

NETHERLANDS



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Model of Good Practice

A. General information about the company

Company/organisation:	Agis
Address:	Postbus 19, 3800 HA, Amersfoort, The Netherlands
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Function of contact person:	Advisor occupational circumstances
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Email:	m.reijmerink@agisweb.nl
Sector:	Health care insurance
Number of employees:	1462

Age	Sex		total
	male	female	
up to 35	109	194	303
35 to 50	299	441	740
50+	193	226	419
total	601	861	1462

B. Integration of WHP in the company policy and culture

Nationwide, Agis serves 1.23 million customers in the basic insurance sector; in addition they execute the Exceptional Medical Expenses Act for 3 million Dutch citizens and provide supplementary insurance packages for both the individual and the collective market.

Agis wants to take care of the health of its employees and has a policy plan with respect to health management in the fields of smoking, nutrition, physical activity and stress management. The company employs an occupational physician, an occupational psychologist, a dietician and occupational physiotherapists.

Management actively supports this policy plan on health. For all activities a budget is allocated and approved by them. In addition, the majority of the 'health' activities can be undertaken during work-hours. Twice a year health management is discussed at management meetings. Additionally, managers participate in activities and are supposed to motivate/lead their employees.

C. Described health topics

	Smoking-prevention
	Healthy eating
X	Physical activity
	Stress

F. Physical activity

F.1. Organisation & structures

The employees are involved in the development of activities concerning health by quarterly meetings between the occupational physician and the work council. Every month an activity with respect to health management is organized. Employees are informed about activities by posters, intranet, e-mail, personal letters and personal contact.

Agis stimulates biking as a means of transport to work, by offering a financial arrangement for purchasing a bike against reduced costs. In addition, lunch-walking is organized regularly and supported by the possibility to buy special take-a-way lunches. Every new employee is informed about the health policy of Agis and the monthly activities raise attention for health.

F.2. Strategy & implementation

Based on a needs assessment, it appeared that a large group of employees has major health concerns or are at risk, and about 65% is overweight.

Based on the periodical health check, employees are stimulated to participate in a special physical activity program combined with periodical health checks. This program lasts for three months and consists of a bi-weekly sports session, during work hours, adapted to the possibilities of the participant. Activities are supervised/organized by the company medical officer and physiotherapists, often combined with counselling from a dietician. After this program, participants get the possibility to exercise in a fitness centre against a reduced fee of 70% less and some follow-up sessions are organized within the company to discuss physical activity.

Next to the physical activity program, three one-week clinics were organized for playing frisbee, volleyball and korfbal in the last three years. In addition, a yearly staircase-week was organized to promote staircase use, and lunch walking was promoted yearly by posters and providing take-a-way lunches and apples. Bike tours are organized regularly on weekends and also involve family members of the employees; plans for walking tours are under construction.

F.3. Evaluation and results

The health policy plan is regularly evaluated, for instance, with respect to the effects on sick leave and health care use (general practitioner, pharmacist). Results showed that among participants of the physical activity program, sick leave was reduced by 50%, among those who did not participate, the amount of sick leave stayed the same. Health care use appeared to be rather high and implications for the arbodienst (occupational services) are formulated. About 170 of the 900 employees with a risk profile participated in physical activity programs.



Model of Good Practice

A. General information about the company

Company/organisation:	Emergis
Address:	's Gravenpolderseweg 53, 4462 RA, Goes
Name of contact person:	Anita Stoel and Monique Anthonisse
Function of contact person:	Expert in occupation and organization
Telephone number:	+31 (0) 113 267 210
Email:	Anthonisse@emergis.nl
Sector:	Mental Health Care
Number of employees:	1476

Age	Sex		total
	male	female	
up to 35	67	357	424
35 to 50	171	487	658
50+	141	253	394
total	379	1097	1476

B. Integration of WHP in the company policy and culture

Emergis is a regional organization for mental health care with about 40 locations, aimed at prevention, treatment and long-term guidance of clients.

One of the principals of the policy plan for personnel is that healthy, vital and capable personnel deliver healthy and qualitatively good care. Employees are the human capital of the organization. Whoever isn't able to take care of him- or herself properly, cannot deliver proper care to others. One out of nine of the core elements of the company policy plan has a focus on health management. The emphasis of health management is gradually shifting to a focus on keeping the healthy employee healthy.

Since 2005, the company has started a project "Gezonder zorgen" (means giving care in a healthier way), which will be transformed in a health management policy plan with respect to smoking, nutrition, physical activity and mental health (stress management). This initiative is supported by management, who also give approval and provide the budget (€100,000/year) to organize activities.

The project is well known within the entire organization. The topic 'health management' (prevention, health promotion, stress management) is one of the issues to be discussed in regular job evaluation conversations between manager and employee.

C. Described health topics

	Smoking-prevention
	Healthy eating
	Physical activity
X	Stress

G. Stress

G.1. Organisation & structures

A special task force was started with the responsibility of working on the development of a policy plan and activities with respect to health management and health promotion. Next to the expert in occupation and organization, employees from several layers of the organization take part in this task force: members of the work council, the chairman of the board of directors and members of the Personnel and Organization department. The latter is main responsible for operationalization of health management.

Every year, the task force develops a list of individual activities with respect to health promotion in all fields. This list is distributed as a booklet among all employees of Emergis. Employees can subscribe to one or more activities of their choice, with a maximum of a certain budget (approx. €150 per person for all activities). The list of activities entails the top five activities that were most preferred in the past years as well as new activities to ensure yearly variety. In addition, employees can also submit a well-founded request for another activity in the field of health promotion that meets their personal needs. If approved, the employee will get reimbursed for this activity.

G.2. Strategy & implementation

Several activities to tackle/prevent stress have been undertaken in the past years. A variety of courses is offered to the employees, like courses on: dealing with job pressure and work-related stress; Zen meditation; combining parenthood and work; personal effectiveness; emotional painting; shiatsu massage. In addition, stress management is also a topic in peer intervention, supervision and coaching. Employees and supervisors are encouraged to discuss this topic; in addition, it can be discussed with a confidential adviser. The instrument RI&E (Risk Inventory and Evaluation) is used to detect workload, stress, aggression and emotional restraints at the worksite. The policy 'Pleasure and Achievement' is under construction with the aim of stimulating employees to work with more pleasure and better results, by working on responsibilities and trust in one's self and others and using reflection. Since 2005, the meditation course Zen (3 meetings of 3.5 hours) has been organized especially for employees from Emergis and can be followed during working hours, if necessary. The teacher of the course is a professional Zen instructor. The possibility to follow the course is yearly recurrent and given at two levels: starters and advanced students. Emergis covers the costs for participation. Attention for the course is raised by using the booklet, intranet and personal letters. The aim of the course is to learn to focus; only concentrate on what you are doing improves inner peace and appreciation for what and whom you are doing it. This will result in increased efficacy, pleasure and satisfaction. The additional benefit of following this course is that Zen meditation/mindfulness is also used in treatment of clients. Therefore, lessons learned are good for employees personally, but also for their professional skills.

