

Additional file 1: Appendix B. Step2 Matrix A-E. Individual and environmental determinants of listed performance objectives for each stakeholder and priority health conditions and the required learn and change objectives

Matrix A
Mental Health -Employee

Mental Health – Employee		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
De-stigmatize mental health look at it differently open communication	Describe that it's okay to talk about depression/anxiety/ mental health issues Inform employees at all levels about mental health issues	Explaining/de-mystifying stigma around mental health	To demonstrate that by talking about my mental health problems, that I will get empathy or understanding from my organization/peers/etc.	To build confidence to be able to discuss mental health problems
Know when to seek help	Describe or explain what help is available Explain that there are resources available that will tell you how to seek help (who, where to go)	Explain that by seeking help it will be dealt with in a confidential way Explain or describe that mental health can be effectively treated	Demonstrate that people that seek help can be helped	Provide the resources to foster the self-confidence for people to know when and where to seek help when they need it
seek out positive relationships among peers and leadership	Ensure leaders know what the organization expects from them Inform employees about the role leaders play Encourage employees to discuss mental health issues Explain the role of positive relationships in mental health Inform that leadership has been trained in mental health		Demonstrate that leadership will be supportive of mental health issues	Improve confidence in their willingness to seek leadership advice

Mental Health – Employee		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
use available resources	Describe where they can find available resources when they are having a mental health issue	Explain that by using available resources it will be dealt with in a confidential way		Improve confidence in seeking out available resources
minimize isolation participate in social networks	Explain why isolation can impact mental health / why participating in social activities reduces risk of mental health, consequences of mental health issues Explain how to participate in social networks	Explain that social support is important in addressing a mental health issue		Improve confidence in participating in social networks
avoid gossip or other negative behaviours	Explain how negative behaviours or gossip impact mental health	Change attitudes around the impact of gossip at the workplace	Create an atmosphere where negative behaviour is not condoned	Build confidence around how to stop gossip or other negative behaviours
Compliance re medication / counselling/ support	Describe the benefits of seeking support, medication compliance (how to, consequences of not following)	Explain that taking as recommended will impact success Change belief around the stigma of taking medication	Describe that it is okay to seek support (also applies to attitudes)	Build confidence to seek support Build confidence to manage your own compliance

Mental Health – Employee				
Individual Determinants				
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
Exercise minimum 30 minutes per day (150 min/week)	<p>Explain how exercise is beneficial to mental health – links on source to articles for example</p> <p>Demonstrate how you can find 30 minutes per day to exercise</p> <p>Explain how exercise can improve your work performance, increase efficiency</p>	Explain that it is possible to find 30 min per day to exercise – provide tips and examples	Build positive expectations around the ability to exercise and the benefits that can be realized.	Build confidence to find 30 minutes during the day to exercise and that it will not impact work performance
Get adequate sleep	<p>Explain how one can achieve adequate sleep (7 hours) and where to find the resources to assist them in getting better sleep</p> <p>Explain the difference between quantity and quality of sleep and how needs might differ between people</p>	Explain that it is possible to obtain adequate sleep	Build positive expectations around the ability to get good sleep	Build confidence in ability to utilize strategies to get better sleep
Proper diet/nutrition	Explain how one can achieve adequate nutrition (low fat, high fibre, low sugar, calories) and where to find the resources to assist them in getting better nutrition	<p>Explain that it is possible to eat properly (provide tips and links)</p> <p>Explain how proper diet/nutrition can positively impact mental health</p>	Build positive expectations around the ability to have nutritious meals	<p>Build confidence to seek/make nutritious meals</p> <p>Provide tips on how to eat healthy</p>

Mental Health – Employee		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
Avoid tobacco Minimize alcohol	Describe how these can impact mental health Describe resources to be able to stop smoking, where you need to go seek help	Demonstrate that it is okay to seek help	Persuade that it is possible stop smoking or reduce alcohol	Build confidence that you can make changes to these issues
Engage in stress/time management work/life balance	Learn how to better manage time and stress Describe the available resources to help work/life balance	Show that it is possible to have work/life balance Demonstrate that it is OK to seek help for stress management	Persuade that it is possible to reduce stress Demonstrate that it is okay to create work/life balance in a way that works for you	Build confidence to seek help when work/life stress is totally out of balance

Mental Health – Employee		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
De-stigmatize mental health look at it differently open communication	Explain the anti-harassment and accommodation policies and standards Senior leaders share their experience in working with mental health issues; senior leaders talk openly	De-stigmatization training for managers Add de-stigmatization training for employees	Demonstrate and praise individuals who discuss their mental health issues	De-stigmatization training for managers Add de-stigmatization training for employees	Demonstrate that it's okay for employee to discuss openly the issues around mental health as it impacts their function at work; Demonstrate to employees that the organization cares and will be compassionate towards the issues and managers will be understanding Senior leaders share their experience in working with mental health issues;
know when to seek help	Promote/reinforce the importance of manager training	Emphasize that if employees seek help they will be supported by their team/manager	Incorporate mental health training into new manager training Include applicable information in new employee manual/training	Enhance visibility of resources available to employees	Promote an organizational culture where it is okay to seek help

Mental Health – Employee		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
Seek out positive relationships among peers and leadership	Demonstrate how teams who have positive relationships impact the work environment (e.g. socializing with teams; creating opportunities to know each other better)	Demonstrate within the teams that positive relationships are encouraged and well accepted while negative talk/gossip is discouraged within the teams	Recognize/praise positive relationships that are developed by employees		Demonstrate how senior leaders and their relationships impact the organization positively
use available resources	Demonstrate how team leaders can provide information/promote resources to team members (e.g. in team meetings)		Demonstrate using data or graphs the utilization of the resources by employees Host a fair where vendors can provide education and information on services available	Demonstrate that resources are readily accessible; enhance communication and visibility around the resources Enhance visibility through communicating in common areas (e.g. cafeterias)	Encourage the use of the available resources when needed Attach the company brand to philanthropy to support the area of mental health Demonstrate to employees what we are doing in the area of philanthropy and mental health (e.g. Adolescent Mental Health – Dalhousie)

Mental Health – Employee		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
minimize isolation participate in social networks	encourage face to face communication ; being in the moment during meetings	demonstrate by team leaders the norms- expectation	team leaders demonstrate the norms and encourage others to participate	train managers how to engage employees and avoid isolation	Describe a culture that encourages employees to get involved; feel safe about participating
avoid gossip or other negative behaviours	managers as an example - encourage managers to be role models with respect to avoiding gossip and neg. behaviours	Within teams and working groups support and promote positive behaviours	managers reinforce positive behaviours	Include in HR documents/ new employee documentation Include in value proposition	managers expected to take action on negative behaviours/gossip culture describes low tolerance for employees to engage in this behaviour explicitly talk about these behaviours within our employee value proposition
Compliance re medication / counselling/ support	describe that the norm for mental health issues is to receive counseling	provide through benefits program to reduce stigmatization around counseling	educate employees on the importance of compliance; reinforce that the organization is here to support employees Provide feedback using HRA	Use flex benefits and microsite to educate Encourage use of EAP communications Include info on Source Provide information on the importance of medication adherence	
Exercise minimum 30 minutes per day 5 days per week	mentorship by management; role models for exercise and get away from their desk on lunch	Provide a forum for individuals looking for social support to promote physical activity (i.e. discussions for people to look for group fitness activities)	Use verbal reinforcement and reward positive behaviour sharing of best practices (e.g. collaboration tool or forum to share what employees/managers are doing)	Use videos (e.g. 23 1/2 hours) Wellness programs such as health challenges Reinforce programs such as Weight Watchers at Work, fitness reimbursements, Wellness Account, on-site gyms	senior leaders demonstrate participating in national wellness day and other wellness programs offered

Mental Health – Employee		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
Adequate sleep	Provide guidelines on avoid sending emails late at night too often, respectful of getting sleep Describe the recommended sleep requirement (guidelines)		Provide feedback using HRA assessment	education around the impact of sleep deprivation and how to ensure adequate sleep EAP program; sleep webinars as part of wellness program; HRA sleep data for analysis to see if it's going in the right direction over time	emphasize CEO messaging around being a high performance culture and the type of climate we're striving for and how we're going to get there; ensure employees know that a positive culture is important
Proper diet/nutrition	show role modeling; walking the walk; healthy snacks and meals for meetings; where cafeterias exist, ensuring healthy options discuss about the community norms shifting toward healthy food/drink choices Provide more option in drinks like juices rather than coffee or pop	Demonstrate peer to peer support around positive eating habits; collaboration spaces or forums to share success stories; profile leaders favorite recipes	Demonstrate positive reinforcement by managers on healthy choices by employees	healthy cafeteria food; information on the wellness - part of the Source website e.g. healthy recipes	Senior management demonstrates the importance of proper nutrition and healthy lifestyle and how this is important for a high performance culture
Avoid tobacco Minimize alcohol	Describe that the norm (trends) is to avoid excessive Alcohol and avoid tobacco Norms around alcohol during socials/limiting use/ Describe policy around allowable expenses for alcohol	Role modeling among peers and provide to help/support for those wanting to quit smoking	Reinforcing smoking policies Enforce policy smoking around building (second hand smoke)	Demonstrate how EAP can be used to assist employees Leverage using the Source with other community programs/initiate	An organizational climate that values a positive healthy lifestyle and demonstrates this through the actions of senior management

Mental Health – Employee External Determinants					
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
Engage in stress/time management work/life balance	Describe flex time schedule to enable employees to accommodate home situation and have time flexibility Encourage telecommuting and use of flex hours Encourage discussions between management and employees to regularly check in on stress/time management and work/life balance	Describe how peers encourage and support others who attempt to achieve work-life balance	Directors/ leaders demonstrate work life balance On The Source have stories/testimonials that may have an effect to model other to achieve the same	Health and wellness programs that focus on stress mgmt., work life balance, time mgmt. Provide education and opportunities to learn relaxation and stress management eg, lunch and learn Promote the EAP as resource to get help	Describe a climate by which employee attempt to achieve work-life balance

Mental Health – Manager/Supervisor

Mental Health – Manager/Supervisor		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
Get adequate training - have better understanding of MH issues -learn to identify behavioural issues	Acquire the knowledge and skills Participate in manager training on identifying mental health issues and how to deal with it Encourage discussions around what is mental health vs. mental illness	Eliminate negative attitudes toward mental health Understand that it is OK to talk about Mental illness and seek help	Expectations that managers will participate in training and deal appropriate with employees with mental health issues	Build confidence for managers to identify and take appropriate steps when presented with mental health issues
Avoid stigma employ emotional intelligence discuss issues with employee	Acquire knowledge and training Demonstrate compassion and concern	Building awareness and demystify mental health issues	Expectations that managers will act in a manner that does not stigmatize Expected to have skill and knowledge to appropriately handle mental health issues of employees	Confidence to speak to the issues and talk to employees within their boundaries Demonstrates confidence to appropriately discuss/identify/action on issues related to mental health
-know what resources are available -follow processes -know when to seek help - minimize ambiguity in employee roles	Be aware of available resources and what procedures to follow Understand role and role of employee in mental health	Encourage attitude that manager and supervisors have an important role in mental health	Awareness of processes, role and resources	Demonstrate the confidence to follow processes, when to ask for help and knowledge of available resources

Mental Health – Manager/Supervisor		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
- demonstrate flexibility and compassion - foster open communication - recognize each employees' 'normal'	Participate in training and increase knowledge and skill development	Demonstrate caring and compassion and openness	Encourage participation in the wellness programs	Demonstrates confidence to provide praise and recognition
-mentorship for prevention -encourage employees to participate in wellness		Express belief that participation is important in prevention	Encourage participation in the wellness programs	
- help enable employee to get better	Acquire skills and knowledge to enable employees to get help they need	Develop the attitude that you can make a difference	Demonstrate willingness To help	Demonstrate confidence to provide resources to employees to get better (knowing what to provide, when to provide it, etc.)
Provide positive recognition of employees	Communicate ways to recognize employees Obtain training on how to praise and recognise Profile on intranet recognition	Understand the importance of recognition	Provide positive recognition	Demonstrates confidence to provide praise and recognition

Mental Health – Manager/Supervisor		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
<ul style="list-style-type: none"> -Get adequate training -have better understanding of MH issues -learn to identify behavioural issues 	<p>Inform that it is the norm (policy) that all managers/supervisors obtain training on best practices</p> <p>Comparison with other organizations (feedback)</p>	<p>Other manager provide support on how to manage MH issues</p> <p>Encourage support among managers</p>	<p>Senior management recognizes those who have helped others with MH. The Source highlights role</p> <p>Opportunity to share experiences with other managers</p>	<p>Management provides sufficient resources for education and training</p> <p>Have refresher training sessions</p>	<p>Demonstrated climate of understanding and compassion and open dialogue among managers/supervisors</p>
<ul style="list-style-type: none"> -avoid stigma -employ emotional intelligence -discuss issues with employee 	<p>Inform that it is the norm (policy) that all managers/supervisors obtain training</p>	<p>Encourage open communication and sharing among managers</p>	<p>Senior management recognizes those who have helped others with MH. The Source highlights role</p>	<p>Management provides sufficient resources for education and training</p>	<p>Senior leaders share their experience in working with mental health issues</p>
<ul style="list-style-type: none"> -know what resources are available -follow processes -know when to seek help - minimize ambiguity in employee roles 	<p>It is the norm that managers are aware of the resources/processes</p>	<p>Shows high support among managers for importance of awareness of resource/processes</p>	<p>Senior management/ company publications/ wellness website/training manuals, The Source all</p> <p>Provide information on available resources for MH for managers</p>	<p>Enhance visibility of resources available to managers/supervisors</p> <p>Have a go to person for advise/guidance</p>	
<ul style="list-style-type: none"> demonstrate flexibility and compassion - foster open communication - recognize each employees' 'normal' 	<p>Inform that it is the norm (policy) that all managers/supervisors receive training in MH and understand role</p>	<p>Shows high support among managers for importance of open communication/ compassion and flexibility</p>	<p>Develop policies to recognize managers who excel in role</p> <p>Senior management provides positive feedback on their performance</p>		<p>Demonstrated climate of understanding and compassion and open dialogue among managers/supervisors and employees</p>

