 35	216	726	942
35 to 50	646	1,816	2,462
50+	320	709	1,029
<b>total</b>	<b>1,182</b>	<b>3,251</b>	<b>4,433</b>

**B. Integration of WHP in the company policy and culture**

For the Carinthian State Hospital of Klagenfurt (LKH Klagenfurt), the goal of WHP is to prevent illnesses at the workplace and to improve the well-being of employees. In the context of a holistic WHP project, and to better illustrate the project scope, sub-projects were initiated (“LKH Addiction Prevention – Alcohol at the Workplace,” “LKH Smoke Signals,” “LKH Light Cuisine – Healthy Eating at the Workplace,” “LKH Discussion Culture,” “Information and Event Bourse,”).

According to the obligations of the Employee Protection Law, medical services with clearly defined tasks were established. These encompass workplace- and working condition-related WHP, as well as vaccination campaigns (influenza vaccination, FSME, hepatitis, etc.). Far-reaching WHP (e.g., back training, fitness programmes, the learning of relaxation techniques, supervision, etc.) was not officially offered in the past, but was organised by several employees on their own initiative. The “Information and Event Bourse” is a platform of information exchange about existing and planned WHP offers. Through continuously offered information events, diverse seminars and common activities, employees are regularly informed about WHP issues. Furthermore, an “Employee Postbox” was set up, where ideas, proposals and suggestions for improvement are collected and evaluated. The LKH Klagenfurt holds numerous activities in all four main focus topic areas (smoking prevention, healthy eating, physical activity, stress).

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation and structures**

Especially in work areas that have been merged in the course of organisational changes, resp., in which a strengthened interdisciplinary performance is the result, there are integration and communication barriers that are of a language nature. The different expectations and responsibilities of the professional groups in direct cooperation are visible in the behaviour of the persons involved and, therefore, in the observable company culture. Company culture, resp., company climate, the lived values, norms and the basic convictions in the company influence the behaviour of every employee. In order to create a good culture of discussion, resp., a good company communication, a number of measures were established to tackle stress. Employee involvement in the development and implementation of activities related to the topic of stress/mental health occurs by means of the employee surveys, on the basis of information about needs that is presented in the results of the employee survey, as well as in the context of health circles.

## **G.2. Strategy and implementation**

To improve the culture of discussion, resp., company communication, the following measures were set up: introduction and establishment of employee discussions in all professional groups; development and implementation of an interdisciplinary meeting culture on the departmental and company level; a data feedback workshop was especially conducted in connection with the sub-project “Employee Survey” on the topic of “Culture, Climate and Communication.” Interaction and communication as a culturally formative element will increasingly be offered as interdisciplinary further training.

In order to make the unavoidable contradictions in the organization not only transparent, but also workable, and, therefore, able to lead to a solution, a mediation centre for employees was established. In conflict situations, it acts as a conflict process counsellor and accompanier, and is staffed by employees with the appropriate training on a part-time basis.

In addition to special communication training seminars, the following seminars were offered and held as further measures in the area of tackling stress: “The Art of Failing – For Head Nurses”; “Team Training for Secretaries and Typists”; “My Limits – Your Limits,” in which participants find a new access to themselves and rediscover lost potential; “Mobbing at the Workplace”; “Burn-Out”; “Setting Personal Limits and Priorities”; “Self-Management and Energy Competence”; “Aroma Care”; “De-Escalation in the Psychiatric Work Field”; “Constructive Conflict Management and Relationship-Friendly Communication”; “People Are Quick to Talk! Talking and Doing Are Two Different Things”; Tao Active”; “Work-Life Balance”; “Your Inner Oasis” and “Supervision.”