G.3. Evaluation & results

The project “Gezonder zorgen” is yearly evaluated by assessing attendance rates and the evaluation of the experiences of the participants. In total, about eight activities were offered to the personnel, among them, the Zen course, fitness, swimming and emotional painting. Over 50% of the employees participated in one or more of the activities. With respect to the evaluation of experiences with a certain activity, participants are asked to what extent the activity they attended contributed positively to their mental/physical health on a scale of 1 (very little) to 10 (very much). Evaluation scores are on average between 7.3 and 8.5.

Based on the evaluation of attendance rates and ‘usefulness’ of the activity, the top five most appreciated activities are offered recurrently.

From the results of a survey on employee satisfaction, it appeared that employees really appreciate the project “Gezonder zorgen” as a whole and like the applicability of, for instance, the Zen course to their daily work with clients.

Sick leave rates decreased in the last year; however, it isn’t clear entirely if this decrease is due to the project “Gezonder zorgen”. Future plans are made to use the Workability Index as an evaluation tool of worksite health promotion.



Model of Good Practice

A. General information about the company

Company/organisation:	SABIC Innovative Plastics BV
Address:	Plasticslaan 1; 4612 PX Bergen op Zoom, the Netherlands
Name of contact person:	Henri Hendrickx
Function of contact person:	Occupational physician / manager health and safety service / medical lead Europe
Telephone number:	0164-291722 / 06-20597765
Email:	henri.hendrickx@sabic-ip.com
Sector:	Chemical Industry
Number of employees	1452 (40% office employees; 60% manufacturing employees)

Age	Sex		total
	male	female	
up to 35	174	83	257
35 to 50	746	126	872
50+	305	18	323
total	1225	227	1452

B. Integration of WHP in the company policy and culture

SABIC is the Saudi Basic Industries Corporation, one of the world’s leading manufacturers of chemicals, fertilizers, plastics and metals. Their plastic business “SABIC Innovative Plastics” in the Netherlands is a world leader in providing engineering thermoplastic material solutions. SABIC wants to stimulate a healthy lifestyle to keep the healthy employees also healthy in the future. About 3 years ago the development of the worksite health policy was started.

Worksite Health Promotion is part of the policy plan of SABIC. This policy plan is evaluated and adapted yearly. Within the policy plan four topics are addressed: smoking, nutrition, physical activity and stress management.

Worksite health promotion is actively supported by the management team of the company, which includes the signing of the policy plan, addressing the topic in management meetings, active contribution to the implementation of health promotion activities and the provision of resources to make activities possible. In addition, the management also serves as a role model, e.g.: what types of food does the manager order? Also management personnel are trained to have motivational discussions with employees on healthy lifestyles and how they can address these issues in the right way.

The employees are informed about health promotion activities by posters, the intranet, e-mail, electronic message boards, a 6-weekly bulletin and personal contact. Furthermore, the work group ‘Healthier’ presents their work about three times a year at company meetings with all employees. In addition, there are plans to send personal letters to the employees to also try to involve family members.

C. Described health topics

	Smoking-prevention
X	Healthy eating
	Physical activity
	Stress

E. Healthy eating

E.1. Organisation & structures

A survey (The Workplace Health Needs and Risk Survey) among the company indicated that the employees appreciated/needed involvement from the employer with respect to physical activity, healthy nutrition and improvement of sleep. From an assessment, it appeared that the average nutrition of employees is not that good. About 10% does not eat breakfast, about 50% eats too much fat, 45% is overweight and 10% is obese.

A special working group 'Healthier' was started with members from management, work council, facility management, health and safety service, employees, fitness, caterer and external consultancies. The scope of this working group is prevention and lifestyle improvement of employees.

Based on this needs assessment, the project 'catering' was initiated. The project was set up according to the model '6 sigma DMAIC model for improvement' and started with an inventory of the current situation of the catering and actions to be taken (phase 1) followed by a feasibility study and the evaluation of acceptability of the suggested actions (phase 2) by all levels of the company. Results from this evaluation were used to formulate the final action plan for the project 'Catering'. A total of €70,000 was allocated by the top management of the company for these two phases.

The overall goal of the action plan was to increase the availability of healthy food at the work site.

E.2. Strategy and implementation

A program on the promotion of healthy nutrition was launched with the goal that, at least at the compound of SABIC, nutrition behaviours of the employers should be improved by improving the worksite canteens both physically (interior design) and with respect to the selection of products offered.

Actions are taken for vending machines, restaurants and the like, the banqueting offer (e.g., food and drinks during meetings), lunch and dinner. Several measures were implemented with respect to environmental/organisational issues: the personnel and manager of the catering company were rotated; the interior of the canteens was improved and painted in 'healthy attractive colours'; some canteens have even been rebuilt. In addition, special events/happenings are organized in the restaurants.

The aim with respect to the selection of products available was that within 5 years only healthy products will be offered. Every year, changes will be made to achieve that goal. Appointments are made with the catering company with respect to prices, preparation style and offer of healthy products. Furthermore, healthy products are marked with a 'healthier sticker', to make healthy choices easier.

The aims of the project were to increase knowledge and awareness of healthy eating and to change eating behaviour by influencing attitude, motivation and skills as well as the social acceptability of healthy eating. The target group of the activity was the entire company. The activity consisted of written information, plenary meetings and individual counselling. The activity started in 2008 for one year with the aim to be continued after that period.

E.3. Evaluation and results

The Catering Manager and the Facility Leader weekly evaluate issues with respect to nutrition. Findings are documented in a management report as well as desirable actions that derive from the findings. Results from all evaluations and actions are reported to the site manager and the director of personal affairs and discussed monthly in the meeting of the project group 'Healthier'.

Until now, evaluation has mainly been based on the registration of several indicators, for instance: availability of products (variation in price, 50% should be healthy), the amount/type of products sold, the amount/type of meeting lunches ordered, number of visitors/day to restaurant, hygiene, quality of food (temperature, weight). The results of the evaluation are used to adapt the offer to the demand of the user as much as possible with a focus on health. Also, all complaints that are made about the catering are discussed and evaluated.

Additionally, the personal opinion of employees about the catering (restaurant, products, etc.) is collected by asking them personally. Plans for a customer satisfaction survey, similar to the one used at the start of the project, are made. Overall, a gradual increase in the consumption of healthy food at the work site is detected.

SABIC acknowledges the importance to evaluate if the project 'Catering' will lead to a healthier diet outside work, improvement of health/vitality and the prevention of disease. Therefore, data on health parameters (weight, BMI, blood pressure, cholesterol, VO2 max, dietary intake) will be collected and reported at department level.