Mental Health – Manager/Supervisor		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
-mentorship for prevention --encourage employees to participate in wellness	It is the norm that managers act as role models in MH and participate in wellness initiatives and encourage employees to participate	Manager encourage other managers to be role models and participate in wellness initiatives	Senior management recognized managers who participate in wellness programs and act as role models in MH prevention		Construct a climate where everyone wants to participate in MH wellness initiatives
- help enable employee to get better	Define the norm/policy that managers be trained how to enable employees to get better	Managers assist each other on how to enable employees		Managers receive the necessary training on how to enable employees	Construct a climate where managers want to help enable employees to get better
Provide positive recognition of employees	Describe it is the norm to provide positive recognition to employees		Reinforcement by senior leadership of managers/supervisors who provide positive recognition of employees	Provide necessary training on how to provide positive recognition of employees	Senior management demonstrate positive recognition of managers

Mental Health – Co-worker

Mental Health – Co-worker		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
de-stigmatize mental health	Describe that it's okay to talk about depression/anxiety/ mental health issues Inform employees at all levels about mental health issues	Explaining/de-mystifying stigma around mental health	demonstrate that by talking about mental health problems, co-workers will provide sympathy and understanding	build confidence to be able to discuss mental health problems
be supportive - Work together common goals and objectives-show compassion and concern	Inform co-workers on importance of being supportive and showing compassion	Develop a supportive and caring attitude for MH	All co-workers work together and show concern and compassion	Demonstrates confidence in showing compassion and concern
help create a positive environment	Develop skills to develop and maintain a positive environment	Show how to act into a new way of thinking. Demonstrate that a positive environment is a fun place to work		Demonstrate that employees have the ability to provide suggestions in creating a positive environment
learn about mental illness	Provide accessible information about MH to all employees	Demonstrate the belief that knowing about MH is important	It is expected that all co-worker learn about MH	Demonstrate confidence in learning about MH

Mental Health – Co-worker		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
reach out to manager when needed	Understand the importance to reach out to managers when you suspect MH issues among co-workers	Describe the attitude that we all have a role in MH identification and prevention	It is the norm to reach out to managers when suspect MH issues in co-worker	Demonstrate the confidence to reach out to manager when suspect MH issue among co-worker
respect confidentiality	Obtain the knowledge around importance of maintaining confidentiality	Demonstrate high level of respect for confidentiality around MH issues of co-workers	It is the norm not to discuss the MH issues of co-workers with other persons	

Mental Health – Co-worker		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
de-stigmatize mental health	<p>Explain the anti-harassment and accommodation policies and standards</p> <p>Senior leaders share their experience in working with mental health issues; senior leaders talk openly</p>	<p>De-stigmatization training for managers</p> <p>Add de-stigmatization training for employees</p>	<p>Demonstrate and praise individuals who discuss their mental health issues</p>		<p>Demonstrate that it's okay for employee to discuss openly the issues around mental health as it impacts their function at work;</p> <p>Demonstrate to employees that the organization cares and will be compassionate towards the issues and managers will be understanding</p> <p>Senior leaders share their experience in working with mental health issues;</p>
be supportive - Work together common goals and objectives- show compassion and concern	<p>Make it the norm that co-worker are supportive and show compassion and concern for other co-workers with MH</p>	<p>Describe an environment where co-workers support each other</p>	<p>Co-workers are praised for supporting and showing compassion</p>	<p>The Source provides examples and re-enforces a supportive environment. Wellness programs encourage a supportive workplace</p>	<p>Organizational climate is such that a supportive and compassionate workplace is the norm</p>
help create a positive environment/ relationship	<p>Demonstrate how teams who have positive relationships impact the work environment (e.g. socializing with teams; creating opportunities to know each other better)</p>	<p>Demonstrate within the teams that positive relationships are encouraged and well accepted while negative talk/gossip is discouraged within the teams</p>	<p>Recognize/praise positive relationships that are developed by co-workers</p>		<p>Demonstrate how senior leaders and their relationships impact the organization positively</p>
learn about mental illness	<p>It is the norm to try to understand/ learn about MH</p>	<p>Co-workers learn /share knowledge about Mental health</p>	<p>The Source and Wellness initiatives provide opportunity to reinforce key messages about MH</p>	<p>Awareness of the resources available to learn more about MH</p>	<p>Help create a culture where it is expected that all employees learn about mental illness for the benefit of their co-workers</p>

Mental Health – Co-worker		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
reach out to manager when needed	Make reaching out to managers the norm for co-worker who suspect their co-worker is suffering from MH	Co-worker encourage others to reach out to managers	The Source and wellness initiative emphasize take action with MH	High awareness of where to find information about co-worker role in MH	
respect confidentiality	Understand policies around confidentiality of health information It is the norm to respect confidentiality		Senior management demonstrates very high degree of importance to maintain confidentiality		Organizational climate is such that respect for confidentiality of health information is a high priority

Mental Health – Senior management

Mental Health – Senior management Individual Determinants				
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
-leadership to prioritize mental health -invest time and budget	Increase sensitivity around mental health within Group Benefits and throughout other business units Make mandatory mental health training (currently in place for Group Benefits) . for all business units and as a on-demand resource.	Opportunity within other areas of the business to enhance attitudes, beliefs and values toward mental health, and for these attitudes to cascade down to employees	Expectation that there will be a movement within the company to invest more time/budget in mental health	Maintain/increase self confidence within Group Benefits and other business units to make MH a priority
-walk the talk - lead by example - mentorship for prevention - be an advocate for a healthy workplace	Understand important role and learn skills to lead by example	Acquire the attitude that it is your responsibility to lead by example in MH	Those who have experienced mental health issues could share their personal story, in order to show their understanding, the impact on them, add a personal touch (requires creation of opportunity to share mental health story, similar to the current opportunities to share other stories – e.g. fitness, physical activity)	Build self confidence to lead by example in MH
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
-training to develop positive relationships with employees -learn to identify behavioural issues	Continue to move toward mandatory training for all managers to enhance knowledge, capability, skill in the area of mental health	Develop attitude that positive relationship are important and it they have a role to foster/encourage positive relationship with employees	Provide opportunities to facilitate dialogue in this area. E.g. sharing of personal stories Share stories after training that demonstrates how managers were able to help employees / felt better equipped to support the team due to the training	Share stories after training that demonstrates how managers were able to help employees / felt better equipped to support the team due to the training
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
-demonstrate flexibility and compassion - foster open communication - recognize each employees' 'normal' - Provide positive recognition of employees	Mandatory training will help enhance knowledge and skills around mental health		Through training, EAP training and support services, and other means of education there will be the expectation that senior management will foster open communication and provide positive recognition	Develop self confidence to be able to foster compassion, open communication and recognition of employees

Mental Health -organization		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
-benchmarking - comparing organization to others re mental health	Continue with benchmarking of mental health indicators		Use benchmarking as a means to provide feedback on how we are doing relative to other companies and relative to past company measures Use the data to help facilitate learning and change throughout the business (managers)		Leverage the data most effectively
- establish mission and philosophy around health of employees - set the tone for the culture	Establish that employee health is a top priority Recognition among senior managers that health is a key component of achieving the goal of being the best performing life insurance company in Canada	Develop a social support throughout the company – from top down around MH goals and objectives	Establish MH as a priority and establish metrics to measure success in this area (e.g. health index)	Maintain adequate resources to conduct analysis around performance in MH	Establish a culture where as part of a definition of high performance culture imbedded in this is the importance of a healthy organization

Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
- communicate expectations and procedures to managers and employees	Make MH and wellness part of managers objectives/performance mgmt. plan		<p>Delivering of messages from senior mgmt across to employees through avenues such as videos</p> <p>Anchor it to the high performance culture, connected to organization view on org health/our desire to ensure we have a healthy workforce message</p> <p>Anchor it to other key overarching messages</p>	<p>Provide messages and resources to senior management to clarify expectations and procedures</p> <p>Ensure that messages are clear for senior management to trickle down to employees</p>	<p>Delivering of messages from senior mgmt across to employees through avenues such as videos</p> <p>Anchor it to the high performance culture, connected to organization view on org health/our desire to ensure we have a healthy workforce message</p> <p>Anchor it to other key overarching messages</p>
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
- align policies and procedures to philosophy	<p>Mental health is a consideration throughout decision making processes within the business</p> <p>Put decisions through the mental health lens to consider the impact to employee health</p> <p>Norm around communication between managers and employees</p>		There is an understanding that all policies and procedures will be also measured and assessed on how they impact employee health		Establish a culture where employee health is paramount in all decisions around policies and procedures

Mental Health -organization		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
know the standards from regulatory bodies (e.g. mental health commission of Canada – - enforce policies and procedures	Understand new regulations and create a plan for implementation		through the commission there will be a push for employers to mandate education around mental health; employees need to accommodate; may drive what we do around mental health policies and procedures)	provide necessary resources to educate and reach out to Project Leader, Total Benefits and provide means to assess adherence	Establish a climate that are policies adheres and goes beyond regulations recommended by the commission
- provide resources for training managers/supervisors/employees -invest in social capital	Investment in social capital is the norm	There is support throughout organization for training and investment is social capital	Establishes procedures to provide feedback on success of training and ensure all managers/supervisors and senior management receives training	we provide necessary resources for training and establishing high social capital	There is a climate that highly values training in wellness and MH and investment in social capital

Mental Health –family/partner/community		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
- supportive environment - understanding of mental health and reduced stigmatization - understanding of the impact of mental health on the individual - discuss openly and honestly with the person having mental health problems	Establish understanding of MH and role family/partner/community plays in reducing negative impact Make education/information on MH easily accessible and available (currently sponsoring Dalhousie youth mental health awareness) (Company may directionally be moving toward thought leadership in mental health – decisions to be made) Learns skills on open communication, providing positive support and compassion	Demonstrate a caring and supportive attitude Establish a belief that we all play a role in MH	There is an expectation that everyone needs to be supportive and have a understanding of MH and how they can help in a positive way	Develop the self confidence to acquire and act on the knowledge about MH and role of community/partner/friend
- recommendation to seek help, not be afraid to seek help (identification of the signs)	Acquire the knowledge how to identify MH	Establish attitude and belief that we all have responsibility to identify danger signals and recommend they seek help	Know where they should seek help....what resources are available	Develop the self confidence to recommend to seek help
- foster awareness about available support and programs (community perspective) have resources available for people who need help when they need it (community)	Acquire the knowledge of available resources in community		Provide the necessary advice is expected All communities should have resources available and there is a high awareness of this information in community	
bringing awareness and providing resources to all demographics	Provide the necessary knowledge to all demographics	Establish the belief that no one is immune to MH and that everyone should have access to the necessary information on how to help		

Mental Health - family/partner/community		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
<ul style="list-style-type: none"> - understanding of mental health and reduced stigmatization - understanding of the impact of mental health on the individual - discuss openly and honestly with the person having mental health problems 	It is the norm that the community is educated on MH issues	There is support among all members of the community of they importance of MH	The community shares positive stories around MH	Community has the necessary resources to educate members	Establish a climate in the community that MH is important that we all should be aware of the stigma and discuss openly
<ul style="list-style-type: none"> - recommendation to seek help, not be afraid to seek help (identification of the signs) 	Establish as the norm in community that we should recognize the signs and advice to seek help	Demonstrate the attitude that we all have a responsibility to prevent consequences of MH	Share stories among friend/community	Ensure that resource available to learn more about the signs are widely available and accessible	Establish a climate that we need to take responsibility to identify those in need and recommend they seek help
<ul style="list-style-type: none"> - foster awareness about available support and programs (community perspective) have resources available for people who need help when they need it (community) 	Establish the norm that everyone should know about available support and resources		There is a means to establish awareness through sharing of stories and highlighted in community events	Community provides necessary resources to educate and increase awareness	Community establishes MH a high priority and provides necessary resources
bringing awareness and providing resources to all demographics	The norm is that all members of community can be impacted and that everyone has a role to help			Resources are available to educate all segments of the community-ethnic groups all ages, most vulnerable	

Mental Health –health care providers		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
- ability to screen for individuals at high risk and provide appropriate interventions (e.g. referral, medication, counseling, etc.)	Demonstrate/acquire the necessary skills and knowledge	Acquire the belief that early identification and treatment is key to prevention	Demonstrate skills and knowledge and to act on this knowledge	Demonstrate high confidence to identify and provide necessary treatment/advice
stay up-to-date and current with regards to mental health trends in Canada	Demonstrate the ability to keep current	Attitude that it is their responsibility to keep up to date	Responsibility to stay current	
- having more dialogue with the employee, providing teaching and information	Acquire the knowledge and skills to inform employees to discuss MH	Acquire the belief that dialogue is important to the health care provider/employee relationship	The expectation is that they will discuss, educate and inform employees	
holistic approach (combination of medications, therapy, etc.) commitment to keep working at a treatment plan	To be aware of the various approaches to treatment and be open to employee preferences and a holistic approach.	Acquire the attitude that a holistic approach can be an option for treatment – be open to different possibilities and combinations	It is expected that all treatment options will be discussed and offered to employees	Develop self confidence to use an holistic approach and involve employees in decision process around treatment options
follow-up - is the treatment plan working? what adjustments are needed? ongoing case management at the doctor-patient level	Acquire the knowledge around the need to follow-up and monitor progress	Establish the attitude that follow-up and monitoring is important	There is the expectation that there will be follow-up and monitoring and modifying treatment as necessary	

Mental Health - health care providers (HCP)		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
- ability to screen for individuals at high risk and provide appropriate interventions (e.g. referral, medication, counseling, etc.)	It is the norm to provide appropriate care including screening and treatment	Other HCP provide positive support to provide appropriate care	Describe how others are providing excellent care and using appropriate guidelines Highlight in community what is high quality care	Ensure sufficient resources are available to provide the appropriate care	There is a climate in the community and among other HCP that appropriate screening and treatment is provided
- stay up-to-date and current with regards to mental health trends in Canada	It is the norm to stay up to date on MH care and provide dialogue and information and teaching on MH	Demonstrate positive social pressure in the community to stay up to date	Provide feedback on how others keep up to date	Have available educational material that HCP can use to educate	Describe a climate where it is expected the HCP stay up to date on MH issues...screening and management
- having more dialogue with the employee, providing teaching and information				Provide resources for HCP to easily pass on to employees	
follow-up - is the treatment plan working? what adjustments are needed? ongoing case management at the doctor-patient level	It is the norm to provide the appropriate follow-up and to regularly assess progress/ management effectiveness and outcomes in these individuals	there is positive social support in providing appropriate follow-up	Demonstrate examples where follow-up was essential for improved outcomes	Demonstrate the value of follow-up to the complete care in MH	The climate exists where follow-up and re-assessment is expected for quality care