## **G.3. Evaluation and results**

The evaluation will be conducted by the University of Klagenfurt, as well as by means of feedback forms from the conducted seminars. Chosen as criteria were the satisfaction of employees in their organisation, the content, as well as the possibilities of implementation into the daily working routine. Health-promoting activities were established on the basis of a needs assessment of the choices of instruction programs, continuations of, resp., additions to the available training programs. Decisions on which stress/mental health measures are conducted are made at a jour fix meeting with personnel development, at project team meetings and at meetings of the steering group.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Mondi Frantschach GmbH</b>
Address:	Frantschach 2, 9413 St. Gertraud
Name of contact person:	Mrs. Elisabeth Wuggenig
Function of contact person:	Health Manager
Tel.:	0664/8446530
Email:	elisabeth.wuggenig@mondigroup.com
Sector:	Paper Production
Number of employees:	481

Age	Sex		total
	Male	female	
up to 35	142	15	157
35 to 50	232	9	241
50+	72	11	83
<b>total</b>	446	35	481

**B. Integration of WHP in the company policy and culture**

“Healthy paper, healthy company, health employees” is motto of the Mondi Frantschach GmbH company. Since 2004, the firm has been promoting the health of its employees through different health-promoting measures and actions. In the course of the Safety and Health Management System of the Austrian Workers Compensation Board (AUVA), these health-promoting activities were recently audited. Mondi Frantschach GmbH is the first paper factory to receive this certification from AUVA. In order to set an even stronger course in the future, the firm installed a “health” steering group in Autumn 2007, made up of representatives from management, the works council, occupational medicine, safety experts, the personnel department, as well as the health manager. Different theme-related working groups have been instructed to work out and implement suggestions for WHP activities. Some of the planned tasks are to design a poster with various physical activity tips, to establish a “healthy canteen,” as well as to make seasonal fruit baskets available to the employees. The health programme is being developed with the participation of pupils at the Higher Secondary School for Business Professions in Wolfsberg (creation of an own logo). The goal of the health project is to sustainably promote and strengthen the health awareness of employees. WHP is anchored in company policy. All employees are offered the possibility to actively contribute to health promotion, resp., to the different themes, through the individual working groups. The company policy, of which the WFP policy is a part, is accessible to and recognised by all employees. The Mondi Frantschach GmbH company arranges health-promoting activities in all four main focus issues (smoking prevention, healthy eating, physical activity, stress).

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress



## **G. Stress**

### **G.1. Organisation and structures**

Several activities have been planned in the area of stress/mental health and should be implemented in the following months. The offer is communicated by means of notices, a monthly newsletter, the Intranet, e-mail, as well as by management.

### **G.2. Strategy and implementation**

In 2009, seminars are planned on the topic of "Psychology at the Workplace," as well as various events focussing on the issues of "burn-out" and "coping with stress."

### **G.3. Evaluation and results**

In the course of the employee survey "Healthy Paper" (determination of the Human Work Index), the issue of stress was treated. The first survey was conducted in 2004; a further one is planned for the beginning of 2009. A targeted evaluation in the course of the employee survey "Healthy Paper" is not possible, as it deals with a predetermined questionnaire. An evaluation of the main focus issue of "stress" is being planned for at a later date.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>RHI AG</b>
Address:	Millstätterstr. 10 9545 Radenthein
Name of contact person:	Dr. BAYER Stefan
Function of contact person:	Company Doctor, H&S Management
Tel.:	+43 50213 4625
Email:	<a href="mailto:stefan.bayer@rhi-ag.com">stefan.bayer@rhi-ag.com</a>
Sector:	
Number of employees:	2 500

## B. Integration of WHP in the company policy and culture

This company has been involved in WHP for 20 years and continuously deals with new topics and target groups.

WHP is anchored in the mission statement.

This company has signed the WHP Charter and has twice been awarded the Quality Seal.

There is a company doctor and a company psychologist, a health circle and a committee. The works council is involved in WHP.

A prevention week is held on topics such as healthy eating, physical activity, smoking, stress management, cardio-vascular health and healthy back exercises.

The communication structure of this project is to be especially pointed out. It was very well implemented during this project, guaranteeing the bottom-up, top-down flow of ideas and communication. Activities, decisions and changes concerning WHP issues are promptly communicated to the employees.

Regular surveys are also conducted.