Model of Good Practice

A. General information about the company

Company/organisation:	Sociale Werkvoorziening Zeist
Address:	Postbus 164, 3700 AD, Zeis
Name of contact person:	Jeroen Verheijen
Function of contact person:	Coordinator Quality, Safety and Environment
Telephone number:	030-8503330
Email:	jverheijen@swzeist.nl
Sector:	Sociale werkvoorziening (Is an organization who offers work to people with an handicap, often mental low skilled
Number of employees:	552

Age	Sex		total
	male	female	
up to 35	69 SW+5 Ambt ¹	24 SW+8 Ambt	93 SW+13 Ambt
35 to 50	165 SW+18 Ambt	56 SW+6 Ambt	221 SW+24 Ambt
50+	143 SW+9 Ambt	47 SW+2 Ambt	190 SW+11 Ambt
total	409 SW + Ambt	143 SW + Ambt	552 SW + Ambt

¹ Ambt= civil servant; SW = employees

B. Integration of WHP in the company policy and culture

The 'Sociale Werkvoorziening Zeist' is a company where people with a handicap are educated and employed. Those clients (from now on called employees) are trained and educated at SWZ with the ultimate goal of participating in the regular labor market.

The organization has a policy plan with respect to health or, more specifically, welfare. Especially smoking, nutrition and physical activity are addressed. Management is dedicated to the improvement of welfare, also with respect to the prevention of sick leave. Yearly a special activity concerning health is organized.

In 2006 the company director and management decided to make 2007 a year for health promotion (especially healthy eating and physical activity). As one year of campaigning would not result in sustaining healthy behavior, direction and management pronounced 2008 to be the year of respect (respect for health, environment and respect for behavior). In 2009 respect will continue to be promoted. Plans have been made and presented for all these activities, and are to be discussed in managers' meetings. Health promotion is not a part of the company's mission statement, but for policy development and the execution of activities, a budget is available, as well in money, time and materials.

Especially concerning the activities and policies on healthy nutrition, the SZW organization in Zeist has developed an interesting approach:

Healthy choice was promoted in the company's restaurant by offering more healthy products such as fruits, salads and so on at a fair price. Trying out and taking the healthy products was promoted, but also left to the choice of each individual.

All employees were offered (voluntarily) to be tested on diabetes, to have a Body Mass Index test and to get personal advice on how to change nutrition and lifestyle. A contest was organized for employees who could realize the best positive change in their BMI within a certain period. The 5 best employees were offered a day out. One of the 5 winners was a manager. Due to his participation, the project gained a lot of impact.

Employees were more interested and motivated to participate.

Information and communication was done personally, by letters and the company magazine.

C. Described health topics

	Smoking-prevention
X	Healthy eating
	Physical activity
	Stress

E. Healthy eating

E.1. Organisation & structures

An internal working group was formed to take charge of the development and execution of the activities. The working group is coordinated by the OSH coordinator. Members of this working group are: an educator, the chief of catering, head of internal business and several employees. Campaign and action plans were made for the first campaign year. Activities in the following years are based upon this plan.

Involvement of other organizations:

Insurance Company Achmea sponsored some activities.

Catering organization developed and advertised “healthy dishes”.

OSH service provider assisted in the process management of the execution of the plans.

Information and participation of employees was stimulated by articles and advertising in the company’s magazine, personal letters at home addresses. Employees were also invited to come up with ideas and suggestions for activities or actions during the campaign.

E.2. Strategy and implementation

With respect to healthy eating, a special course (8 persons/group) was organized. 3 evenings per group. The aim of the course is mainly practical, rather than theoretical. Meals were made and eaten. In 2007 at least 3 groups participated in the course. The course was given by the chief of catering and the organizations' educator. There were no costs involved for the participants.

The courses were practice-oriented.

Participants were taught that healthy can also be tasty and learned how to integrate healthy food in daily life (use week planner). In addition, participants received a cook book. After the course the participants received some sort of follow-up by asking them what they do with healthy eating.

In addition, the catering was adapted towards a more healthy diet. Catering employees are taught how they can prepare and serve healthy food. Menu cards that vary daily were introduced (including pictures) and are placed at message boards and tables. The pictures help to raise attention for healthy food and stimulate the ordering of these products. Besides, a 'healthy sandwich contest' was organized. Employees were informed about the contest by the worksite magazine. The goal was to make a healthy & tasty recipe of a sandwich. The sandwich of the winning recipe was put on the catering menu. About 18 employees participated in the contest.

Furthermore, lunchwalking is organized twice a week, including a healthy take-a-way lunch (costs 1 EURO/lunch). Around 25 employees participate per lunchwalk. Partly, activities are during working hours, partly in employees' personal time.

All activities are set up in conjunction with the needs of employees.

E.3. Evaluation and results

Activities are documented and mainly process-evaluated. What is clear is that the healthy choice in the canteen is more normal now; employees enjoy it and buy it. The activities have resulted in a positive working climate and conditions. There is no clear picture on reduction of sickness leave, improvement of employee conditions.



Model of Good Practice

A. General information about the company

Company/organisation:	Waterland Ziekenhuis
Address:	P.O. Box 250, 1440 AG, Purmerend
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Function of contact person:	Advisor Safety and Vitality at Work
Telephone number:	+31 (0) 299-457709
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Sector:	Hospital
Number of employees:	1166

Age	Sex		total
	male	female	
up to 35	51	290	341
35 to 50	77	467	544
50+	61	220	281
total	189	977	1166

B. Integration of WHP in the company policy and culture

‘Waterland Ziekenhuis’ is a regional hospital that offers specialist care in a healing environment. Offering high quality specialist care including hospitality and service to patients asks for vital and loyal employees with a passion for their work. Within this context, the organization aims to invest in employees by stimulating the development of personal talents and by introducing the policy on vitality. The aim is to facilitate employees to stay or become fit and vital and to stay happy with their work.

The organization has a written program plan entitled ‘Working Vitality on Health’ with a scope on integral worksite health promotion. The program consists of three phases that will be enrolled in a 4-year period: operationalisation of the program (preparing the organisation), implementation of the program and safely securing the implemented program within the organisation. This thoroughly phased approach will ensure the integration of worksite health promotion in the culture of the organization. The policy on vitality is closely connected to strategic management and regularly discussed at management meetings. Health management is an official responsibility of line management (e.g., all levels of management within the organization) documented in the contracts of management with specific goals which are evaluated. Managers also receive training in health management. Management provides the necessary resources and tries to set a good example by attending a weekly physical activity group. The (implementation) of the health policy is regularly evaluated by the project group and top management of the organization and adapted where necessary.

C. Described health topics

	Smoking-prevention
	Healthy eating
X	Physical activity
	Stress

F. Physical activity

F.1. Organisation & structures

The program 'Working Vitally on Health' is developed and implemented, based on input from all layers of the organization through special task forces on working vitally on health and groups that focus, for instance, on lifestyle. Existing expertise within the organization is used. Further, the process is guided by an external consultancy bureau. In addition, the department of Human Resource Management and other employees are involved in specific activities. Employees are actively asked what they need to stay vital.