Matrix B

Musculoskeletal (MSK) Disorders – Employee

MSK Disorders – Employee		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
-if they have physical limitations, need to communicate with their manager - knowing when to seek help if they have physical pain reduce physical work hazards -adapt/accommodate worksite - take regular breaks	Understand the importance of repetitive strain and worksite ergonomics. Describe or explain what help is available to prevent repetitive strain. Explain that there are resources available that will tell you how to seek help (who, where to go) Understand the importance of adapting the worksite to accommodate any limitations and/or risk Acquire knowledge about regular rest breaks	Explain that by seeking ergonomic help this may prevent injuries.	Demonstrate that people that seek help can be helped	Provide the resources to foster the self-confidence for people to know when and where to seek help when they need it
use available resources	Describe where they can find available resources when they are having a MSK health issues (e.g. ergonomics assessment request through Source)			Improve confidence in seeking out available resources
- take the appropriate medication	Describe the benefits of medication compliance in MSK pain. Provide information on benefits site /wellness centre /health library on preventing MSK injuries/pain	Explain that taking as recommended medication may improve function and reduce pain	Describe that it is okay to seek support (also applies to attitudes)	Build confidence to seek help

MSK Disorders - Employee		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
regular exercise (30 min/day) seek advice on appropriate exercise/self management	Explain how exercise is beneficial to MSK health – links on Source to articles for example Demonstrate how you can find 30 minutes per day to exercise Explain how exercise can improve your work performance, increase efficiency, reduce MSK pain Seek advice on appropriate exercises for specific MSK pain.	Explain that it is possible to find 30 min per day to exercise – provide tips and examples	Build positive expectations around the ability to exercise and the benefits that can be realized.	Build confidence to find 30 minutes during the day to exercise and that it will not impact work performance Improve confidence in seeking out available resources
maintain adequate weight - proper diet - lifestyle, walking	Explain how one can achieve adequate nutrition (low fat, high fibre, low sugar, calories) and where to find the resources to assist them in getting better nutrition Adequate weight will help reduce pain from arthritis of knees and hips Wellness Centre available 24/7 to get more information on lifestyle; medication; conditions; etc. Explain the relationship between healthy living and MSK pain	Explain that it is possible to eat properly (provide tips and links) Explain how proper diet/nutrition can positively impact health	Build positive expectations around the ability to have nutritious meals	Build confidence to seek/make nutritious meals Provide tips on how to eat healthy Improve confidence in seeking out available resources
sit more ergonomically-appropriate work posture (reduce physical strains of sitting)	Provide knowledge on available resources for information on ergonomics Provide knowledge on how to get ergonomic assessment	Acquire attitude/belief that proper ergonomics can impact MSK pain both prevention and management	Expectation that employees have knowledge on proper ergonomic involving worksite (work and home)	Improve confidence in seeking out available resources

MSK Disorders – Employee		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
develop positive relationships with co-workers/manager/supervisors	Understanding that positive relationships reduce the negative impact of MSK disorders	Explain that positive workplace relationships can improve workplace health		
Engage in stress/time management work/life balance	Learn how to better manage time and stress Describe the available resources to help work/life balance Describe linkages between stress management and MSK issues Wellness Centre information. Some of the wellness programs target stress management Understand the role of work/life balance in MSK health	Show that it is possible to have work/life balance Demonstrate that it is OK to seek help for stress management	Persuade that it is possible to reduce stress Demonstrate that it is okay to create work/life balance in a way that works for you	Build confidence to seek help when work/life stress is totally out of balance
if at risk for arthritis - need to have it checked out by health care person aware of links between musculo-skeletal health and depression	Explain that if MSK pain is impacting work/ home life should seek advice from health professional. Explain there is a strong association between MSK pain and depression	Establish attitudes and beliefs to be proactive and seek preventive measures	Establish expectations that regular check up is necessary if high risk for pain and disability due MSK disorder	

MSK Disorders – Employee		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
-if they have physical limitations, need to communicate with their manager - knowing when to seek help if they have physical pain reduce physical work hazards - adapt/accommodate worksite - take regular breaks	Promote/reinforce the Norm that we will support employee that seeks help. Make it the norm to encourage regular breaks	Emphasize that if employees seek help they will be supported by their team/manager	Provide stories in The Source emphasis on support of managers to those who seek help	Enhance visibility of resources available to employees on MSK health	Promote an organizational culture where it is okay to seek help and where SL will provide necessary support
use available resources	Demonstrate how team leaders can provide information/promote resources to team members (e.g. in team meetings) Other examples: promoting Wellness Centre, smoking cessation aids, other		Demonstrate using data or graphs the utilization of the resources by employees Host a fair where vendors can provide education and information on services available	Demonstrate that resources are readily accessible; enhance communication and visibility around the resources Enhance visibility through communicating in common areas (e.g. cafeterias)	Encourage the use of the available resources when needed

MSK Disorders - Employee		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
medication compliance/appropriate use	describe that the norm to have resources available on appropriate use of medication	provide through benefits program to info on medication use (eg Narcotics)	educate employees on the importance of compliance; reinforce that the organization is here to support employees Provide feedback using HRA	Use flex benefits and microsite to educate Encourage use of EAP communications Include info on Source Provide information on the importance of medication adherence	
do regular exercise (at least 20 minutes of walking 5 out 7 days per week)	Demonstrate via mentorship by management; role models for exercise and get away from their desk on lunch. Make 20 min of exercise the Norm. Explain the norm to get expert advice to ensure appropriate exercises for MSK problem	Provide a forum for individuals looking for social support to promote physical activity (i.e. discussions for people to look for group fitness activities)	Use verbal reinforcement and reward positive behaviour sharing of best practices (e.g. collaboration tool or forum to share what employees/managers are doing)	Use videos (e.g 23 1/2 hours) Wellness programs such as health challenges Reinforce programs such as Weight Watchers at Work, fitness reimbursements, Wellness Account, on-site gyms	senior leaders demonstrate participating in national wellness day and other wellness programs offered

MSK Disorders– Employee		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
seek advice on appropriate exercise/self management maintain adequate weight - proper diet - lifestyle, walking	show role modeling; walking the walk; healthy snacks and meals for meetings; where cafeterias exist, ensuring healthy options discuss about the community norms shifting toward healthy food/drink choices Provide more option in drinks like juices rather than coffee or pop	Demonstrate peer to peer support around positive eating habits; collaboration spaces or forums to share success stories; profile leaders favorite recipes	Demonstrate positive reinforcement by managers on healthy choices by employees	healthy cafeteria food; information on the wellness - part of the Source website e.g. healthy recipes	Senior management demonstrates the importance of proper nutrition and healthy lifestyle and how this is important for a high performance culture

MSK Disorders – Employee		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
Engage in stress/time management work/life balance	<p>Describe flex time schedule to enable employees to accommodate home situation and have time flexibility</p> <p>Encourage telecommuting and use of flex hours</p> <p>Encourage discussions between management and employees to regularly check in on stress/time management and work/life balance</p>	Describe how peers encourage and support others who attempt to achieve work-life balance	<p>Directors/ leaders demonstrate work life balance</p> <p>On The Source have stories/testimonials that may have an effect to model other to achieve the same</p>	<p>Health and wellness programs that focus on stress mgmt, work life balance, time mgmt</p> <p>Provide education and opportunities to learn relaxation and stress management eg, lunch and learn</p> <p>Promote the EAP as resource to get help</p> <p>Continue to promote wellness programs that target stress mgmt.</p> <p>Share specialized training information to other departments in the organization (e.g. Market Development conducted time mgmt. training)</p>	<p>Describe a climate by which employee attempt to achieve work-life balance</p> <p>Describes a climate where work-life balance is valued</p>

MSK Disorders– Manager/Supervisor		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
<p>be educated about musculo-skeletal disorders</p> <p>Focus on function – how is the condition impacting ability to perform the job</p> <p>observe people sitting at their desk - identifying and suggesting an ergonomic assessment</p> <p>monitor physical/stress demands</p> <p>suggests/accommodate to worker abilities/tolerances</p>	<p>Acquire the knowledge and skills to identify employees in MSK distress and know available resources for employee to seek help. Include as part of manager training, identifying MSK problems and how to deal with them</p> <p>Accountability to point out when there are gaps in ability to function or change in performance – then strongly encourage to seek professional help</p>	<p>Eliminate negative attitudes toward MSK problems</p>	<p>Expectations that managers will acquire knowledge to deal appropriately with employees with MSK health issues</p> <p>Knowing when to suggest an ergonomic assessment</p>	<p>Build confidence for managers to identify and take appropriate steps when presented with MSK health issues</p>
<p>role model (eating properly, exercising, going out for a walk at lunch time, work-life balance, adequate weight)</p>	<p>Understand that actions of superiors impact behaviours of employees.</p>		<p>The expectations that managers will act as role models on healthy living</p> <p>Expected that managers We act as role models using appropriate ergonomics at workplace</p>	<p>Build confidence among managers to know when to refer for ergo assessment and how to maintain proper work posture and ergonomically sound work space</p>
<p>-follow processes</p> <p>-know when to seek help</p> <p>- minimize ambiguity in employee roles</p> <p>awareness of resources available to employees (e.g. wellness programs, fitness programs)</p>	<p>Be aware of available resources and what procedures to follow</p>	<p>Encourage attitude that manager and supervisors have an important role in MSK health helping to adapt the workplace to the health needs.</p>	<p>Provide training on processes, role and resources available</p>	<p>Demonstrate the confidence to follow processes, when to ask for help and knowledge of available resources</p>

MSK Disorders – Manager/Supervisor		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
-mentorship for prevention -encourage employees to participate in wellness	Understand that positive (and negative) actions of superiors impact behaviours of employees.	Express belief that participation is important in prevention	Encourage participation in the wellness programs	
- help enable employee to get better	Acquire skills and knowledge to enable employees to seek help they need.		Demonstrate willingness To help	Demonstrate confidence to provide resources to employees to get better (knowing what to provide, when to provide it, etc.)
develop positive relationships with employees/subordinates - can lead to open communication, reduced stress, show concern	Communicate ways to recognize employees Obtain training on how to praise and recognise Profile on intranet recognition Provide positive reinforcement.	Understand the importance of recognition	Provide positive recognition – use tools available on the source such as VIP recognition	Demonstrates confidence to provide praise and recognition

MSK Disorders – Manager/Supervisor		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
<p>be educated about musculoskeletal disorders</p> <p>Focus on function – how is the condition impacting ability to perform the job</p> <p>observe people sitting at their desk - identifying and suggesting an ergonomic assessment</p> <p>monitor physical/stress demands</p> <p>suggests/accommodate to worker abilities/tolerances</p>	<p>Inform that it is the norm (policy) that all managers/supervisors obtain training on best practices</p> <p>Comparison with other organizations (feedback)</p> <p>Understanding policy around procedures on how to act when function is impacted due to MSK problem</p>	<p>Other manager provide support on how to manage MSK problems</p> <p>Encourage support among managers</p>	<p>Senior management recognizes those who have helped others with MSK disorders. The Source highlights role</p> <p>Opportunity to share experiences with other managers on how to act appropriately.</p> <p>Senior management/ company publications/ wellness website/training manuals, The Source all</p> <p>Provide information on available resources for MSK disorders for managers</p>	<p>Management provides sufficient resources for education and training</p> <p>Have refresher training sessions</p> <p>Enhance visibility of resources available to managers/supervisors</p> <p>Have a go to person for advise/guidance</p>	<p>Demonstrated climate of understanding and open dialogue among managers/supervisors on how to manage effectively when MSK disorders impact work ability.</p>

MSK Disorders – Manager/Supervisor		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
-mentorship for prevention --encourage employees to participate in wellness role model (eating properly, exercising, going out for a walk at lunch time, work-life balance, adequate weight)	It is the norm that managers act as role models in MSK health and participate in wellness initiatives and encourage employees to participate	Manager encourage other managers to be role models and participate in wellness initiatives – discuss wellness in leader meetings	Senior management recognized managers who participate in wellness programs and act as role models in MSK prevention		Construct a climate where everyone wants to participate in MSK wellness initiatives
- help enable employee to get resources awareness of resources available to employees (e.g. wellness programs, fitness programs) better	Define the norm/policy that managers be trained how to enable employees to help themselves	Managers assist each other on how to enable employees		Managers receive the necessary training on how to enable employees	Construct a climate where managers want to help enable employees
Provide positive recognition of employees develop positive relationships with employees/subordinates - can lead to open communication, reduced stress, show concern	Describe it is the norm to provide positive recognition to employees		Reinforcement by senior leadership of managers/supervisors who provide positive recognition of employees	Provide necessary training on how to provide positive recognition of employees	Senior management demonstrate positive recognition of managers

MSK Disorders– Co-worker

MSK Disorders– Co-worker		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
be supportive - Work together common goals and objectives- show compassion and concern	Inform co-workers on importance of being supportive and showing compassion	Develop a supportive and caring attitude for workers with MSK disorders	All co-workers work together and show concern and compassion	Demonstrates confidence in showing compassion and concern
help create a positive environment positive healthy role models(eating, exercise, weight, attitudes, relationships, use of proper ergonomic, work-life balance)	Develop skills to develop and maintain a positive environment Acquire knowledge to act as role model for other co-workers in MSK health	Show how to act into a new way of thinking. Demonstrate that a positive environment is a fun place to work Demonstrate positive work/life balance and positive attitude	All employees are expected to be role models for each other in healthy behaviours	Demonstrate that employees have the ability to provide suggestions in creating a positive environment
awareness of signs, identify amongst co-workers (fostering knowledge) who are suffering from MSK disorders- acquire basic knowledge	Provide accessible information about MSK disorders and prevention for all employees	Demonstrate the belief that knowing about MSK health is important	It is expected that all co-worker learn where they can seek out info on MSK health and prevention	Demonstrate confidence in knowing where to learn about MSK health