## C. Described health topics

X	Smoking prevention
	Healthy eating
X	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation and structures**

There are many offers – recent ones included a stress test, an impulse test, questionnaires comparing locations and departments (for employees and management), personality training and educational seminars, rhetoric seminars, burn-out seminars, biofeedback, etc.

Again, Dr. Bayer and Mrs. Freundl are the people in charge.

Health circles, same resources.

### **G.2. Strategy and implementation**

At RHI, behavioural and relational prevention is applied, i.e., teams are changed if necessary (management is happy for support). Other methods include employee surveys and individual talks with the psychologist, target-performance analysis, cause analysis, issues such as family, burnout, mobbing, etc.

Flexible breaks, flexible working times and flexible time organisation are practically impossible because of the shift operation. Nonetheless, through job enrichment, job enlargement, job autonomy, shift schedules, etc., RHI tries to make procedural adjustments, e.g., by reducing the number of nightshifts and, where applicable, by combining nightshifts, promoting group work, etc.

Again, the Intranet offers general information about the topics; bulletin boards are used less frequently.

→ More information provided on screens in the snack and common rooms.

### **G.3. Evaluation and results**

The health report, featuring all results, is sent out electronically every year, and is printed out for those employees without Intranet access (50-60 pages)!



## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b><i>Sabtours Reisebüro und Autobusbetrieb</i></b>
Address:	Marcusstraße 4, 4600 Wels
Name of contact person:	Mag. <sup>a</sup> Marie Luise Stöttinger
Function of contact person:	Project Leader
Tel.:	0043 664 5750584
Email:	<a href="mailto:m.stoettinger@sabtours.at">m.stoettinger@sabtours.at</a>
Sector:	Travel Agency and Bus Company
Number of employees:	300

Age	Sex		total
	male	female	
up to 35	26	71	97
35 to 50	80	56	136
50+	55	12	67
<b>total</b>	161	139	300

**B. Integration of WHP in the company policy and culture**

WHP is in Vision 2010, the company strategy, as a subarea of employee satisfaction, and is anchored in the company goals.

The WHP charter was signed as a written declaration.

WHP is also supported by executives and middle management. Executives undergo training (health-promoting leadership through respectful dialogue).

Employees have the possibility to actively shape company policy in the WHP area. Participation is one of the guiding principles of company management. This exchange takes place in annual discussions management has with employees as an “appreciative exchange of experiences” and “regardful work coping discussions.” This information is made anonymous and collected. Subsequently, a workshop takes place (participants: steering group, staff representatives, company safety representatives, 2 employee representatives of the working areas). A strength/weakness evaluation of employee considerations is done, from which measures are afterwards derived.

The staff is informed about company WHP policy through personal discussions, the annual “appreciative exchange of experiences,” written information to individuals, the employee magazine and regular information events.

**C. Described health topics**

	Smoking prevention
	Healthy eating
	Physical activity
X	Stress

## G. Stress

### G.1. Organisation and structures

Structural measures and offers:

- Health–promoting leadership/employee dialogues (annual talks):

The goals are to foster the social relationships in the company and between immediate supervisors and employees, the support of the company culture of trust, the strengthening of the organisational health resource of “mutual recognition, respect and appreciation.”

- Work Coping Coaching (AB-C)

Work coping coaching is possible for all employees – it is done anonymously with a psychologist or occupational health practitioner. This work coping coaching can be demanded by any employee, if needed. When the employee has more than 10 sick days per year – he/she will be invited take part – participation, again, is voluntary.

The work coping coaching should be a professionally supported preparation for the “regardful work coping discussion” with the supervisor (empowerment).

Process phases and contents of the work coping coaching

1. Confidential-personal work coping coaching:

- Extensive investigation of the work coping situation for the person involved.
- Explanation of the present situation for self-awareness.
- Guidance and support of self-management and the formulation of the need for coaching, which is directed to the company/supervisor.

2. Anonymised-collective work coping coaching

- Determination of the necessary company measures in the context of work coping leadership discussion rounds
- Agreement on common measures (employees and company)

Responsible: Steering group (occupational health practitioner, psychologist, immediate executives, staff representatives, company management).