The physical activity and sports program 'Keep on Moving' resulted from a pilot program that was offered by an external organization. Based on experiences and evaluations of that pilot program, the program 'Keep on Moving' was developed, adapted to the needs and possibilities of employees. Coordination of 'Keep on Moving' is done by a small task force of enthusiastic volunteers. Eventually, the organisation of the program will become the structural responsibility of the internal department of physiotherapy of 'Waterland Ziekenhuis' to ensure sustainability. Budget is allocated to all different activities for physical activity and sports. In addition, participants have to pay a small contribution to cover costs and to increase the commitment to participate.

Information on health promotion activities is distributed among the employees by posters, intranet and personal communication. All new employees receive a package on 'Keep on Moving' when entering the organization.

F.2. Strategy & implementation

'Keep on Moving' consists of a continuous offer of sportive individual and group activities both inside and outside the organization such as: a physical activity program, lunch-walking, stair use, hydro fitness, biking to work, a volleyball tournament, hiking and biking tours, indoor soccer or attending fitness schools against reduced costs, etc.

Activities can be done in private time only, but are offered at convenient times/places and especially organized for employees of 'Waterland Ziekenhuis'.

In addition, facilitating conditions for physical activity and sports are present like walking trails, showers and a changing room and financial arrangements for purchasing a bike.

Usually, family members (partner, child) or friends of the employees are also allowed to participate in activities to improve compliance and social support.

At the beginning (September) and the end (June) of every season, individual checks are conducted. Based on health checks, individual advice was given with respect to physical activity. Fitness tests were used to evaluate the progress of an individual after a year. The occupational physician plays an advisory role.

The aim of 'Keep on Moving' was to make all employees of the company aware of the benefits of physical activity and to improve attitude, motivation and skills to get them more physically active in the end, resulting in increased physical activity and improved vitality. In addition, social cohesion of the organization is improved.

F.3. Evaluation and results

Evaluation of the program 'Keep on Moving' is conducted and based on the number of participants; the feedback and needs expressed by participants and the organisation of the activity. Participants were enthusiastic about the project and many had a positive fitness test. Due to the variety of activities offered, many new employees were involved in the program. However, those who are regarded as the so-called 'sedentary persons' were very difficult to involve in the program. With respect to the organization of the program, it appeared that organization still was too much of a 1-person business. Therefore, it became one of the structural tasks of the department of physiotherapy to ensure sustainability over time.

Quarterly, the so-called Service Level Agreement of 'Keep on Moving' will be evaluated with respect to goals achieved (e.g., number of activities offered, number of participants, etc). Based on this evaluation the Service Level Agreement may be adapted.

With respect to the policy 'Working Vivaly on Health' in general, evaluation is based on indices of achievement. For lifestyle, these indices are the workability-index and the certification procedures of the Dutch Institute for Accreditation of Hospitals and the organization 'Kroon op het werk' (forum for employers with a scope on integral health management). The aim is to improve scores on benchmarks and indices of these procedures with at least 5% every year until the end of the 4-year period.



Model of Good Practice

A. General information about the company

Company/organisation:	Waternet
Address:	Korte Oudekerkerdijk 7; 1096 AC Amsterdam
Name of contact person:	Hans Groen
Function of contact person:	Policy Advisor HRM
Telephone number:	+31 (0) 20-608 31 61
Email:	<u>hans.groen@waternet.nl</u>
Sector:	Water services
Number of employees:	1620

Age	Sex		total
	male	female	
up to 35	190	75	265
35 to 50	825	200	1025
50+	300	30	330
total	1315	305	1620

B. Integrated into the company policy and culture

Waternet is the first company in the Netherlands that combines all water services under one roof. The company is responsible for drinking water, waste water, surface water and safety behind the dykes. Waternet works in and around the Amsterdam area.

The company has a policy plan on health management with respect to especially smoking and physical activity. Plans for healthy nutrition and prevention/management of stress are under construction.

Management supports health management. Management has approved the company health management policy and the topic is regularly discussed at management meetings. In addition, management is stimulated to serve as a role model for the company. Finally, the director yearly addresses the importance of health in his New Year's speech.

The health policy of the company is the results of the evaluation of a project in which employees of all layers of the organization participated. The most important issue is how to steer health management and where ends employers' responsibility.

C. Described health topics

	Smoking-prevention
	Healthy eating
X	Physical activity
	Stress

F. Physical activity

F.1. Organisation & structures

A core group health consisting of a representative of the Works Council, the policy advisor HRM, the arbo office and an enthusiastic employee develops the policy and organizes activities assisted by so-called ambassadors. These ambassadors explore the needs of the employees with respect to health. Attention for health policy is mainly raised by using posters, intranet and the company magazine. In addition, managers are supposed to discuss issues with their employees personally.

The goal of these measures and activities is multiple: prevent sickness leave, promote health and economic profit. In addition, it improves the image of the company.

Execution of the action plan is the responsibility of the project group. Overall health promotion and promotion of physical activity is the responsibility of the management.

The program was connected to the national campaign of physical activity promotion that stresses the importance of at least 30 minutes of physical activity per day.

External organizations involved are Life Guard. Life Guard advises the core group and organizes the health checks and company health index. The company health index delivers steering information for the management of Waternet. The core group is informed by the company's health ambassadors and is responsible for designing new proposals and the ongoing process of running activities.

The budget is € 600.000.

F.2. Strategy & implementation

Waternet has taken several measures and actions with respect to the promotion of physical activity, which are: active policy on stair use; biking to work; fitness; financial arrangement for purchasing a bike; chair massage; half an hour per week to participate in physical activity. Furthermore, lunch walking is promoted by providing take-a-way lunches and a walking route as well as rowing (attending a course; discount membership in rowing club) ice skating (course against reduced fee), biking (club) and walking (club). In addition, it is possible to attend a weekly yoga session. Once in a while, activities such as volleyball or beach-sailing are organized. Waternet also hires a consultancy bureau for advice and for assessing health checks among employees (2x/year). Employees with a risk profile are offered guidance towards a healthy lifestyle by this consultancy bureau.

The activity 'Biking to work' was organized by the core group health for the entire company, had the character of a 1-day campaign and incorporated written information (leaflets, posters, intranet) and personal contact to promote biking as a transportation mode. Presents were also given to those who already used their bike to work. In addition, the commonly raised excuse (rain) was targeted by providing rain coats. The activity addressed several goals with respect to the promotion of physical activity: to inform, to raise awareness, to motivate, to improve social support and to actually improve behaviour. The activity was organized twice in the last two years and will be conducted more often in the future.

Information on health management and health activities is available through intranet and all new employees receive an information package. In offices (mostly outdoor workers) where employees are not provided with PCs, health ambassadors spread information.

F.3. Evaluation and results

The activity was informally evaluated by the core group health, based on spontaneous comments of participants. Based on the number of presents given, the reach was evaluated (about 350 persons were reached/participated). The activity was evaluated positively, since an often heard comment was that people wanted to do it more often. In addition, the cycle shed of the company has been overloaded with bikes since the campaign. Besides, participants were very enthusiastic about the activity.

The core group advises Waternet direction yearly on health activities and policies for the next year. This advice is based on evaluation reports.