MSK Disorders – Co-worker		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
reach out to manager when needed	Understand the importance to reach out to managers when you suspect MSK problem among co-workers	Describe the attitude that we all have a role in MSK health - identification and prevention	It is the norm to reach out to managers when suspect MSK problem in co-worker	Demonstrate the confidence to reach out to manager when suspect MSK disorder among co-worker
respect confidentiality	Obtain the knowledge around importance of maintaining confidentiality	Demonstrate high level of respect for confidentiality around MSK health issues of co-workers	It is the norm not to discuss the MSK problems of co-workers with other persons	

MSK Disorders– Co-worker External Determinants					
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
support, positive relationships show compassion and concern	Make it the norm that co-worker are supportive and concern for other co-workers with MSK Health issues	Describe an environment where co-workers support each other	Co-workers are praised for supporting and showing compassion	The Source provides examples and re-enforces a supportive environment. Wellness programs encourage a supportive workplace	Organizational climate is such that a supportive and compassionate workplace is the norm
positive healthy role models(eating, exercise, weight, attitudes, relationships, use of proper ergonomic, work-life balance)	Demonstrate how teams who have positive relationships impact the work environment (e.g. socializing with teams; creating opportunities to know each other better) It is the norm to strive for Healthy living and act as role models	Demonstrate within the teams that positive relationships are encouraged and well accepted while negative talk/gossip is discouraged within the teams Co-workers support each other to achieve healthy behaviours	Recognize/praise positive relationships that are developed by co-workers and healthy behaviours		Demonstrate how senior leaders and their relationships impact the organization positively
awareness of early signs, identify amongst co-workers (fostering knowledge)	It is the norm to try to understand/ learn about MSK health	Co-workers learn /share knowledge about MSK health and prevention	The Source and Wellness initiatives provide opportunity to reinforce key messages about MSK health	Awareness of the resources available to learn more about MSK health	Help create a culture where it is expected that all employees learn about MSK health

MSK Disorders- Co-worker		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
reach out to manager when needed	Make reaching out to managers the norm for co-worker who suspect their co-worker is suffering from MSK problem that is impacting work	Co-worker encourage others to reach out to managers	The Source and wellness initiative emphasize take action with MSK Disorder	High awareness of where to find information about co-worker role in MSK Disorders and prevention	
respect confidentiality	Understand policies around confidentiality of health information It is the norm to respect confidentiality		Senior management demonstrates very high degree of importance to maintain confidentiality		Organizational climate is such that respect for confidentiality of health information is a high priority

MSK Disorders– Senior management		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
-invest time and budget allow for budgeting for programs/training related to MSK Disorders (providing time and resources to educate)	Increase knowledge on impact of MSK Disorders on presenteeism. Provide opportunities to education the importance of these health issues at workplace.	Opportunity within other areas of the business to enhance attitudes, beliefs and values toward MSK health for these attitudes to cascade down to employees	Expectation that there will be a movement within the company to provide necessary investment in management/prevention of MSK at workplace	
-walk the talk - lead by example - mentorship for prevention - be an advocate for a healthy workplace - positive role models, walk the talk (diet, exercise, lifestyle, work-life balance) lead by example - make sure they are sitting properly with the correct equipment Positive relations with	Understand important role and learn skills to lead by example Understand the important impact of developing and maintaining positive relationships on negative consequences of MSK disorders	Acquire the attitude that it is your responsibility to lead by example in MSK health	Those who have experienced MSK health issues could share their personal story, in order to show their understanding, the impact on them, add a personal touch (requires creation of opportunity to share health story, similar to the current opportunities to share other stories – e.g. fitness, physical activity	Build self confidence to lead by example in MSK health

managers/employees				
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
-demonstrating accommodation, flexibility	training will help enhance knowledge and skills around MSK disorders		Through training, EAP training and support services, and other means of education there will be the expectation that senior management will foster open communication and provide positive recognition	Develop self confidence to be able to foster compassion, open communication and recognition of employees

MSK Disorders- organization		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
-benchmarking - comparing organization to others re MSK health Integrated data analysis	Continue with benchmarking of MSK health indicators (eg claims)		Use benchmarking as a means to provide feedback on how we are doing relative to other companies and relative to past company measures Use the data to help facilitate learning and change throughout the business (managers)		Leverage the data most effectively
- establish mission and philosophy around health and wellness of employees - set the tone for the culture mission statement, main message around health in general culture - how important is the well-being of our employees instill/facilitate a health/safety culture -invest in social capital	Establish that employee health is a top priority Recognition among senior managers that health is a key component of achieving the goal of being the best performing life insurance company in Canada	Develop a social support throughout the company – from top down around employee health goals and objectives	Establish employee health as a priority and establish metrics to measure success in this area (e.g. health index)	Maintain adequate resources to conduct analysis around performance in employee health -invest in social capital	Establish a culture where as part of a definition of high performance culture imbedded in this is the importance of a healthy organization

Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
<p>- communicate expectations and procedures to managers and employees</p> <p>communication around expectations re: health/wellness-make health/wellness the norm</p>	<p>Make wellness and prevention part of managers objectives/performance mgmt. plan</p> <p>- communicate around expectations re: health/safety/wellness-make health/wellness the norm</p>		<p>Delivering of messages from senior mgmt across to employees through avenues such as videos</p> <p>Anchor it to the high performance culture, connected to organization view on org health/our desire to ensure we have a healthy workforce message</p> <p>Anchor it to other key overarching messages</p>	<p>Provide messages and resources to senior management to clarify expectations and procedures</p> <p>Ensure that messages are clear for senior management to trickle down to employees</p>	<p>Delivering of messages from senior mgmt across to employees through avenues such as videos</p> <p>Anchor it to the high performance culture, connected to organization view on org health/our desire to ensure we have a healthy workforce message</p> <p>Anchor it to other key overarching messages</p>
<p>- align policies and procedures to philosophy</p> <p>policies and procedures related to wellness and prevention</p>	<p>Employee health is a consideration throughout decision making processes within the business</p> <p>Put decisions through the employee health lens to consider the impact to employee health</p> <p>Norm around communication between managers and employees</p>		<p>There is an understanding that all policies and procedures will be also measured and assessed on how they impact employee health</p>		<p>Establish a culture where employee health is paramount in all decisions around policies and procedures</p>

MSK Disorders-organization		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
- provide resources for training managers/supervisors/employees -invest in human capital	Investment in social capital is the norm	There is support throughout organization for training and investment is social capital	Establishes procedures to provide feedback on success of training and ensure all managers/supervisors and senior management receives training	We provide necessary resources for training and establishing high social capital	There is a climate that highly values training in health and wellness and investment in social capital

MSK Disorders- family/partner/community		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
<ul style="list-style-type: none"> - education around how to lift properly - education on proper ergonomic at home - understand the relationship between chronic MSK and depression/anxiety 	<p>Provide a mechanism where employee shares workplace educational resources with family/partner to establish understanding of MSK health and role family/partner/community plays in reducing negative impact</p> <p>Make education/information on MSK health easily accessible and transferable to family/partner</p>	<p>Demonstrate a caring and supportive attitude</p> <p>Understanding of the serious negative consequences of poor MSK and the role of family in prevention</p>	<p>There is an expectation that everyone needs to be aware of the negative consequences and how they can help in a positive way</p>	<p>Develop the self confidence to acquire and act on the knowledge about MSK health and role of community/partner/friend</p>
<ul style="list-style-type: none"> - foster awareness about available support and programs (community perspective) have resources available for people who need help when they need it (community) 	<p>Acquire the knowledge of available resources in community</p>		<p>Provide the necessary advice is expected</p> <p>All communities should have resources available and there is a high awareness of this information in community</p>	
<ul style="list-style-type: none"> encourage healthy eating, diet, nutrition at home - encourage exercise, more walking encourage physical activity, healthy weight - model for healthy living - awareness of the role and potential negative consequences of narcotic use for pain - understanding role of self-management in chronic MSK disorders - provide encouragement and support for ongoing treatment 	<p>Provide the necessary knowledge to all demographics the importance of healthy living to prevent disability due to MSK disorders</p> <p>Provide the necessary support to encourage appropriate use of medication</p> <p>Make available to community information on proper ergonomics and role of prevention</p> <p>Encourage the self management of chronic MSK pain</p>	<p>Establish attitude that we all play a role in encouraging and reinforcing healthy living to prevent and adequately manage MSK disorders</p> <p>Establish the attitude and belief that self-management is key factor in successful management of chronic MSK pain.</p>	<p>Expectation that we all should be role models for healthy living among friends and family</p> <p>Expectation that family members encourage and support self management</p>	<p>Develop the self confidence to acquire the knowledge and to act to prevent disability due to MSK disorders</p>

MSK Disorders - family/partner/community		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
<ul style="list-style-type: none"> - education around how to lift properly - education on proper ergonomic at home - understand the relationship between chronic MSK and depression/anxiety 	<p>It is the norm that the community is educated on the prevention of disability due to MSK disorders and when to recommend to seek help and its association with depression/anxiety</p>	<p>There is support among all members of the community of the importance of MSK health and its prevention</p>	<p>The community shares positive stories around MSK health</p>	<p>Community has the necessary resources to educate members</p>	<p>Establish a climate in the community that MSK health is important</p>
<ul style="list-style-type: none"> - foster awareness about available support and programs (community perspective) have resources available for people who need help when they need it (community) 	<p>Establish the norm that everyone should know about available support and resources</p>		<p>There is a means to establish awareness through sharing of stories and highlighted in community events</p>	<p>Community provides necessary resources to educate and increase awareness</p>	<p>Community establishes MSK health as a priority and provides necessary resources</p>
<ul style="list-style-type: none"> encourage healthy eating, diet, nutrition at home - encourage exercise, more walking encourage physical activity, healthy weight - model for healthy living - awareness of the role and potential negative consequences of narcotic use for pain - understanding role of self-management in chronic MSK disorders - provide encouragement and support for ongoing treatment 	<p>The norm is that all members of community can be impacted and that everyone has a role to help and act as role models</p> <p>It is the Norm to act as a role model for healthy living</p> <p>It is the norm to understand the negative consequences due to misuse of narcotics for chronic MSK pain.</p>	<p>Describe a community where there is support and encouragement for healthy living</p>	<p>Highlight where Community shares positive stories on how the community helps others with MSK pain and disability</p>	<p>Resources are available to educate all segments of the community-ethnic groups all ages, most vulnerable</p> <p>Make resources available On narcotic use for MSK pain</p> <p>Make resources available for education on self management</p>	

MSK Disorders–health care providers		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
- ability to screen for individuals at high risk and provide appropriate interventions (e.g. referral, medication, etc.) and follow up	Demonstrate/acquire the necessary skills and knowledge Demonstrate knowledge in evidence-based management of MSK pain	Acquire the belief that early identification and treatment is key to prevention	Demonstrate skills and knowledge and to act on this knowledge	Demonstrate high confidence to identify and provide necessary treatment/advice
stay up-to-date and current with regards to management of MSK pain - aware of ergonomic issues, educate patients on proper ergonomics/ prevention - recommend /refer for appropriate treatment/ management	Demonstrate the ability to keep current and knowledge on ergonomics Know when and who to refer	Attitude that it is their responsibility to keep up to date	Responsibility to stay current	
providing teaching and information in terms of exercise and diet, - encourage to stay active provide appropriate resources	Acquire the knowledge and skills to inform employees on self-management strategies	Acquire the belief that dialogue is important to the health care provider/employee relationship	The expectation is that they will discuss, educate and inform employees	

<p>follow-up - is the treatment plan working? what adjustments are needed? ongoing case management at the doctor-patient level</p> <p>regular follow-ups to see if risk factors are under control</p> <p>- communicate with workplace for work modification</p> <p>- positive role model</p>	<p>Acquire the knowledge around the need to follow-up and monitor progress</p> <p>And how to communicate with workplace</p>	<p>Establish the attitude that follow-up and monitoring is important</p>	<p>There is the expectation that there will be follow-up and monitoring and modifying treatment as necessary</p>	
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MSK Disorders- health care providers (HCP)		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
- ability to screen for individuals at high risk and provide appropriate interventions (e.g. referral, medication, etc.) and follow up	It is the norm to provide appropriate care including screening and treatment	Other HCP provide positive support to provide appropriate care	Describe how others are providing excellent care and using appropriate guidelines Highlight in community what is high quality care	Ensure sufficient resources are available to provide the appropriate care	There is a climate in the community and among other HCP that appropriate screening and treatment is provided
stay up-to-date and current with regards to management of MSK pain - aware of ergonomic issues, educate patients on proper ergonomics/ prevention - recommend /refer for appropriate treatment/ management	It is the norm to stay up to date on MSK care and provide information and teaching on MSK health and prevention	Demonstrate positive social pressure in the community to stay up to date	Provide feedback on how others keep up to date	Have available educational material that HCP can use to educate	Describe a climate where it is expected the HCP stay up to date on MSK health ...screening and management
providing teaching and information in terms of exercise and diet, - encourage to stay active provide appropriate resources	Describe the norm to provide appropriate education and treatment on management and prevention			Provide resources for HCP to easily pass on to employees	
follow-up - is the treatment plan working? what adjustments are needed? ongoing case management at the doctor-patient level	It is the norm to provide the appropriate follow-up and to regularly assess progress/ management effectiveness and outcomes in these individuals	there is positive social support in providing appropriate follow-up	Demonstrate examples where follow-up was essential for improved outcomes	Demonstrate the value of follow-up to the complete care in MSK pain	The climate exists where follow-up and re-assessment is expected for quality care

regular follow-ups to see if risk factors are under control - communicate with workplace for work modification - positive role model	Describe the norm where the HCP, employee and workplace communicate effectively and work together to maximize health of employee				
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Matrix C