Qualification for work coping coaching: Occupational health practitioner and psychologist.

Qualification for “regardful work coping discussion”: Middle management.

Means for developing measures: Budget, according to needs, work time is made available.

Exemplary measures from work coping coaching and “regardful work coping discussions”:

- 4 rest couches were placed in the staff rooms
- Seat and gear shift extensions for 2 bus line drivers were integrated

- Work-related therapy offers for workers at health risk (planning in cooperation with the Upper Austrian Health Insurance Institute) and targeted therapy consultation by the occupational health practitioner
- Implementation of work time reduction for older motor coach drivers
- Recognition of agents for their important service
- Reorganisation of the cleaning of the motor coaches after late arrivals
- Etc.

Employee involvement in the development of measures: Extremely participative through the determination of required measures, sustainment and improvement suggestions from every employee in an annual workshop (participants: steering group, staff representatives, safety representatives, 2 employee representatives from the work areas), as well as with an evaluation of the employee discussions (made anonymous), resulting in the development and implementation of measures.

## **G.2. Strategy and implementation**

Structural offers:

- Consideration in the scope of workplace evaluation/briefing: Workplace evaluation through occupational health practitioner and safety experts; weaknesses are analysed and remedied. Briefing is done by the immediate supervisor.
- Extension of psycho-social health resources in the relationship between supervisors and employees through “participatory behavior of supervisors in the context of employee discussions” and taking employee considerations seriously on the management level.
- WHP as a routine operation: Employee involvement in the analysis of stress through employee surveys, discussions on “appreciative exchange of experiences,” “regardful work coping discussions.”
- Confidential support, consultation offers, information: Provided by occupational health practitioner and occupational health psychologist.
- Information: Provided by memos on different topics, employee magazine, brochures.
  - + new/age-sensitive work scheduling is accepted very positively
  - + recognized weaknesses are immediately remedied
  - + rest couches are used and positively perceived
  - + complaint management (customers make complaints to the drivers) was revised and the new form has had a positive effect on the employees
  - + improved communication between employees/supervisors through team



development – has lead to an improved working atmosphere

+/- job rotation – has advantages as well as disadvantages (especially for the company if several employees prefer the same activity and a shortage of employees exists in other areas)

Exemplary measures to reduce psychological work stress: Age-specific work scheduling, stress relief offers, job rotation, shift work reduction.

Exemplary measures to enrich job quality: Job rotation, a driving instructor for new drivers on every line, night shift split by 4 drivers in 4-week cycles.

Exemplary measures to improve cooperation: Teams, each with an individual team speaker, are assembled in the different work areas; these teams should receive appropriate training.

Goal: To improve communication between the various work areas (and also in regard to employees who speak a foreign language).

Exemplary measures to expand the scope of action: Upon request, it is possible to switch from bus line driving to motor coach driving and vice versa; flexible work plans, resp., flexible breaks are not possible in these professional activities – there is a bus schedule!

Major work plan announcements in the off-season for motor coach drivers.

Measures that have not been successfully completed: Team development in the garage (team development training has taken place) – because of employee fluctuation and manpower shortage, team development has been unsuccessful here.

### **G.3. Evaluation and results**

- Employee surveys in the context of the WHP project / evaluation in Spring 2009 / report will follow / employees are informed about the data status though the company magazine / measures will be developed and implemented – for individual employees as well as the whole staff.
- Results of the anonymised employee discussions / discussion in the steering group / documentation in the minutes / measures will be developed and implemented – for individual employees as well as the whole staff.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>SEZ AG</b>
Address:	SEZ Strasse 1, 9500 Villach
Name of contact person:	Mag. Wolfgang Bretschneider
Function of contact person:	Recruiting
Tel.:	04242/204429
Email:	wbretschneider@sez.at
Sector:	Development, production and sales of process plants for microchip manufacturing – semiconductor industry
Number of employees:	in Villach: 531

Age	Sex		total
	male	female	
up to 35	249	44	293
35 to 50	165	40	205
50+	25	8	33
<b>total</b>	439	92	531