Model of Good Practice

A. General information about the company

Company/organisation:	SABIC Innovative Plastics BV
Address:	Plasticslaan 1; 4612 PX Bergen op Zoom, the Netherlands
Name of contact person:	Henri Hendrickx
Function of contact person:	Occupational physician / manager health and safety service / medical lead Europe
Telephone number:	0164-291722 / 06-20597765
Email:	henri.hendrickx@sabic-ip.com
Sector:	Chemical Industry
Number of employees	1452 (40% office employees; 60% manufacturing employees)

Age	Sex		total
	male	female	
up to 35	174	83	257
35 to 50	746	126	872
50+	305	18	323
total	1225	227	1452

B. Integration of WHP in the company policy and culture

SABIC is the Saudi Basic Industries Corporation, one of the world’s leading manufacturers of chemicals, fertilizers, plastics and metals. Their plastic business “SABIC Innovative Plastics” in the Netherlands is a world leader in providing engineering thermoplastic material solutions. SABIC wants to stimulate a healthy lifestyle to keep the healthy employees also healthy in the future. About 3 years ago the development of the worksite health policy was started.

Worksite Health Promotion is part of the policy plan of SABIC. This policy plan is evaluated and adapted yearly. Within the policy plan four topics are addressed: smoking, nutrition, physical activity and stress management.

Worksite health promotion is actively supported by the management team of the company, which includes the signing of the policy plan, addressing the topic in management meetings, active contribution to the implementation of health promotion activities and the provision of resources to make activities possible. In addition, the management also serves as a role model, e.g.: what types of food does the manager order? Also management personnel are trained to have motivational discussions with employees on healthy lifestyles and how they can address these issues in the right way.

The employees are informed about health promotion activities by posters, the intranet, e-mail, electronic message boards, a 6-weekly bulletin and personal contact. Furthermore, the work group ‘Healthier’ presents their work about three times a year at company meetings with all employees. In addition, there are plans to send personal letters to the employees to also try to involve family members.

C. Described health topics

	Smoking-prevention
X	Healthy eating
	Physical activity
	Stress

E. Healthy eating

E.1. Organisation & structures

A survey (The Workplace Health Needs and Risk Survey) among the company indicated that the employees appreciated/needed involvement from the employer with respect to physical activity, healthy nutrition and improvement of sleep. From an assessment, it appeared that the average nutrition of employees is not that good. About 10% does not eat breakfast, about 50% eats too much fat, 45% is overweight and 10% is obese.

A special working group 'Healthier' was started with members from management, work council, facility management, health and safety service, employees, fitness, caterer and external consultancies. The scope of this working group is prevention and lifestyle improvement of employees.

Based on this needs assessment, the project 'catering' was initiated. The project was set up according to the model '6 sigma DMAIC model for improvement' and started with an inventory of the current situation of the catering and actions to be taken (phase 1) followed by a feasibility study and the evaluation of acceptability of the suggested actions (phase 2) by all levels of the company. Results from this evaluation were used to formulate the final action plan for the project 'Catering'. A total of €70,000 was allocated by the top management of the company for these two phases.

The overall goal of the action plan was to increase the availability of healthy food at the work site.

E.2. Strategy and implementation

A program on the promotion of healthy nutrition was launched with the goal that, at least at the compound of SABIC, nutrition behaviours of the employers should be improved by improving the worksite canteens both physically (interior design) and with respect to the selection of products offered.

Actions are taken for vending machines, restaurants and the like, the banqueting offer (e.g., food and drinks during meetings), lunch and dinner. Several measures were implemented with respect to environmental/organisational issues: the personnel and manager of the catering company were rotated; the interior of the canteens was improved and painted in 'healthy attractive colours'; some canteens have even been rebuilt. In addition, special events/happenings are organized in the restaurants.

The aim with respect to the selection of products available was that within 5 years only healthy products will be offered. Every year, changes will be made to achieve that goal. Appointments are made with the catering company with respect to prices, preparation style and offer of healthy products. Furthermore, healthy products are marked with a 'healthier sticker', to make healthy choices easier.

The aims of the project were to increase knowledge and awareness of healthy eating and to change eating behaviour by influencing attitude, motivation and skills as well as the social acceptability of healthy eating. The target group of the activity was the entire company. The activity consisted of written information, plenary meetings and individual counselling. The activity started in 2008 for one year with the aim to be continued after that period.

E.3. Evaluation and results

The Catering Manager and the Facility Leader weekly evaluate issues with respect to nutrition. Findings are documented in a management report as well as desirable actions that derive from the findings. Results from all evaluations and actions are reported to the site manager and the director of personal affairs and discussed monthly in the meeting of the project group 'Healthier'.

Until now, evaluation has mainly been based on the registration of several indicators, for instance: availability of products (variation in price, 50% should be healthy), the amount/type of products sold, the amount/type of meeting lunches ordered, number of visitors/day to restaurant, hygiene, quality of food (temperature, weight). The results of the evaluation are used to adapt the offer to the demand of the user as much as possible with a focus on health. Also, all complaints that are made about the catering are discussed and evaluated.

Additionally, the personal opinion of employees about the catering (restaurant, products, etc.) is collected by asking them personally. Plans for a customer satisfaction survey, similar to the one used at the start of the project, are made. Overall, a gradual increase in the consumption of healthy food at the work site is detected.

SABIC acknowledges the importance to evaluate if the project 'Catering' will lead to a healthier diet outside work, improvement of health/vitality and the prevention of disease. Therefore, data on health parameters (weight, BMI, blood pressure, cholesterol, VO2 max, dietary intake) will be collected and reported at department level.

Model of Good Practice

A. General information about the company

Company/organisation:	Sociale Werkvoorziening Zeist
Address:	Postbus 164, 3700 AD, Zeis
Name of contact person:	Jeroen Verheijen
Function of contact person:	Coordinator Quality, Safety and Environment
Telephone number:	030-8503330
Email:	jverheijen@swzeist.nl
Sector:	Sociale werkvoorziening (Is an organization who offers work to people with an handicap, often mental low skilled
Number of employees:	552

Age	Sex		total
	male	female	
up to 35	69 SW+5 Ambt ¹	24 SW+8 Ambt	93 SW+13 Ambt
35 to 50	165 SW+18 Ambt	56 SW+6 Ambt	221 SW+24 Ambt
50+	143 SW+9 Ambt	47 SW+2 Ambt	190 SW+11 Ambt
total	409 SW + Ambt	143 SW + Ambt	552 SW + Ambt

¹ Ambt= civil servant; SW = employees

B. Integration of WHP in the company policy and culture

The 'Sociale Werkvoorziening Zeist' is a company where people with a handicap are educated and employed. Those clients (from now on called employees) are trained and educated at SWZ with the ultimate goal of participating in the regular labor market.

The organization has a policy plan with respect to health or, more specifically, welfare. Especially smoking, nutrition and physical activity are addressed. Management is dedicated to the improvement of welfare, also with respect to the prevention of sick leave. Yearly a special activity concerning health is organized.