Cardiovascular– Employee

Cardiovascular/diabetes– Employee		Individual Determinants			ues	Explain that by using available resources it will be dealt with in a confidential way	Build the expectation that resources should be available if employees seek them (e.g. at work, in the community)	Improve confidence in seeking out available resources
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy				
be aware of the signs and symptoms and when they do occur do something about it	Describe or explain what help is available Explain that there are resources available that will tell you how to seek help (who, where to go)	Explain that by seeking help it will be dealt with in a confidential way Explain or describe that CV-diabetes can be effectively treated	Demonstrate that people that seek help can be helped	Provide the resources to foster the self-confidence for people to know when and where to seek help when they need it				
use available reso								
medication compliance/appropriate use of medication be aware of the drugs that you are taking (drug interactions can impact cardiovascular health)					Describe the benefits of seeking support, medication compliance (how to, consequences of not following	Explain that taking as recommended medication will impact success	Describe that it is okay to seek support (also applies to attitudes)	Build confidence to seek support Build confidence to manage your own compliance

) Minimum amount of information available on benefits site; information available on wellness centre through health library			
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CV- Diabetes– Employee		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
do regular exercise (at least 20 minutes of walking 5 out 7 days per week)	<p>Explain how exercise is beneficial to CV health – links on Source to articles for example</p> <p>Demonstrate how you can find 30 minutes per day to exercise</p> <p>Explain how exercise can improve your work performance, increase efficiency</p> <p>Wellness program available at certain times throughout the year – e.g. cardiovascular screening clinics; health challenges; education sessions/ webinars; online learning programs</p>	<p>Explain that it is possible to find 120 min per week to exercise – provide tips and examples</p> <p>Explain how regular exercise can be beneficial to impact CV and/or diabetes</p>	Build positive expectations around the ability to exercise and the benefits that can be realized.	Build confidence to find 30 minutes during the day to exercise and that it will not impact work performance
Get adequate sleep	<p>Explain how one can achieve adequate sleep (7 hours) and where to find the resources to assist them in getting better sleep</p> <p>Explain the difference between quantity and quality of sleep and how needs might differ between people</p>	<p>Explain that it is possible to obtain adequate sleep</p> <p>Explain how adequate sleep can be beneficial to impact CV and/or diabetes</p>	Build positive expectations around the ability to get good sleep	Build confidence in ability to utilize strategies to get better sleep
eat properly - reduce fat intake, increase fiber, increase greens, reduce refined sugars/alcohol, monitor diet, reduced processed foods and eating out weight management	<p>Explain how one can achieve adequate nutrition (low fat, high fibre, low sugar, calories) and where to find the resources to assist them in getting better nutrition</p> <p>Same programs as per above</p> <p>Wellness Centre available 24/7 to get more information on lifestyle; medication; conditions; etc.</p>	<p>Explain that it is possible to eat properly (provide tips and links)</p> <p>Explain how proper diet/nutrition can positively impact health and specifically CV and diabetes</p>	Build positive expectations around the ability to have nutritious meals	<p>Build confidence to seek/make nutritious meals</p> <p>Provide tips on how to eat healthy</p>

CV-Diabetes– Employee		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
Avoid tobacco Minimize alcohol	Describe how these can impact CV health Describe resources to be able to stop smoking, where you need to go seek help (smoking cessation aids available as part of benefit plan??)	Demonstrate that it is okay to seek help	Persuade that it is possible stop smoking or reduce alcohol	Build confidence that you can make changes to these issues
Engage in stress/time management work/life balance	Learn how to better manage time and stress Describe the available resources to help work/life balance Wellness Centre information. Some of the wellness programs target stress management	Show that it is possible to have work/life balance Demonstrate that it is OK to seek help for stress management Demonstrate the benefits of stress / time management and work/life balance to reducing risk factors for CV and to improve symptoms from CV and diabetes	Persuade that it is possible to reduce stress Demonstrate that it is okay to create work/life balance in a way that works for you	Build confidence to seek help when work/life stress is totally out of balance
seeing family doctor for regular check-up -monitor BP and blood glucose regularly check BMI	Learn importance-provide education on need to see doctor to check risk factors Explain that On-site cardiovascular screening clinics available to all employees at main locations – 15 min with a registered nurse to check CV measures	Establish attitudes beliefs to be proactive and seek preventive measures	Establish expectations that regular check up is necessary	
understanding family history	Learn how family history is a key factor in risk for CV disease. Annual Wellness Assessment includes family history questions and provides employee with a report that includes information around how this can affect their risk levels			Build self confidence to ask necessary questions about family history

CV- Diabetes– Employee		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
be aware of the signs and symptoms and when they do occur do something about it	<p>Promote/reinforce the Norm that company will support employee that seeks help.</p> <p>Include benefits coverage for drugs/treatment for CV/diabetes</p>	Emphasize that if employees seek help they will be supported by their team/manager	<p>Incorporate CV health training into new manager training</p> <p>Include applicable information in new employee manual/training</p>	Enhance visibility of resources available to employees	Promote an organizational culture where it is okay to seek help and where company will provide necessary support
use available resources	<p>Demonstrate how team leaders can provide information/promote resources to team members (e.g. in team meetings)</p> <p>Other examples: promoting Wellness Centre, smoking cessation aids, other</p>		<p>Demonstrate using data or graphs the utilization of the resources by employees</p> <p>Host a fair where vendors can provide education and information on services available</p>	<p>Demonstrate that resources are readily accessible; enhance communication and visibility around the resources</p> <p>Enhance visibility through communicating in common areas (e.g. cafeterias)</p>	<p>Encourage the use of the available resources when needed</p> <p>Attach the Company brand to philanthropy to support the area of CV health</p>

CV–Diabetes- Employee

External Determinants

Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
<p>medication compliance/appropriate use of medication</p> <p>be aware of the drugs that you are taking (drug interactions can impact cardiovascular health)</p>	<p>describe that the norm to have resources available on appropriate use of medication and awareness of drug interactions</p>	<p>provide through benefits program to info on medication use</p>	<p>educate employees on the importance of compliance; reinforce that the organization is here to support employees</p> <p>Provide feedback using HRA</p>	<p>Use flex benefits and microsite to educate</p> <p>Encourage use of EAP communications</p> <p>Include info on Source</p> <p>Provide information on the importance of medication adherence</p>	
<p>do regular exercise (at least 30 minutes of walking 5 out 7 days per week)</p>	<p>Demonstrate via mentorship by management; role models for exercise and get away from their desk on lunch. Make 20 min of exercise the Norm.</p>	<p>Provide a forum for individuals looking for social support to promote physical activity (i.e. discussions for people to look for group fitness activities)</p>	<p>Use verbal reinforcement and reward positive behaviour sharing of best practices (e.g. collaboration tool or forum to share what employees/managers are doing)</p> <p>Managers support for their staff's healthy behaviours, such as going to the gym at lunch, etc.</p>	<p>Use videos (e.g 23 1/2 hours)</p> <p>Wellness programs such as health challenges</p> <p>Reinforce programs such as Weight Watchers at Work, fitness reimbursements, Wellness Account, on-site gyms</p>	<p>senior leaders demonstrate participating in national wellness day and other wellness programs offered</p>

CV- Diabetes– Employee		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
Adequate sleep	Provide guidelines on avoid sending emails late at night too often, respectful of getting sleep Describe the recommended sleep requirement (guidelines)		Provide feedback using HRA assessment	education around the impact of sleep deprivation and how to ensure adequate sleep EAP program; sleep webinars as part of wellness program; HRA sleep data for analysis to see if it's going in the right direction over time	emphasize CEO messaging around being a high performance culture and the type of climate we're striving for and how we're going to get there; ensure employees know that a positive culture is important
eat properly - reduce fat intake, increase fibre, increase greens reduce refined sugars/alcohol, monitor diet, reduced processed foods and eating out weight management	show role modeling; walking the walk; healthy snacks and meals for meetings; where cafeterias exist, ensuring healthy options discuss about the community norms shifting toward healthy food/drink choices Provide more option in drinks like juices rather than coffee or pop	Demonstrate peer to peer support around positive eating habits; Collaboration spaces or forums to share success stories; profile leaders favorite recipes	Demonstrate positive reinforcement by managers on healthy choices by employees	healthy cafeteria food; information on the wellness - part of the Source website e.g. healthy recipes	Senior management demonstrates the importance of proper nutrition and healthy lifestyle and how this is important for a high performance culture
Avoid tobacco Minimize alcohol	Describe that the norm (trends) is to avoid excessive Alcohol and avoid tobacco Norms around alcohol during socials/limiting use/ Describe policy around allowable expenses for alcohol	Role modeling among peers and provide to help/support for those wanting to quit smoking	Reinforcing smoking policies Enforce policy smoking around building (second hand smoke)	Demonstrate how EAP can be used to assist employees Leverage using the Source with other community programs/initiate Smoking cessation aids potentially covered under benefit plan (?)	An organizational climate that values a positive healthy lifestyle and demonstrates this through the actions of senior management

CV-Diabetes– Employee		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
Engage in stress/time management work/life balance	<p>Describe flex time schedule to enable employees to accommodate home situation and have time flexibility</p> <p>Encourage telecommuting and use of flex hours</p> <p>Encourage discussions between management and employees to regularly check in on stress/time management and work/life balance</p>	Describe how peers encourage and support others who attempt to achieve work-life balance	<p>Directors/ leaders demonstrate work life balance</p> <p>On The Source have stories/testimonials that may have an effect to model other to achieve the same</p> <p>Flex time schedules and telecommuting schedules (reinforce that it is an option)</p>	<p>Health and wellness programs that focus on stress mgmt, work life balance, time mgmt</p> <p>Provide education and opportunities to learn relaxation and stress management eg, lunch and learn</p> <p>Promote the EAP as resource to get help</p> <p>Continue to promote wellness programs that target stress mgmt.</p> <p>Share specialized training information to other departments in the organization (e.g. Market Development conducted time mgmt. training)</p>	<p>Describe a climate by which employee attempt to achieve work-life balance</p> <p>Describes a climate where work-life balance is valued</p>
seeing family doctor for regular check-up -monitor BP and blood glucose regularly Check BMI	Describe that is the norm to get check ups to assess risk factors	Establish peer support to encourage regular check ups	<p>Demonstrate that regular check up can prevention mortality and morbidity from CV and/ diabetes</p> <p>Demonstrate that screening clinics provide information about importance of regular check ups</p>	<p>Demonstrate how available resources can provide education on prevention</p> <p>Cardiovascular screening clinics</p>	Describes a climate that encourages CV prevention and need to assess risk factors

understanding family history	Describe as the norm the understanding that there is a strong link between CV diabetes and family history		Describe where screening clinics inquire and act upon high risk family history	Explain resources available to obtain information on family history and CV-Diabetes	
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CV-Diabetes– Manager/Supervisor

CV-Diabetes– Manager/Supervisor		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
- accountability - awareness of signs and symptoms of employees (e.g. arm pain, shortness of breath, fatigue) - education/training re signs of cardiovascular disease/diabetes Focus on function – how is the condition impacting ability to perform the job	Acquire the knowledge and skills to identify employees in distress and available resources for employee to seek help. Include as part of manager training, identifying CV and diabetic health issues and how to deal with them Accountability to point out when there are gaps in ability to function or change in performance – then strongly encourage to seek medical care	Eliminate negative attitudes toward CV health and diabetes	Expectations that managers will acquire knowledge to deal appropriately with employees with CV health issues and diabetes	Build confidence for managers to identify and take appropriate steps when presented with CV health issues
role model (eating properly, exercising, going out for a walk at lunch time, work-life balance, adequate weight)		Understand that actions of superiors impact behaviours of employees.	The expectations that managers will act as role models on healthy living	
-follow processes -know when to seek help - minimize ambiguity in employee roles awareness of resources available to employees (e.g. wellness programs, fitness programs)	Be aware of available resources and what procedures to follow	Encourage attitude that manager and supervisors have an important role in CV/Diabetic health helping to adapt the workplace to the health needs.	Provide training on processes, role and resources available	Demonstrate the confidence to follow processes, when to ask for help and knowledge of available resources

CV-Diabetes– Manager/Supervisor		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
-mentorship for prevention -encourage employees to participate in wellness	Understand that positive (and negative) actions of superiors impact behaviours of employees.	Express belief that participation is important in prevention	Encourage participation in the wellness programs	
- help enable employee to get better	Acquire skills and knowledge to enable employees to seek help they need.		Demonstrate willingness To help	Demonstrate confidence to provide resources to employees to get better (knowing what to provide, when to provide it, etc.)
develop positive relationships with employees/subordinates - can lead to open communication, reduced stress, show concern	Communicate ways to recognize employees Obtain training on how to praise and recognise Profile on intranet recognition Provide positive reinforcement.	Understand the importance of recognition	Provide positive recognition	Demonstrates confidence to provide praise and recognition

CV-Diabetes– Manager/Supervisor		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
<p>--learn to identify signs and symptoms and risks - accountability - awareness of signs and symptoms of employees (e.g. arm pain) -education/training re signs of cardiovascular disease/diabetes</p> <p>More in terms of how it's impacting function and the appropriate action steps to become the norm</p>	<p>Inform that it is the norm (policy) that all managers/supervisors obtain training on best practices</p> <p>Comparison with other organizations (feedback)</p> <p>Understanding policy around procedures on how to act when function is impacted due to CV/diabetic illness</p>	<p>Other manager provide support on how to manage CV and diabetic health issues</p> <p>Encourage support among managers</p>	<p>Senior management recognizes those who have helped others with CV and or diabetic health issues. The Source highlights role</p> <p>Opportunity to share experiences with other managers on how to act appropriately.</p>	<p>Management provides sufficient resources for education and training</p> <p>Have refresher training sessions</p>	<p>Demonstrated climate of understanding and open dialogue among managers/supervisors on how to manage effectively when CV/diabetes impact work ability.</p>
<p>- better understanding and being active about it - providing modifications,</p>	<p>It is the norm that managers are aware of the resources/processes that will help employees</p>	<p>Shows high support among managers for importance of awareness of resource/processes</p>	<p>Senior management publications/ wellness website/training manuals, The Source all</p> <p>Provide information on available resources for CV and diabetic health issues for managers</p>	<p>Enhance visibility of resources available to managers/supervisors</p> <p>Have a go to person for advise/guidance</p>	
<p>-accommodation /flexibility on the part of managers and supervisors</p>	<p>Inform that it is the norm (policy) that all managers/supervisors receive education in CV and diabetes health issues and understand role and actions that should be taken</p>	<p>Shows high support among managers for importance of open communication/ compassion and flexibility</p>	<p>Develop policies to recognize managers who excel in role</p> <p>Senior management provides positive feedback on their performance</p>		<p>Demonstrated climate of understanding and compassion and open dialogue among managers/supervisors and employees</p>