**B. Integration of WHP in the company policy and culture**

In addition to the general WHO definition of “health,” SEZ AG believes that health is also the most important precondition for a fulfilled, successful private and professional life. SEZ AG places a large value on work satisfaction and the occupational safety of its employees. Out of a comprehensive health program, which includes topics such as hiring examinations, health check-ups, physical activity programme, emergency care, health corner, health pass and vaccination programme, all employees have the possibility to put together suitable health-promoting activities for themselves. The survey, which was especially conceived for this purpose, includes target agreements, further education offers and five questions that deal with topic of health-promoting measures/activities, where every employee can submit his/her wishes, ideas and suggestions for improvement. Great value is also placed on the suggestions of the employees concerning the design of internal further training programmes (a revision of the programme that takes the suggestions/wishes of the employees into consideration is done twice a year). An own Intranet page (“SEZ health care“), which is updated with new health-promotion measures and current medical articles (monthly by the company doctor), is available to all employees. The SEZ AG offers activities, resp., measures concerning all four main focus issues.

**C. Described health topics**

X	Smoking prevention
X	Healthy eating
X	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation and structures**

Psychotherapeutic care as well as supervision is available to all employees. Two external psychologists, an external coaching supervisor and the SEZ AG company doctor are readily available to the employees. Mental health measures are completely paid for by the company. Suggestions concerning stress/mental health can be made to and also implemented by the employee trust committee.

### **G.2. Strategy and implementation**

Work times at the company are very flexible – the beginning the and end of the daily working time is left up to every single employee. Particular value is placed on the job satisfaction of the employees, whereby the abilities and skills of each individual are considered. Leadership training is a matter of fact and is conducted at regular intervals. Two external psychologists, an external coaching consultant, as well as the works council (as a control element), are available to care for the mental health of the SEZ AG staff. Each employee can (anonymously) arrange appointments for the desired care through the Intranet.

### **G.3. Evaluation and results**

Due to the anonymity, an evaluation is not possible. Suggestions for the improvement of mental health can be submitted to the employee trust committee.

## Model of Good Practice

### A. General information about the company:

Company/organisation:	<b>Steuer- und Zollkoordination Region Mitte</b>
Address:	Bahnhofplatz 7, 4020 Linz
Name of contact person:	Fr. Dr. Anita Gratzl-Baumgartner (Representative: Hr. Dr. Eduard Pollhammer)
Function of contact person:	Personnel Director
Tel.:	0732 6998 575 340
Email:	<a href="mailto:anita-gratzl-baumgartner@bmf.gv.at">anita-gratzl-baumgartner@bmf.gv.at</a> <a href="mailto:eduard.pollhammer@bmf.gv.at">eduard.pollhammer@bmf.gv.at</a>
Sector:	Federal Ministry of Finance
Number of employees:	2413

Age	Sex		total
	male	female	
up to 35	73	159	232
35 to 50	735	775	1510
50+	513	158	671
<b>total</b>	1321	1092	2413

## **B. Integration of WHP in the company policy and culture**

WHP is expressly stipulated as a federal guideline. In federal financial management, WHP is laid down in written form as part of the target and performance agreement.

A permanent WHP coordination team (around 8 persons), which plans and organizes WHP measures and offers, was established in the personnel department.

There is a works agreement between personnel representatives and government executives concerning the issue of alcohol.

Through the target agreement, all executives are involved in WHP-related tasks, and WHP is defined as a leadership duty. At the same time, WHP should be implemented in the organization by executives. The implementation of WHP measures is likewise stipulated in the target agreements. These target agreements stretch across all levels of management.

Health moderators were established as permanent features in all agencies (2-3 persons per agency) and support executives in the organization of WHP measures and act as employee motivators.

Active employee input in WHP:

- In the context of the WHP project, health circles were set up at all agencies – an individual team was established to coordinate these health circles.
- The health moderators at each agency are available at any time as contact persons. They will pass on employee suggestions and wishes.
- Occupational health psychologists were established as permanent contact partners on mental health issues.