In 2006 the company director and management decided to make 2007 a year for health promotion (especially healthy eating and physical activity). As one year of campaigning would not result in sustaining healthy behavior, direction and management pronounced 2008 to be the year of respect (respect for health, environment and respect for behavior). In 2009 respect will continue to be promoted. Plans have been made and presented for all these activities, and are to be discussed in managers' meetings. Health promotion is not a part of the company's mission statement, but for policy development and the execution of activities, a budget is available, as well in money, time and materials.

Especially concerning the activities and policies on healthy nutrition, the SZW organization in Zeist has developed an interesting approach:

Healthy choice was promoted in the company's restaurant by offering more healthy products such as fruits, salads and so on at a fair price. Trying out and taking the healthy products was promoted, but also left to the choice of each individual.

All employees were offered (voluntarily) to be tested on diabetes, to have a Body Mass Index test and to get personal advice on how to change nutrition and lifestyle. A contest was organized for employees who could realize the best positive change in their BMI within a certain period. The 5 best employees were offered a day out. One of the 5 winners was a manager. Due to his participation, the project gained a lot of impact.

Employees were more interested and motivated to participate.

Information and communication was done personally, by letters and the company magazine.

C. Described health topics

	Smoking-prevention
X	Healthy eating
	Physical activity
	Stress

E. Healthy eating

E.1. Organisation & structures

An internal working group was formed to take charge of the development and execution of the activities. The working group is coordinated by the OSH coordinator. Members of this working group are: an educator, the chief of catering, head of internal business and several employees. Campaign and action plans were made for the first campaign year. Activities in the following years are based upon this plan.

Involvement of other organizations:

Insurance Company Achmea sponsored some activities.

Catering organization developed and advertised "healthy dishes".

OSH service provider assisted in the process management of the execution of the plans.

Information and participation of employees was stimulated by articles and advertising in the company's magazine, personal letters at home addresses. Employees were also invited to come up with ideas and suggestions for activities or actions during the campaign.

E.2. Strategy and implementation

With respect to healthy eating, a special course (8 persons/group) was organized. 3 evenings per group. The aim of the course is mainly practical, rather than theoretical. Meals were made and eaten. In 2007 at least 3 groups participated in the course. The course was given by the chief of catering and the organizations' educator. There were no costs involved for the participants.

The courses were practice-oriented.

Participants were taught that healthy can also be tasty and learned how to integrate healthy food in daily life (use week planner). In addition, participants received a cook book. After the course the participants received some sort of follow-up by asking them what they do with healthy eating.

In addition, the catering was adapted towards a more healthy diet. Catering employees are taught how they can prepare and serve healthy food. Menu cards that vary daily were introduced (including pictures) and are placed at message boards and tables. The pictures help to raise attention for healthy food and stimulate the ordering of these products. Besides, a 'healthy sandwich contest' was organized. Employees were informed about the contest by the worksite magazine. The goal was to make a healthy & tasty recipe of a sandwich. The sandwich of the winning recipe was put on the catering menu. About 18 employees participated in the contest.

Furthermore, lunchwalking is organized twice a week, including a healthy take-a-way lunch (costs 1 EURO/lunch). Around 25 employees participate per lunchwalk. Partly, activities are during working hours, partly in employees' personal time.

All activities are set up in conjunction with the needs of employees.

E.3. Evaluation and results

Activities are documented and mainly process-evaluated. What is clear is that the healthy choice in the canteen is more normal now; employees enjoy it and buy it. The activities have resulted in a positive working climate and conditions. There is no clear picture on reduction of sickness leave, improvement of employee conditions.



Model of Good Practice

A. General information about the company

Company/organisation:	Agis
Address:	Postbus 19, 3800 HA, Amersfoort, The Netherlands
Name of contact person:	Mr Reijmerink
Function of contact person:	Advisor occupational circumstances
Telephone number:	+31 (0) 6 22 88 79 91
Email:	m.reijmerink@agisweb.nl
Sector:	Health care insurance
Number of employees:	1462

Age	Sex		total
	male	female	
up to 35	109	194	303
35 to 50	299	441	740
50+	193	226	419
total	601	861	1462

B. Integration of WHP in the company policy and culture

Nationwide, Agis serves 1.23 million customers in the basic insurance sector; in addition they execute the Exceptional Medical Expenses Act for 3 million Dutch citizens and provide supplementary insurance packages for both the individual and the collective market.

Agis wants to take care of the health of its employees and has a policy plan with respect to health management in the fields of smoking, nutrition, physical activity and stress management. The company employs an occupational physician, an occupational psychologist, a dietician and occupational physiotherapists.

Management actively supports this policy plan on health. For all activities a budget is allocated and approved by them. In addition, the majority of the 'health' activities can be undertaken during work-hours. Twice a year health management is discussed at management meetings. Additionally, managers participate in activities and are supposed to motivate/lead their employees.

C. Described health topics

	Smoking-prevention
	Healthy eating
X	Physical activity
	Stress

F. Physical activity

F.1. Organisation & structures

The employees are involved in the development of activities concerning health by quarterly meetings between the occupational physician and the work council. Every month an activity with respect to health management is organized. Employees are informed about activities by posters, intranet, e-mail, personal letters and personal contact.

Agis stimulates biking as a means of transport to work, by offering a financial arrangement for purchasing a bike against reduced costs. In addition, lunch-walking is organized regularly and supported by the possibility to buy special take-a-way lunches. Every new employee is informed about the health policy of Agis and the monthly activities raise attention for health.

F.2. Strategy & implementation

Based on a needs assessment, it appeared that a large group of employees has major health concerns or are at risk, and about 65% is overweight.

Based on the periodical health check, employees are stimulated to participate in a special physical activity program combined with periodical health checks. This program lasts for three months and consists of a bi-weekly sports session, during work hours, adapted to the possibilities of the participant. Activities are supervised/organised by the company medical officer and physiotherapists, often combined with counselling from a dietician. After this program, participants get the possibility to exercise in a fitness centre against a reduced fee of 70% less and some follow-up sessions are organized within the company to discuss physical activity.

Next to the physical activity program, three one-week clinics were organized for playing frisbee, volleyball and korfbal In the last three years. In addition, a yearly staircase-week was organized to promote staircase use, and lunch walking was promoted yearly by posters and providing take-a-way lunches and apples. Bike tours are organized regularly on weekends and also involve family members of the employees; plans for walking tours are under construction.

F.3. Evaluation and results

The health policy plan is regularly evaluated, for instance, with respect to the effects on sick leave and health care use (general practitioner, pharmacist). Results showed that among participants of the physical activity program, sick leave was reduced by 50%, among those who did not participate, the amount of sick leave stayed the same. Health care use appeared to be rather high and implications for the arbodienst (occupational services) are formulated. About 170 of the 900 employees with a risk profile participated in physical activity programs.