CV-Diabetes– Manager/Supervisor		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
-mentorship for prevention --encourage employees to participate in wellness role model (eating properly, exercising, going out for a walk at lunch time, work-life balance, adequate weight)	It is the norm that managers act as role models CV health and participate in wellness initiatives and encourage employees to participate	Manager encourage other managers to be role models and participate in wellness initiatives	Senior management recognized managers who participate in wellness programs and act as role models in CV and diabetes prevention Support flex time schedules/telecommuting schedules for their employees		Construct a climate where everyone wants and has the opportunity to participate in CV wellness initiatives
- help enable employee to get resources awareness of resources available to employees (e.g. wellness programs, fitness programs) better	Define the norm/policy that managers be trained how to enable employees to help themselves	Managers assist each other on how to enable employees		Managers receive the necessary training on how to enable employees	Construct a climate where managers want to help enable employees
Provide positive recognition of employees Develop positive relationships with employees/subordinates - can lead to open communication, reduced stress, show concern	Describe it is the norm to provide positive recognition to employees	Provide positive recognitions among managers	Reinforcement by senior leadership of managers/supervisors who provide positive recognition of employees	Provide necessary training on how to provide positive recognition of employees	Senior management demonstrate positive recognition of managers

CV- Diabetes– Co-worker

CV-Diabetes– Co-worker		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
be supportive - Work together common goals and objectives- show compassion and concern	Inform co-workers on importance of being supportive and showing compassion	Develop a supportive and caring attitude for workers with CV and diabetic health issues	All co-workers work together and show concern and compassion	Demonstrates confidence in showing compassion and concern
help create a positive environment positive role model (engage in healthy behaviours and wellness programs)	Develop skills to develop and maintain a positive environment	Show how to act into a new way of thinking. Demonstrate that a positive environment is a fun place to work	Expectation that Company is a healthy/positive place to work	Demonstrate that employees have the ability to provide suggestions in creating a positive environment
awareness of early signs, identify amongst co-workers (fostering knowledge)	Provide accessible information about CV health and diabetes all employees	Demonstrate the belief that knowing about CV and diabetic health is important	It is expected that all co-worker learn about CV and diabetic health	Demonstrate confidence in learning about CV and diabetic health

CV-Diabetes– Co-worker		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
reach out to manager when needed	Understand the importance to reach out to managers when you suspect CV or diabetic health issues among co-workers	Describe the attitude that we all have a role in CV and diabetic health identification and prevention	It is the norm to reach out to managers when suspect CV or diabetic health issues in co-worker	Demonstrate the confidence to reach out to manager when suspect CV issue among co-worker
respect confidentiality	Obtain the knowledge around importance of maintaining confidentiality	Demonstrate high level of respect for confidentiality around CV issues of co-workers	It is the norm not to discuss the CV issues of co-workers with other persons	

External Determinants

Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
support, positive relationships show compassion and concern	Make it the norm that co-worker are supportive and concern for other co-workers with CV or diabetic Health issues	Describe an environment where co-workers support each other	Co-workers are praised for supporting and showing compassion	The Source provides examples and re-enforces a supportive environment. Wellness programs encourage a supportive workplace	Organizational climate is such that a supportive and compassionate workplace is the norm
positive role model (engage in healthy behaviours and wellness programs)	Demonstrate how teams who have positive relationships impact the work environment (e.g. socializing with teams; creating opportunities to know each other better)	Demonstrate within the teams that positive relationships are encouraged and well accepted while negative talk/gossip is discouraged within the teams	Recognize/praise positive relationships that are developed by co-workers		Demonstrate how senior leaders and their relationships impact the organization positively
awareness of early signs, identify amongst co-workers (fostering knowledge)	It is the norm to try to understand/ learn about CV and diabetic health	Co-workers learn /share knowledge about CV/diabetic health	The Source and Wellness initiatives provide opportunity to reinforce key messages about CV/diabetes	Awareness of the resources available to learn more about CV/diabetes	Help create a culture where it is expected that all employees learn about CV/diabetic health

CV-Diabetes– Co-worker					
External Determinants					
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
reach out to manager when needed	Make reaching out to managers the norm for co-worker who suspect their co-worker is suffering from CV disease	Co-worker encourage others to reach out to managers	The Source and wellness initiative emphasize take action with CV disease and diabetes	High awareness of where to find information about co-worker role in CV disease and diabetes	
respect confidentiality	Understand policies around confidentiality of health information It is the norm to respect confidentiality		Senior management demonstrates very high degree of importance to maintain confidentiality		Organizational climate is such that respect for confidentiality of health information is a high priority

CV-Diabetes– Senior management		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
-invest time and budget allow for budgeting for programs related to cardiovascular/diabetes disease (providing time and resources to educate)	Increase knowledge on impact of CV/diabetes on presenteeism. Provide opportunities to education the importance of these health issues at work place.	Opportunity within other areas of the business to enhance attitudes, beliefs and values toward CV/diabetic health for these attitudes to cascade down to employees	Expectation that there will be a movement within the company to provide necessary investment in management/prevention of CV disease/diabetes at workplace	
- role models, walk the talk (diet, exercise, lifestyle, work-life balance) lead by example	Understand important role and learn skills to lead by example	Acquire the attitude that it is your responsibility to lead by example in CV/diabetic health	Those who have experienced CV/diabetic health issues could share their personal story, in order to show their understanding, the impact on them, add a personal touch (requires creation of opportunity to share health story, similar to the current opportunities to share other stories – e.g. fitness, physical activity)	Build self confidence to lead by example in CV health
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
-training to develop positive relationships with employees training with regards to Cardiovascular Disease	Continue to move toward mandatory education for all managers to enhance knowledge, capability, skill in the area of CV health.	Develop attitude that positive relationship are important and it they have a role to foster/encourage positive relationship with employees	Provide opportunities to facilitate dialogue in this area. E.g. sharing of personal stories Share stories after training that demonstrates how managers were able to help employees / felt better equipped to support the team due to the training	Share stories after training that demonstrates how managers were able to help employees / felt better equipped to support the team due to the training
- foster open communication - Provide positive recognition of employees demonstrating accommodation, flexibility	Mandatory training will help enhance knowledge and skills around mental health	Promote the attitude and belief that open communication is important among all levels of employees	Through training, EAP training and support services, and other means of education there will be the expectation that senior management will foster open communication and provide positive recognition	Develop self confidence to be able to foster compassion, open communication and recognition of employees

CV-Diabetes– Senior management

CV-Diabetes-organization		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
<p>benchmarking - how well is Company doing in comparison with other companies with regards to cardiovascular /diabetic claims?</p> <p>Integrated data analysis</p>	<p>Continue with benchmarking of CV health indicators</p>		<p>Use benchmarking as a means to provide feedback on how we are doing relative to other companies and relative to past company measures</p> <p>Use the data to help facilitate learning and change throughout the business (managers)</p>	<p>Know where to readily find resources related to benchmarking</p>	<p>Leverage the data most effectively</p>
<p>mission statement, main message around health in general</p> <p>culture - how important is the well-being of our employees</p> <p>instill/facilitate a health/safety culture</p> <p>-invest in social capital</p>	<p>Establish that employee health is a top priority</p> <p>Recognition among senior managers that health is a key component of achieving the goal of being the best performing life insurance company in Canada</p>	<p>Develop a social support throughout the company – from top down around employee health goals and objectives</p>	<p>Establish employee health as a priority and establish metrics to measure success in this area (e.g. health index)</p>	<p>Maintain adequate resources to conduct analysis around performance in employee health</p>	<p>Establish a culture where as part of a definition of high performance culture imbedded in this is the importance of a healthy organization</p>

Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
communication around expectations re: health/wellness-make health/wellness the norm	<p>Make wellness part of managers objectives/performance mgmt. plan</p> <p>Establish a norm for wellness champions to make wellness the norm across the organization</p>		<p>Delivering of messages from senior mgmt across to employees through avenues such as videos</p> <p>Anchor it to the high performance culture, connected to org'n view on org health/our desire to ensure we have a healthy workforce message</p> <p>Anchor it to other key overarching messages</p>	<p>Provide messages and resources to senior management to clarify expectations and procedures</p> <p>Ensure that messages are clear for senior management to trickle down to employees</p>	<p>Delivering of messages from senior mgmt across to employees through avenues such as videos</p> <p>Anchor it to the high performance culture, connected to organization view on org health/our desire to ensure we have a healthy workforce message</p> <p>Anchor it to other key overarching messages</p>
- align policies and procedures to philosophy policies and procedures related to wellness and prevention	<p>Employee health is a consideration throughout decision making processes within the business</p> <p>Put decisions through the employee health lens to consider the impact to employee health</p> <p>Norm around communication between managers and employees</p>		<p>There is an understanding that all policies and procedures will be also measured and assessed on how they impact employee health</p>		<p>Establish a culture where employee health is paramount in all decisions around policies and procedures</p>

CV-Diabetes-organization					
External Determinants					
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
- provide resources for training managers/ supervisors/ employees -invest in human capital	Investment in social capital is the norm	There is support throughout organization for training and investment is social capital	Establishes procedures to provide feedback on success of training and ensure all managers/supervisors and senior management receives training	provide necessary resources for training and establishing high social capital	There is a climate that highly values training in health and wellness and investment in social capital

CV-Diabetes–family/partner/community		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
- supportive environment being aware of early signs of Cardiovascular Disease	Establish understanding of CV health and role family/partner/community plays in reducing negative impact Make education/information on CV easily accessible and available to family/partner/community (role of legislative bodies or government?)	Demonstrate a caring and supportive attitude Understanding of the serious negative consequences of poor CV health and the role of family in prevention	There is an expectation that everyone needs to be aware of the negative consequences and how they can help in a positive way	Develop the self confidence to acquire and act on the knowledge about CV disease and role of community/partner/friend
- recommendation to seek help, not be afraid to seek help (identification of the signs) - encourage family members to go to the doctor for check-ups	Acquire the knowledge how to identify CV disease and recommend to seek help.	Establish attitude and belief that we all have responsibility to identify danger signals and recommend they seek help	Know where they should seek help....what resources are available	Develop the self confidence to recommend to seek help
- foster awareness about available support and programs (community perspective) have resources available for people who need help when they need it (community)	Acquire the knowledge of available resources in community	Foster the belief that community supports are accessible and can be helpful (as opposed to providing information only)	Provide the necessary advice is expected All communities should have resources available and there is a high awareness of this information in community	
bringing awareness and providing resources to all demographics encourage healthy eating, diet, nutrition at home - encourage exercise, more walking - proper use of medication being aware of and providing support for proper use of medication	Provide the necessary knowledge to all demographics the importance of health living to prevent CV disease and diabetes Provide the necessary support to encourage appropriate use of medication and to encourage regular testing/screening. Make available to community information on early signs of CV disease and diabetes and role of	Establish attitude that we all play a role in encouraging and reinforcing healthy living to prevent and adequately treat CV disease and diabetes	Expectation that we all should be role models for healthy living among friends and family	Develop the self confidence to acquire the knowledge and to act to prevent CV disease and diabetes in the home and community

- education on signs and symptoms/prevention	prevention			
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CV-Diabetes- family/partner/community		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
- understanding of the impact of CV disease and diabetes on the individual being aware of early signs of Cardiovascular Disease and recommendation to seek help	It is the norm that the community is educated on CV and diabetes health issues and when to recommend to seek help	There is support among all members of the community of the importance of CV health and its prevention	The community shares positive stories around CV health	Community has the necessary resources to educate members	Establish a climate in the community that CV health is important
- foster awareness about available support and programs (community perspective) have resources available for people who need help when they need it (community) encourage family members to go to the doctor for check-ups	Establish the norm that everyone should know about available support and resources	Foster support and collaboration between community groups	There is a means to establish awareness through sharing of stories and highlighted in community events	Community provides necessary resources to educate and increase awareness	Community establishes CV health as a priority and provides necessary resources
bringing awareness and providing resources to all demographics encourage healthy eating, diet, nutrition at home - encourage exercise, more walking - proper use of medication	The norm is that all members of community can be impacted and that everyone has a role to help It is the Norm to act as a role model for healthy living	Describe a community where there is support and encouragement for healthy living	Highlight where Community shares positive stories on how the community helps others with CV health issues	Resources are available to educate all segments of the community-ethnic groups all ages, most vulnerable	

CV-Diabetes–health care providers				
Individual Determinants				
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
<p>provide screening for high risk individuals - provide appropriate interventions</p> <p>Provide health coaching</p>	<p>Demonstrate/acquire the necessary skills and knowledge</p> <p>Demonstrate knowledge in evidence-based management of CV disease and diabetes</p>	<p>Acquire the belief that early identification and treatment is key to prevention</p>	<p>Demonstrate skills and knowledge and to act on this knowledge</p>	<p>Demonstrate high confidence to identify and provide necessary treatment/advice</p>
<p>stay up-to-date and current with regards to management of CV disease and diabetes</p>	<p>Demonstrate the ability to keep current</p>	<p>Attitude that it is their responsibility to keep up to date</p>	<p>Responsibility to stay current</p>	<p>Enhance confidence that it is possible to stay up-to-date with relevant materials to provide to employees/patients</p>
<p>providing teaching and information in terms of exercise and diet, provide appropriate resources</p> <p>provide educational resources for people to look for in terms of Cardiovascular disease and risks</p>	<p>Acquire the knowledge and skills to inform employees on self-management strategies</p>	<p>Acquire the belief that dialogue is important to the health care provider/employee relationship</p>	<p>The expectation is that they will discuss, educate and inform employees</p>	
<p>holistic approach (combination of medications, therapy, etc.) commitment to keep working at a treatment plan</p>	<p>To be aware of the various approaches to treatment and be open to employee preferences and a holistic approach.</p>	<p>Acquire the attitude that a holistic approach can be an option for treatment – be open to different possibilities and combinations</p>	<p>It is expected that all treatment options will be discussed and offered to employees</p>	<p>Develop self confidence to use an holistic approach and involve employees in decision process around treatment options</p>
<p>follow-up - is the treatment plan working? what adjustments are needed? ongoing case management at the doctor-patient level</p> <p>regular follow-ups to see if risk factors are under control</p>	<p>Acquire the knowledge around the need to follow-up and monitor progress</p>	<p>Establish the attitude that follow-up and monitoring is important</p>	<p>There is the expectation that there will be follow-up and monitoring and modifying treatment as necessary</p>	