The staff is informed about WHP measures in information folders appearing 2-3 times a year, by e-mail and bulletin boards, as well as folder stands at each location.

Documents: WHP charter, the quality seal has already been awarded twice.

**C. Described health topics**

	Smoking prevention
	Healthy eating
	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation and structures**

Measures of the organisation: Lectures are constantly being offered – information folders contain details about offers. Occupational health psychologists are available at every agency – they can be reached by telephone (telephone service was established). Issues (consultation about all private and professional problems) can either be directly and anonymously discussed on the telephone or personally after an appointment has been arranged.

Work-related mental health measures:

- Mediation – when there are team conflicts – is possible for all employees during work time.
- Supervision – for all employees with intensive contact to the public – is possible during working hours.
- Management coaching – is not only possible during work time, but can be offered anonymously and after work time as well – financed by the employer.

Responsible: Occupational health psychologists at all agencies, WHP coordination team in the personnel department (around 8 persons).

Qualification: Occupational health psychologists, members of the coordination team are qualified through training, resp., through their professional education.

Means for developing measures: Sufficient annual WHP budget – amount according to needs – additional budget of the Federal Finance Academy (for coaching, supervision, mediation).

Employee involvement takes place through an occupational health psychologist and the health moderator team.



## **G.2. Strategy and implementation**

Consideration within the scope of workplace evaluation/briefing: Not at this time.

Employee involvement in the stress analysis: By means of a SALSA questionnaire and employee surveys (mental health and stress are thematised as subareas). The activity reports of the occupational health psychologists and occupational health practitioners are reviewed anonymously in the personnel department (health moderator team) and evaluated – on the basis of the results, new developments are developed.

Measures to reduce mental work strain: Seminars focussing on “mental health” for executives, as well as team training for employees, are constantly being offered. The work organisation as well as the work time can be changed after conferring with management (however, for those areas open to the public, it is more difficult to implement).

Measures to enrich work activities as regards content / to improve cooperation: Job rotation is only restrictively possible, team development measures are possible after conferring with management.

Measures to expand the scope of action: Free work organisation, flexible breaks, flexitime – basically possible, but more difficult to implement in several work areas.

Confidential support, consultation offers, information: Planned to be provided by the occupational health practitioner or occupational health psychologist. Information also about lectures, seminars, WHP information folders, e-mail, bulletin board, folder stands.

## **G.3. Evaluation and results**

SALSA questionnaires:

The activity reports of the occupational health psychologists and occupational health practitioners are anonymously reviewed and evaluated in the personnel department (health moderator team) and then discussed with the board of directors. New measures are developed out of the results – the offers are passed on to the employees in WHP information folders or by e-mail.

Document: Various brochures and reports in the folder stands.



## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Treibacher Industrie AG</b>
Address:	Auer-von-Welsbachstrasse 1, Althofen
Name of contact person:	Mag. Wilhelm Ebner
Function of contact person:	Assistant to the Executive Board
Tel.:	04262/505600
Email:	wilhelm.ebner@treibacher.com
Sector:	Industry
Number of employees:	674

Age	Sex		total
	male	female	
up to 35	177	47	224
35 to 50	225	43	268
50+	165	17	182
<b>total</b>	<b>567</b>	<b>107</b>	<b>674</b>

**B. Integration of WHP in the company policy and culture**

Here is an excerpt from the company philosophy of Treibacher Industrie AG: “Our employees are the engine of our company. They are the force that shapes our success. We do everything to make sure the chemistry works. We follow consequent rules: team spirit instead of competition, praise instead of criticism, solution orientation instead of problem identification, discussion instead of obedience, flat structures instead of steep hierarchy, motivation instead of obligation, joy instead of routine.”

Common goals, further training foci and strategic changes are developed in regularly conducted employee and further training discussions. Great value is placed on soft skills such as the capacity for teamwork, communication talent and high flexibility. The company has developed its own principles regarding leadership and employee interaction, the promotion of creativity, the performance and aptitudes of every single employee, cooperative leadership style, communication and information, as well as fully developed time and task management. Since 2005, employees have been offered various preventative health activities that range from classical fitness training to balanced nutrition and smoking prevention.