Model of Good Practice

A. General information about the company

Company/organisation:	Waterland Ziekenhuis
Address:	P.O. Box 250, 1440 AG, Purmerend
Name of contact person:	Joost de Bie
Function of contact person:	Advisor Safety and Vitality at Work
Telephone number:	+31 (0) 299-457709
Email:	jdebie@wlz.nl
Sector:	Hospital
Number of employees:	1166

Age	Sex		total
	male	female	
up to 35	51	290	341
35 to 50	77	467	544
50+	61	220	281
total	189	977	1166

B. Integration of WHP in the company policy and culture

'Waterland Ziekenhuis' is a regional hospital that offers specialist care in a healing environment. Offering high quality specialist care including hospitality and service to patients asks for vital and loyal employees with a passion for their work. Within this context, the organization aims to invest in employees by stimulating the development of personal talents and by introducing the policy on vitality. The aim is to facilitate employees to stay or become fit and vital and to stay happy with their work.

The organization has a written program plan entitled 'Working Vitality on Health' with a scope on integral worksite health promotion. The program consists of three phases that will be enrolled in a 4-year period: operationalisation of the program (preparing the organisation), implementation of the program and safely securing the implemented program within the organisation. This thoroughly phased approach will ensure the integration of worksite health promotion in the culture of the organization. The policy on vitality is closely connected to strategic management and regularly discussed at management meetings. Health management is an official responsibility of line management (e.g., all levels of management within the organization) documented in the contracts of management with specific goals which are evaluated. Managers also receive training in health management. Management provides the necessary resources and tries to set a good example by attending a weekly physical activity group. The (implementation) of the health policy is regularly evaluated by the project group and top management of the organization and adapted where necessary.

C. Described health topics

	Smoking-prevention
	Healthy eating
X	Physical activity
	Stress

F. Physical activity

F.1. Organisation & structures

The program 'Working Vitally on Health' is developed and implemented, based on input from all layers of the organization through special task forces on working vitally on health and groups that focus, for instance, on lifestyle. Existing expertise within the organization is used. Further, the process is guided by an external consultancy bureau. In addition, the department of Human Resource Management and other employees are involved in specific activities. Employees are actively asked what they need to stay vital.

The physical activity and sports program 'Keep on Moving' resulted from a pilot program that was offered by an external organization. Based on experiences and evaluations of that pilot program, the program 'Keep on Moving' was developed, adapted to the needs and possibilities of employees. Coordination of 'Keep on Moving' is done by a small task force of enthusiastic volunteers. Eventually, the organisation of the program will become the structural responsibility of the internal department of physiotherapy of 'Waterland Ziekenhuis' to ensure sustainability. Budget is allocated to all different activities for physical activity and sports. In addition, participants have to pay a small contribution to cover costs and to increase the commitment to participate.

Information on health promotion activities is distributed among the employees by posters, intranet and personal communication. All new employees receive a package on 'Keep on Moving' when entering the organization.

F.2. Strategy & implementation

'Keep on Moving' consists of a continuous offer of sportive individual and group activities both inside and outside the organization such as: a physical activity program, lunch-walking, stair use, hydro fitness, biking to work, a volleyball tournament, hiking and biking tours, indoor soccer or attending fitness schools against reduced costs, etc.

Activities can be done in private time only, but are offered at convenient times/places and especially organized for employees of 'Waterland Ziekenhuis'.

In addition, facilitating conditions for physical activity and sports are present like walking trails, showers and a changing room and financial arrangements for purchasing a bike.

Usually, family members (partner, child) or friends of the employees are also allowed to participate in activities to improve compliance and social support.

At the beginning (September) and the end (June) of every season, individual checks are conducted. Based on health checks, individual advice was given with respect to physical activity. Fitness tests were used to evaluate the progress of an individual after a year. The occupational physician plays an advisory role.

The aim of 'Keep on Moving' was to make all employees of the company aware of the benefits of physical activity and to improve attitude, motivation and skills to get them more physically active in the end, resulting in increased physical activity and improved vitality. In addition, social cohesion of the organization is improved.

F.3. Evaluation and results

Evaluation of the program 'Keep on Moving' is conducted and based on the number of participants; the feedback and needs expressed by participants and the organisation of the activity. Participants were enthusiastic about the project and many had a positive fitness test. Due to the variety of activities offered, many new employees were involved in the program. However, those who are regarded as the so-called 'sedentary persons' were very difficult to involve in the program. With respect to the organization of the program, it appeared that organization still was too much of a 1-person business. Therefore, it became one of the structural tasks of the department of physiotherapy to ensure sustainability over time.

Quarterly, the so-called Service Level Agreement of 'Keep on Moving' will be evaluated with respect to goals achieved (e.g., number of activities offered, number of participants, etc). Based on this evaluation the Service Level Agreement may be adapted.

With respect to the policy 'Working Vivaly on Health' in general, evaluation is based on indices of achievement. For lifestyle, these indices are the workability-index and the certification procedures of the Dutch Institute for Accreditation of Hospitals and the organization 'Kroon op het werk' (forum for employers with a scope on integral health management). The aim is to improve scores on benchmarks and indices of these procedures with at least 5% every year until the end of the 4-year period.



Model of Good Practice

A. General information about the company

Company/organisation:	Waternet
Address:	Korte Oudekerkerdijk 7; 1096 AC Amsterdam
Name of contact person:	Hans Groen
Function of contact person:	Policy Advisor HRM
Telephone number:	+31 (0) 20-608 31 61
Email:	<u>hans.groen@waternet.nl</u>
Sector:	Water services
Number of employees:	1620

Age	Sex		total
	male	female	
up to 35	190	75	265
35 to 50	825	200	1025
50+	300	30	330
total	1315	305	1620

B. Integrated into the company policy and culture

Waternet is the first company in the Netherlands that combines all water services under one roof. The company is responsible for drinking water, waste water, surface water and safety behind the dykes. Waternet works in and around the Amsterdam area.

The company has a policy plan on health management with respect to especially smoking and physical activity. Plans for healthy nutrition and prevention/management of stress are under construction.

Management supports health management. Management has approved the company health management policy and the topic is regularly discussed at management meetings. In addition, management is stimulated to serve as a role model for the company. Finally, the director yearly addresses the importance of health in his New Year's speech.

The health policy of the company is the results of the evaluation of a project in which employees of all layers of the organization participated. The most important issue is how to steer health management and where ends employers' responsibility.

C. Described health topics

	Smoking-prevention
	Healthy eating
X	Physical activity
	Stress

F. Physical activity

F.1. Organisation & structures

A core group health consisting of a representative of the Works Council, the policy advisor HRM, the arbo office and an enthusiastic employee develops the policy and organizes activities assisted by so-called ambassadors. These ambassadors explore the needs of the employees with respect to health. Attention for health policy is mainly raised by using posters, intranet and the company magazine. In addition, managers are supposed to discuss issues with their employees personally.

The goal of these measures and activities is multiple: prevent sickness leave, promote health and economic profit. In addition, it improves the image of the company.

Execution of the action plan is the responsibility of the project group. Overall health promotion and promotion of physical activity is the responsibility of the management.

The program was connected to the national campaign of physical activity promotion that stresses the importance of at least 30 minutes of physical activity per day.