CV-Diabetes- health care providers (HCP)		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
- ability to screen for individuals at high risk and provide appropriate interventions (e.g. referral, medication, provide screening for high risk individuals)	It is the norm to provide appropriate care including screening and treatment	Other HCP provide positive support to provide appropriate care	Describe how others are providing excellent care and using appropriate guidelines Highlight in community what is high quality care	Ensure sufficient resources are available to provide the appropriate care	There is a climate in the community and among other HCP that appropriate screening and treatment is provided
- stay up-to-date and current with regards to mental health trends in Canada	It is the norm to stay up to date on CV care and provide information and teaching on CV health and prevention	Demonstrate positive social pressure in the community to stay up to date	Provide feedback on how others keep up to date	Have available educational material that HCP can use to educate	Describe a climate where it is expected the HCP stay up to date on CV issues...screening and management
providing teaching and information in terms of exercise and diet, provide appropriate resources in terms of Cardiovascular disease and risk prevention	Describe the norm to provide appropriate education and treatment on management and prevention			Provide resources for HCP to easily pass on to employees	Promote a climate where continuous learning and education is encouraged among HCPs
follow-up - is the treatment plan working? what adjustments are needed? ongoing case management at the doctor-patient level regular follow-ups to see if risk factors are under control	It is the norm to provide the appropriate follow-up and to regularly assess progress/ management effectiveness and outcomes in these individuals Describe the norm where the HCP, employee and workplace communicate effectively and work together to maximize health of employee	there is positive social support in providing appropriate follow-up	Demonstrate examples where follow-up was essential for improved outcomes	Demonstrate the value of follow-up to the complete care in CV disease	The climate exists where follow-up and re-assessment is expected for quality care

Matrix D

Cancer – Employee

cancer– Employee		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
<p>be aware of the signs and symptoms and when they do occur do something about it</p> <p>learn self breast exam</p> <p>- learn about prevention (colon/breast/skin/prostate/lung)</p> <p>Learn about sun protection</p> <p>- learn/avoid known carcinogens</p> <p>-learn more about leading a “healthy lifestyle”</p>	<p>Describe or explain what help is available</p> <p>Explain that there are resources available that will tell you how to seek help (who, where to go)</p> <p>Learn about prevention, know where to seek information about prevention-</p> <p>-learn about stress management/relaxation meditation</p>	<p>Explain that by seeking help it will be dealt with in a confidential way</p> <p>Develop belief that knowing and learning about prevention may save lives</p>	<p>Demonstrate that people that seek help can be helped</p> <p>Demonstrate that employees what to learn about prevention and what they can do to seek help for themselves</p>	<p>Provide the resources to foster the self-confidence for people to know when and where to seek help when they need it</p> <p>Demonstrate confidence to seek and implement preventative strategies</p> <p>Build confidence to seek help when they need it and know where to go to seek help</p>
<p>use available resources</p>	<p>Describe where they can find available resources when they are suffering from cancer or when they have a family member with cancer</p> <p>Demonstrate knowledge in prevention and where to seek this knowledge</p> <p>If individuals are affected, point them to information about what is covered</p>	<p>Explain that by using available resources it will be dealt with in a confidential way</p>	<p>Demonstrate that people that seek help can be helped</p> <p>Demonstrate that employees what to learn about prevention and what they can do to seek help for themselves or their family members</p>	<p>Improve confidence in seeking out available resources</p> <p>Demonstrate what resources are available – who should people call?</p>

	with their benefits, if applicable Provide information about STD/LTD guidelines			
- take recommended medications and seek appropriate care compliance/appropriate use of medication	Describe the benefits of seeking support, medication/treatment compliance (how to, consequences of not following) e.g. chemotherapy, radiation etc. Minimum amount of information available on benefits site; information available on wellness centre through health library -use of evidence based information -receive guidance from appropriate resources -research different options and make choices based on evidence	Explain that taking as recommended treatment may impact success Build attitude for wanting to learn about available resources and advice regarding treatment for cancer	Describe that it is okay to seek support (also applies to attitudes) Demonstrate that people that seek help can be helped Demonstrate that employees what to learn about prevention and what they can do to seek help for themselves or their family members	Build confidence to seek support Build confidence to manage your own compliance -work is healthy attitude -build confidence to ask for help from family and friend supports

Cancer– Employee		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
do regular exercise (at least 20 minutes of walking 5 out 7 days per week)	<p>Explain how exercise is beneficial for prevention– links on Source to articles for example</p> <p>Demonstrate how you can find 30 minutes per day to exercise</p> <p>Explain how exercise can improve your work performance, increase efficiency</p> <p>Wellness program available at certain times throughout the year – e.g. clinics; health challenges; education sessions/ webinars; online learning programs</p> <p>learn what exercise is best for your cancer</p>	<p>Explain that it is possible to find 30 min per day to exercise – provide tips and examples</p> <ul style="list-style-type: none"> -include family -make it fun and part of your daily routine/day <p>Demonstrate the link between regular exercise and decreased risk of cancer</p> <p>Demonstrate the link between improving symptoms of cancer/providing some relief with light exercise</p>	<p>Build positive expectations around the ability to exercise and the benefits that can be realized.</p> <ul style="list-style-type: none"> -find resources to help you -research and obtain support networks 	<p>Build confidence to find 30 minutes during the day to exercise and that it will not impact work performance</p> <ul style="list-style-type: none"> -schedule it as part of your day and make it routine
Get adequate sleep	<p>Explain how one can achieve adequate sleep (7 hours) and where to find the resources to assist them in getting better sleep</p> <p>Explain the difference between quantity and quality of sleep and how needs might differ between people</p>	<p>Explain that it is possible to obtain adequate sleep</p> <ul style="list-style-type: none"> -build a schedule -read evidence based materials and information <p>Demonstrate the link between adequate sleep and decreased risk of cancer</p> <p>Demonstrate the link between improving symptoms of cancer/providing some relief with adequate sleep</p> <ul style="list-style-type: none"> - make a journal of energy levels and mood with amount and quality of sleep 	<p>Build positive expectations around the ability to get good sleep</p> <ul style="list-style-type: none"> -build into a family routine so that there are supports 	<p>Build confidence in ability to utilize strategies to get better sleep</p>

<p>eat properly - reduce fat (quantify that we are talking about "bad" fat and not "good" fats intake, increase fibre, increase greens reduce refined sugars/alcohol, monitor diet, reduced processed foods and eating out</p> <p>weight management</p> <p>reduce fat intake, increase fibre, increase greens,</p>	<p>Explain how one can achieve adequate nutrition (low fat, high fibre, low sugar, adequate fruit and vegetable intake, balanced diet, calories) and where to find the resources to assist them in getting better nutrition</p> <p>Same programs as per above</p> <p>Wellness Centre available 24/7 to get more information on lifestyle; medication; conditions; etc.</p> <p>-use of evidence based research and information</p>	<p>Explain that it is possible to eat properly (provide tips and links)</p> <p>Explain how proper diet/nutrition can positively - impact health</p> <p>-use of support networks</p> <p>-build into your routine and schedule</p> <p>Demonstrate the link between proper nutrition and decreased risk of cancer</p> <p>Demonstrate the link between improving symptoms of cancer/providing some relief with proper nutrition</p>	<p>Build positive expectations around the ability to have nutritious meal</p> <p>-build into family routine for support</p>	<p>Build confidence to seek/make nutritious meals</p> <p>Provide tips on how to eat Healthy</p> <p>-get supports to assist you – have confidence to ask for support and help</p>
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Cancer– Employee		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
Avoid tobacco Minimize alcohol	Describe how tobacco can increase risk for cancer Describe how excessive alcohol can cause some cancers(cancers of the esophagus, pharynx, and mouth) Describe resources to be able to stop smoking, where you need to go seek help Where can seek help for alcohol addiction (smoking cessation aids available as part of benefit plan??)	Demonstrate that it is okay to seek help	Persuade that it is possible stop smoking or reduce alcohol	Build confidence that you can make changes to these issues
Engage in stress/time management work/life balance	Learn how to better manage time and stress Describe the available resources to help work/life balance, ie. EAAP Wellness Centre information. Some of the wellness programs target stress management Provide information about Employee and Advisor Assistance Program Provide information about other wellness programs that help with work/life balance (e.g. Kids & Company daycare)	Show that it is possible to have work/life balance Demonstrate that it is OK to seek help for stress management Obtain supports -de-stigmatize mental health	Persuade that it is possible to reduce stress Demonstrate that it is okay to create work/life balance in a way that works for you -learn strategies that work for you and take time for you	Build confidence to seek help when work/life stress is totally out of balance
seeing family doctor for regular check-up/ screening – breast, colon, prostate	Learn importance-provide education on need to see doctor to check risk factors and perform screening tests Provide information on Physician	Establish attitudes beliefs to be proactive and seek preventive measures -use evidence based research/information and make choices based on this.	Establish expectations that regular check up and screening is necessary	Build self confidence to ask necessary questions about screenings

	Search on the Wellness Centre via Canadian HealthCARE Navigation for employees that do not have a family doctor or if they need to find a specialist			
know about family history and risk	Learn how family history is a key factor in risk for cancer Annual Wellness Assessment includes family history questions and provides employee with a report that includes information around how this can affect their risk levels			Build self confidence to ask necessary questions about family history
discuss with manager/supervisor any limitations -seek support from manager/co-workers/home/community	Build awareness for employees that if their cancer is impacting their abilities that they should seek help/advice from managers	Build attitude and belief that it is OK to seek help	Establish the expectation that it is OK to seek help from managers	Build self confidence to seek help

Cancer - Employee		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
be aware of the signs and symptoms and when they do occur do something about it	Promote/reinforce the Norm that company will support employee that seeks help.	Emphasize that if employees seek help they will be supported by their team/manager	Incorporate cancer training into new manager training Include applicable information in new employee manual/training	Enhance visibility of resources available to employees (e.g. EAP plus the Wellness Centre information includes support group information)	Promote an organizational culture where it is okay to seek help and where company will provide necessary support
use available resources learn about prevention (colon/breast/skin/prostate/lung) Learn about sun protection - learn/avoid known carcinogens	Demonstrate the norm where team leaders provide information/promote resources to team members (e.g. in team meetings) It is the norm to provide resource on prevention Wellness Centre provides resources, like smoking cessation aids, support groups, other	Promote social support which encourages to seek knowledge and seek help about cancer prevention and when cancer impact work ability	Demonstrate using data or graphs the utilization of the resources by employees	Demonstrate that resources are readily accessible; enhance communication and visibility around the resources Enhance visibility through communicating in common areas (e.g. cafeterias) or by building into current wellness messaging Provide sufficient resources to increase knowledge in prevention and where to seek help	Describe a work culture that encourage and promotes the use of the available resources when needed Promote a culture that prides itself in maximizing the health of it employees

Cancer- Employee		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
- take recommended medications and seek appropriate care compliance/appropriate use of medication and/or cancer treatments	describe that the norm to have resources available on compliance/appropriate use of medication or cancer treatments (chemo/radiation)	provide through benefits program to info on cancer treatments /medication. Provide social support during treatment sessions	educate employees on the importance of seeking and using resources on treatment/compliance; reinforce that the organization is here to support employees Provide feedback using HRA	Use flex benefits and microsite to educate Encourage use of EAP communications Include info on Source Provide information on cancer treatments.	Promote a culture that prides itself in maximizing the health of it employees
do regular exercise (at least 30 minutes of walking 5 out 7 days per week) for prevention and when suffering from cancer	Demonstrate via mentorship by management; role models for exercise and get away from their desk on lunch. Make 20 min of exercise the Norm. Describe the norm where you can seek help to find out what exercises are beneficial and how to modify based on individual needs.	Provide a forum for individuals looking for social support to promote physical activity (i.e. discussions for people to look for group fitness activities)	Use verbal reinforcement and reward positive behaviour sharing of best practices (e.g. collaboration tool or forum to share what employees/managers are doing) demonstrate how benefits structure rewards those who exercise	Use videos (e.g 23 1/2 hours) Wellness programs such as health challenges Reinforce programs such as Weight Watchers at Work, fitness reimbursements, Wellness Account, on-site gyms Describe available resources that explains how to get started on exercise program, where to go who to see, or how to o it on their own	senior leaders demonstrate participating in national wellness day and other wellness programs offered promotes a culture where exercise and fitness is the norm -work is healthy culture and attitude

Cancer – Employee		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
Adequate sleep	<p>Provide guidelines on avoid sending emails late at night too often, respectful of getting sleep</p> <p>Describe the recommended sleep requirement (guidelines)</p>		Provide feedback using HRA assessment	education around the impact of sleep deprivation and how to ensure adequate sleep EAP program; sleep webinars as part of wellness program; HRA sleep data for analysis to see if it's going in the right direction over time	emphasize CEO messaging around being a high performance culture and the type of climate we're striving for and how we're going to get there; ensure employees know that a positive culture is important
<p>eat properly - reduce fat intake, increase fibre, increase greens reduce refined sugars/alcohol, monitor diet, reduced processed foods and eating out</p> <p>weight management</p>	<p>show role modeling; walking the walk; healthy snacks and meals for meetings; where cafeterias exist, ensuring healthy options</p> <p>discuss about the community norms shifting toward healthy food/drink choices</p> <p>Provide more option in drinks like juices (?) define juices as this can be as bad as pop I.e. sugar load rather than coffee or pop</p>	Demonstrate peer to peer support around positive eating habits; collaboration spaces or forums to share success stories; profile leaders favorite recipes	Demonstrate positive reinforcement by managers on healthy choices by employees	healthy cafeteria food; information on the wellness - part of the Source website e.g. healthy recipes	<p>Senior management demonstrates the importance of proper nutrition and healthy lifestyle and how this is important for a high performance culture</p> <p>-support healthy eating options, lead by example through senior leaders</p> <p>-have an organizational climate that only supports healthy eating in buildings i.e. don't have vending machines with pop, chocolate, chips, bad choices and have cafeterias provide healthy options</p>
<p>Avoid tobacco</p> <p>Minimize alcohol</p>	<p>Describe that the norm (trends) is to avoid excessive Alcohol and avoid tobacco</p> <p>Norms around alcohol during socials/limiting use/</p> <p>Describe policy around allowable expenses for alcohol</p>	Role modeling among peers and provide to help/support for those wanting to quit smoking	<p>Reinforcing smoking policies</p> <p>Enforce policy smoking around building (second hand smoke)</p>	<p>Demonstrate how EAP can be used to assist employees</p> <p>Leverage using the Source with other community programs/initiate</p> <p>Smoking cessation aids potentially covered under benefit plan (?)</p> <p>Use of Benefits site for health information and drug information supports</p>	An organizational climate that values a positive healthy lifestyle and demonstrates this through the actions of senior management