**C. Described health topics**

x	Smoking prevention
x	Healthy eating
x	Physical activity
x	Stress

## **G. Stress**

### **G.1. Organisation and structures**

The Treibacher Industrie AG decided in 2005 to not only promote the physical well-being, but also the mental health of its employees. Crisis intervention, resp., psychotherapy is offered by an external health psychologist. Costs for initial consultation (one to three units) are completely paid for by the company. Further treatments can be utilised by the employees at a special price.

### **G.2. Strategy and implementation**

Confidential counselling, resp., psychotherapy can be utilised by all employees through an external psychotherapist.

### **G.3. Evaluation and results**

No evaluation is being conducted.

## Model of Good Practice

### A. General information about the company

Company/organisation:	<b>Veitsch-Radex GmbH &amp; Co</b>
Address:	Schoberpaßbundesstr. 57 8784 Trieben
Name of contact person:	Karin Inzinger
Function of contact person:	WHP Coordinator
Tel.:	03615 2251 2316
Email:	<a href="mailto:karin.inzinger@rhi-ag.com">karin.inzinger@rhi-ag.com</a>
Sector:	Fireproof Materials Industry
Number of employees:	220

Age	Sex		total
	male	female	
up to 35		1	
35 to 50		9	
50+		-	
<b>Total</b>	210	10	

## B. Integration of WHP in the company policy and culture

This RHI-Triebs location has been involved in WHP for 20 years and continuously deals with new topics and target groups.

WHP is anchored in the mission statement.

This company has signed the WHP Charter.

There is a company doctor and a company psychologist, a health circle and a committee. The works council is involved in WHP.

Prevention weeks are held on topics such as healthy eating, physical activity, smoking, stress management, cardio-vascular health and healthy back exercises.

Activities, decisions and changes concerning WHP issues are promptly communicated to the employees.

Regular surveys are concretely planned.

## C. Described Health topics

	Smoking prevention
	Healthy eating
	Physical activity
X	Stress

## **G. Stress**

### **G.1. Organisation and structures**

The occupational psychologist conducts stress counselling (individual discussions) at the plant. In the course of these counselling sessions, stress tests (measuring device) are carried out, subsequently evaluated and then discussed with supervisors. Together with an external consultant, measures are developed and implemented afterwards. The implementation process is currently underway (Autumn 2008).

Responsible for health issues are the WHP coordinator (Mrs. Inzinger), as well as the plant manager and the occupational psychologist. In addition, a WHP team provides support.

The occupational psychologist and the external consultant are trained in this field

Resources are provided by plant management. There is no explicit WHP budget, but if needed, a budget is made available after permission from plant management is granted.

The WHP team consists of 7 members who also communicate health issues to the public. Other employees can also express wishes and suggestions and actively participate through questionnaires. These wishes and proposals are processed by the WHP team and implemented, if need be.

## **G.2. Strategy and implementation**

At the start of the project, an employee survey was undertaken at the plant. The results of stress counselling sessions (conducted by an occupational psychologist) were discussed with supervisors and measures, such as seminars, were offered at the plant.

At the Trieben plant, management training, stress counselling (during work hours) and a burn-out programme were conducted on the initiative of the works council. Running events (outside working hours) are promoted by the company (t-shirts, entry fees, company car, etc.). The costs for these events are not especially reimbursed by the company!

Employees are offered instruction and information about further training and job enlargement. The occupational psychologist is available when needed.

Information is sent to employees by

- bulletin board
- e-mail
- the WHP pages in the Intranet (e.g., training during office hours [company-wide] ).

In addition, there is a health report (company-wide as well as especially for the plant) that provides an overview of health data.

## **G.3. Evaluation and results**

The evaluation is conducted by the WHP team in the sense of the self-evaluation. Subsequently, the analysed information is presented in a health report. The results are made available to all employees.