External organizations involved are Life Guard. Life Guard advises the core group and organizes the health checks and company health index. The company health index delivers steering information for the management of Waternet. The core group is informed by the company's health ambassadors and is responsible for designing new proposals and the ongoing process of running activities.

The budget is € 600.000.

F.2. Strategy & implementation

Waternet has taken several measures and actions with respect to the promotion of physical activity, which are: active policy on stair use; biking to work; fitness; financial arrangement for purchasing a bike; chair massage; half an hour per week to participate in physical activity. Furthermore, lunch walking is promoted by providing take-a-way lunches and a walking route as well as rowing (attending a course; discount membership in rowing club) ice skating (course against reduced fee), biking (club) and walking (club). In addition, it is possible to attend a weekly yoga session. Once in a while, activities such as volleyball or beach-sailing are organized. Waternet also hires a consultancy bureau for advice and for assessing health checks among employees (2x/year). Employees with a risk profile are offered guidance towards a healthy lifestyle by this consultancy bureau.

The activity 'Biking to work' was organized by the core group health for the entire company, had the character of a 1-day campaign and incorporated written information (leaflets, posters, intranet) and personal contact to promote biking as a transportation mode. Presents were also given to those who already used their bike to work. In addition, the commonly raised excuse (rain) was targeted by providing rain coats. The activity addressed several goals with respect to the promotion of physical activity: to inform, to raise awareness, to motivate, to improve social support and to actually improve behaviour. The activity was organized twice in the last two years and will be conducted more often in the future.

Information on health management and health activities is available through intranet and all new employees receive an information package. In offices (mostly outdoor workers) where employees are not provided with PCs, health ambassadors spread information.

F.3. Evaluation and results

The activity was informally evaluated by the core group health, based on spontaneous comments of participants. Based on the number of presents given, the reach was evaluated (about 350 persons were reached/participated). The activity was evaluated positively, since an often heard comment was that people wanted to do it more often. In addition, the cycle shed of the company has been overloaded with bikes since the campaign. Besides, participants were very enthusiastic about the activity.

The core group advises Waternet direction yearly on health activities and policies for the next year. This advice is based on evaluation reports.



Model of Good Practice

A. General information about the company

Company/organisation:	Emergis
Address:	's Gravenpolderseweg 53, 4462 RA, Goes
Name of contact person:	Anita Stoel and Monique Anthonisse
Function of contact person:	Expert in occupation and organization
Telephone number:	+31 (0) 113 267 210
Email:	Anthonisse@emergis.nl
Sector:	Mental Health Care
Number of employees:	1476

Age	Sex		total
	male	female	
up to 35	67	357	424
35 to 50	171	487	658
50+	141	253	394
total	379	1097	1476

B. Integration of WHP in the company policy and culture

Emergis is a regional organization for mental health care with about 40 locations, aimed at prevention, treatment and long-term guidance of clients.

One of the principals of the policy plan for personnel is that healthy, vital and capable personnel deliver healthy and qualitatively good care. Employees are the human capital of the organization. Whoever isn't able to take care of him- or herself properly, cannot deliver proper care to others. One out of nine of the core elements of the company policy plan has a focus on health management. The emphasis of health management is gradually shifting to a focus on keeping the healthy employee healthy.

Since 2005, the company has started a project "Gezonder zorgen" (means giving care in a healthier way), which will be transformed in a health management policy plan with respect to smoking, nutrition, physical activity and mental health (stress management). This initiative is supported by management, who also give approval and provide the budget (€100,000/year) to organize activities.

The project is well known within the entire organization. The topic 'health management' (prevention, health promotion, stress management) is one of the issues to be discussed in regular job evaluation conversations between manager and employee.

C. Described health topics

	Smoking-prevention
	Healthy eating
	Physical activity
X	Stress

G. Stress

G.1. Organisation & structures

A special task force was started with the responsibility of working on the development of a policy plan and activities with respect to health management and health promotion. Next to the expert in occupation and organization, employees from several layers of the organization take part in this task force: members of the work council, the chairman of the board of directors and members of the Personnel and Organization department. The latter is main responsible for operationalization of health management.

Every year, the task force develops a list of individual activities with respect to health promotion in all fields. This list is distributed as a booklet among all employees of Emergis. Employees can subscribe to one or more activities of their choice, with a maximum of a certain budget (approx. €150 per person for all activities). The list of activities entails the top five activities that were most preferred in the past years as well as new activities to ensure yearly variety. In addition, employees can also submit a well-founded request for another activity in the field of health promotion that meets their personal needs. If approved, the employee will get reimbursed for this activity.

G.2. Strategy & implementation

Several activities to tackle/prevent stress have been undertaken in the past years. A variety of courses is offered to the employees, like courses on: dealing with job pressure and work-related stress; Zen meditation; combining parenthood and work; personal effectiveness; emotional painting; shiatsu massage. In addition, stress management is also a topic in peer intervention, supervision and coaching. Employees and supervisors are encouraged to discuss this topic; in addition, it can be discussed with a confidential adviser. The instrument RI&E (Risk Inventory and Evaluation) is used to detect workload, stress, aggression and emotional restraints at the worksite. The policy 'Pleasure and Achievement' is under construction with the aim of stimulating employees to work with more pleasure and better results, by working on responsibilities and trust in one's self and others and using reflection. Since 2005, the meditation course Zen (3 meetings of 3.5 hours) has been organized especially for employees from Emergis and can be followed during working hours, if necessary. The teacher of the course is a professional Zen instructor. The possibility to follow the course is yearly recurrent and given at two levels: starters and advanced students. Emergis covers the costs for participation. Attention for the course is raised by using the booklet, intranet and personal letters. The aim of the course is to learn to focus; only concentrate on what you are doing improves inner peace and appreciation for what and whom you are doing it. This will result in increased efficacy, pleasure and satisfaction. The additional benefit of following this course is that Zen meditation/mindfulness is also used in treatment of clients. Therefore, lessons learned are good for employees personally, but also for their professional skills.

G.3. Evaluation & results

The project “Gezonder zorgen” is yearly evaluated by assessing attendance rates and the evaluation of the experiences of the participants. In total, about eight activities were offered to the personnel, among them, the Zen course, fitness, swimming and emotional painting. Over 50% of the employees participated in one or more of the activities. With respect to the evaluation of experiences with a certain activity, participants are asked to what extent the activity they attended contributed positively to their mental/physical health on a scale of 1 (very little) to 10 (very much). Evaluation scores are on average between 7.3 and 8.5.

Based on the evaluation of attendance rates and ‘usefulness’ of the activity, the top five most appreciated activities are offered recurrently.

From the results of a survey on employee satisfaction, it appeared that employees really appreciate the project “Gezonder zorgen” as a whole and like the applicability of, for instance, the Zen course to their daily work with clients.

Sick leave rates decreased in the last year; however, it isn’t clear entirely if this decrease is due to the project “Gezonder zorgen”. Future plans are made to use the Workability Index as an evaluation tool of worksite health promotion.