Cancer – Employee		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
Engage in stress/time management work/life balance	<p>Describe flex time schedule to enable employees to accommodate home situation and have time flexibility</p> <p>Encourage telecommuting and use of flex hours</p> <p>Encourage discussions between management and employees to regularly check in on stress/time management and work/life balance</p>	Describe how peers encourage and support others who attempt to achieve work-life balance	<p>Directors/ leaders demonstrate work life balance</p> <p>On The Source have stories/testimonials that may have an effect to model other to achieve the same</p>	<p>Health and wellness programs that focus on stress mgmt, work life balance, time mgmt</p> <p>Provide education and opportunities to learn relaxation and stress management eg, lunch and learn</p> <p>Promote the EAP as resource to get individualized help</p> <p>Continue to promote wellness programs that target stress mgmt.</p> <p>Share specialized training information to other departments in the organization (e.g. Market Development conducted time mgmt. training)</p>	<p>Describe a climate that promotes work-life balance</p> <p>Describes a climate where work-life balance is valued</p> <p>-Healthy workplace strategies including vision, mission, objectives and goals</p>
seeing family doctor for regular check-up/ screening – breast, colon, prostate	Describe that is the norm to get check ups to assess risk factors, for screening, monitoring and management -provide or encourage use of evidence based practice	Establish peer support to encourage regular check ups/screening	<p>Demonstrate through education (website, EAP, posters, other) that regular check ups/ screening can prevent mortality and reduce morbidity from cancer</p> <p>Provide regular messaging about cancer screening to employees</p>	<p>Demonstrate how available resources can provide education on screening/prevention</p> <p>Provide information on recommended screening tests (for breast cancer, colon, prostate, cervical etc.</p>	Describes a climate that encourages cancer prevention and need to assess risk factors.

know about family history and risk	Describe as the norm the understanding that there is a strong link between family history and many cancers		Describe where screening clinics inquire and act upon high risk family history Provide regular messaging about cancer screening to employees	Explain resources available to obtain information on family history and cancer	Describes a climate that encourages cancer prevention and need to assess risk factors.
discuss with manager/supervisor any limitations -seek support from manager/co-workers/home/community	Describe the norm to seek help from managers when cancer impact work ability Explain that it is policy that information about personal health conditions will be kept strictly confidential.	Demonstrate through social support among peers that it is important to seek and communicate limitations with managers	Describe through various communications (narratives/stories) about how seeking help/communication with managers was a positive experience	Describe how at various points of interaction employees (interviews, employee handbook, The Source where employee receive messaging about communicating limitations with managers	Describe a culture that promotes open and confidential communication with managers when there are limitations in work ability.

Cancer – Manager/Supervisor		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
<p>accountability - - education/training how to modify work to suit limitations</p> <p>Focus on function – how is the condition impacting ability to perform the job</p> <p>provide support/empathy/compassion and concern</p> <p>recognize early signs...weight loss, change in behaviours, malaise, excessive time off work etc.</p>	<p>Acquire the knowledge and skills to identify employees who may be in distress and what resources are available for employee to seek help.</p> <p>Learn to show compassion/concern/empathy</p> <p>Know how to effectively modify work to suit limitations</p> <p>Ensure accountability to point out when there are gaps in ability to function or change in performance</p> <p>Know when to encourage to seek medical care</p>	<p>Eliminate negative attitudes toward individuals who are limited in their work ability due to cancer</p> <p>Develop a positive attitude about interacting and role with employees with cancer</p>	<p>Expectations that managers will acquire knowledge to deal appropriately with employees with cancer</p>	<p>Build confidence for managers to identify and take appropriate steps when presented with employee with cancer who is functionally limited.</p>
<p>role model (eating properly, exercising, going out for a walk at lunch time, work-life balance, adequate weight)</p>	<p>Understand that actions of superiors impact behaviours of employees.</p>		<p>The expectations that managers will act as role models on healthy living</p>	
<p>-follow processes -know when to seek help - minimize ambiguity in employee roles</p> <p>awareness of resources available to employees (e.g. wellness programs, fitness programs)</p> <p>-mentorship for prevention</p>	<p>Be aware of available resources and what procedures to follow</p> <p>Provide training on processes, role and resources available</p>	<p>Encourage attitude that manager and supervisors have an important role in cancer and its prevention helping to adapt the workplace to the health needs.</p>	<p>Reinforce the expectation that managers should know what processes to follow and be aware of available resources</p>	<p>Demonstrate the confidence to follow processes, when to ask for help and knowledge of available resources</p>

Cancer – Manager/Supervisor		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
-encourage employees to participate in wellness	Understand that positive (and negative) actions of superiors impact behaviours of employees.	Express belief that participation is important in prevention	Encourage participation in the wellness programs Describe an expectation that managers participate in wellness initiative Wellness as an agenda meeting item in some of the leaders meetings held by department heads in order to discuss expectations and answer questions	Develop confidence in ability to encourage employees to participate in wellness initiatives. -agenda in workplace meetings -lead by example
- help enable employee to get better	Acquire skills and knowledge to enable employees to seek help they need. -participate in wellness -use key stakeholders	=Understand the importance of a manager/supervisor’s positive attitudes influence -develop EQ	Demonstrate willingness To help -provide resources -lead by example	Demonstrate confidence to provide resources to employees to get better (knowing what to provide, when to provide it, etc.)
develop positive relationships with employees/subordinates - can lead to open communication, reduced stress, show concern	Communicate ways to recognize employees Obtain training on how to praise and recognise Profile on intranet recognition Provide positive reinforcement.	Understand the importance of recognition -regular communication with employee in difference format and venues i.e. one on one meetings, follow up with email discussions, etc, positive relationships	Provide positive recognition – use methods available through the source for positive recognition (i.e. sending a VIP)	Demonstrates confidence to provide praise and recognition

Cancer – Manager/Supervisor		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
<p>accountability - education/training how to modify work to suit limitations</p> <p>Focus on function – how is the condition impacting ability to perform the job</p> <p>provide support/empathy/compassion and concern</p> <p>recognize early signs...weight loss, change in behaviours, malaise, excessive time off work etc</p>	<p>Inform that it is the norm (policy) that all managers/supervisors obtain training on best practices on how to deal with functional limitations</p> <p>Comparison with other organizations (feedback)</p> <p>Understanding policy around procedures on how to act when function is impacted due to cancer</p> <p>Describe as the norm that managers identify ill health at the workplace that impacts functional abilities and how to effectively address the limitations in a compassionate caring way</p>	<p>Other manager provide support on how to manage functionally impacting health issues</p> <p>Encourage support among managers -use key stakeholders</p>	<p>Senior management recognizes those who have helped others with cancer. The Source highlights role</p> <p>Opportunity to share experiences with other managers on how to act appropriately.</p> <p>Senior management express the importance of effectively addressing health limiting issues in a compassionate and caring way</p>	<p>Management provides sufficient resources for education and training</p> <p>Have refresher training sessions</p>	<p>Demonstrated climate of understanding and open dialogue among managers/supervisors on how to manage effectively when cancer impact work ability.</p> <p>-Healthy Workplace vision and mission statements, goals and objectives</p>
<p>- better understanding and being active about it - providing modifications,</p>	<p>It is the norm that managers are aware of the resources/processes that will help employees</p>	<p>Shows high support among managers for importance of awareness of resource/processes</p>	<p>Senior management/ company publications/ wellness website/training manuals, The Source all</p> <p>Provide information on available resources for cancer and its prevention for managers</p>	<p>Enhance visibility of resources available to managers/supervisors</p> <p>Have a go to person for advise/guidance</p>	<p>Healthy Workplace vision and mission statements, goals and objectives</p>
<p>-accommodation /flexibility on the part of managers and supervisors</p>	<p>Inform that it is the norm (policy) that all managers/supervisors receive education in cancer and work and understand role and actions that should be taken -people leader training and practices</p>	<p>Shows high support among managers for importance of open communication/ compassion and flexibility</p>	<p>Develop policies to recognize managers who excel in role</p> <p>Senior management provides positive feedback on their performance</p>		<p>Demonstrated climate of understanding and compassion and open dialogue among managers/supervisors and employees</p> <p>Healthy Workplace vision and mission statements, goals and objectives</p> <p>Demonstrate a climate of flexibility and accommodation for special circumstances</p>

Cancer – Manager/Supervisor					
External Determinants					
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
<p>role model (eating properly, exercising, going out for a walk at lunch time, work-life balance, adequate weight)</p> <p>-encourage employees to participate in wellness</p>	<p>It is the norm that managers act as role models in health promotion and participate in wellness initiatives and encourage employees to participate</p>	<p>Manager encourage other managers to be role models and participate in wellness initiatives</p>	<p>Senior management recognized managers who participate in wellness programs and act as role models in health promotion/prevention Leaders talk about with managers in department leadership meetings to bring to the forefront</p>	<p>Managers know where to access resources to help be a role model and participate in wellness initiatives (The Sources, wellness portal, etc.)</p>	<p>Construct a climate where everyone wants to participate in wellness initiatives Healthy Workplace vision and mission statements, goals and objectives</p>
<p>-follow processes</p> <p>-know when to seek help</p> <p>- minimize ambiguity in employee roles</p> <p>awareness of resources available to employees (e.g. wellness programs, fitness programs)</p> <p>-mentorship for prevention</p>	<p>Define the norm/policy that managers be trained how to enable employees to help themselves</p>	<p>Managers assist each other on how to enable employees</p>		<p>Managers receive the necessary training on how to enable employees</p>	<p>Construct a climate where managers want to help enable employees</p>
<p>Provide positive recognition of employees</p> <p>develop positive relationships with employees/subordinates - can lead to open communication, reduced stress, show concern</p>	<p>Describe it is the norm to provide positive recognition to employees</p>	<p>Managers develop positive relationships with other managers and share knowledge on how to be positive with employees as well</p>	<p>Reinforcement by senior leadership of managers/supervisors who provide positive recognition of employees</p>	<p>Provide necessary training on how to provide positive recognition of employees</p>	<p>Senior management demonstrate positive recognition of managers</p>

Cancer – Co-worker

Cancer – Co-worker		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
be supportive - Work together common goals and objectives- show compassion and concern	Inform co-workers on importance of being supportive and showing compassion	Develop a supportive and caring attitude for workers with cancer	All co-workers work together and show concern and compassion	Demonstrates confidence in showing compassion and concern
help create a positive environment positive role model (engage in healthy behaviours and wellness programs)	Develop skills to develop and maintain a positive environment	Show how to act into a new way of thinking. Demonstrate that a positive environment is a fun place to work	It is expected that all co-workers contribute towards a positive environment and are positive role models for each other	Demonstrate that employees have the ability to provide suggestions in creating a positive environment
awareness of early signs, identify amongst co-workers (fostering knowledge) and know when they should contact managers acquire and share knowledge about prevention	Provide accessible information about cancer and work and prevention Acquire the knowledge when to seek help	Demonstrate the belief that knowing about cancer and how it can impact work ability is important Describe the belief that knowledge and action in cancer prevention is important	It is expected that all co-worker learn about reducing risk of cancer and support those who have cancer at work	Demonstrate confidence in learning about cancer and work and prevention

Cancer- Co-worker		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
reach out to manager when needed	Understand the importance to reach out to managers when co-workers is in distress Know when to reach out.	Describe the attitude that we all have a role in helping/supporting workers with cancer and knowing about it prevention	It is the norm to reach out to managers when suspect CV or diabetic health issues in co-worker	Demonstrate the confidence to reach out to manager when co-worker is in distress
respect confidentiality	Obtain the knowledge around importance of maintaining confidentiality	Demonstrate high level of respect for confidentiality of co-workers with cancer	It is expected not to discuss the health issues of co-workers with other persons	

Cancer – Co-worker		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
be supportive - Work together common goals and objectives- show compassion and concern	Make it the norm that co-workers are supportive and concern for other co-workers with cancer	Describe an environment where co-workers support each other	Co-workers are praised for supporting and showing compassion	The Source provides examples and re-enforces a supportive environment. Wellness programs encourage a supportive workplace	Organizational climate is such that a supportive and compassionate workplace is the norm
help create a positive environment positive role model (engage in healthy behaviours and wellness programs)	Demonstrate how teams who have positive relationships impact the work environment (e.g. socializing with teams; creating opportunities to know each other better)	Demonstrate within the teams that positive relationships are encouraged and well accepted while negative talk/gossip is discouraged within the teams	Recognize/praise positive relationships that are developed by co-workers		Demonstrate how senior leaders and their relationships impact the organization positively
awareness of early signs, identify amongst co-workers (fostering knowledge) and know when they should contact managers acquire and share knowledge about prevention	It is the norm to try to understand/ learn about cancer and impact on work	Co-workers learn /share knowledge about cancer and work and share knowledge about prevention	The Source and Wellness initiatives provide opportunity to reinforce key messages about cancer prevention and management	Awareness of the resources available to learn more about cancer	Help create a culture where it is expected that all employees learn about cancer and its prevention

Cancer – Co-worker		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
reach out to manager when needed	Make reaching out to managers the norm for co-worker who suspect their co-worker is suffering from CV disease	Co-worker encourage others to reach out to managers	The Source and wellness initiative emphasize take action with CV disease and diabetes	High awareness of where to find information about co-worker role in CV disease and diabetes	Create an organizational climate where employees are comfortable with reaching out to managers – open door policies
respect confidentiality	Understand policies around confidentiality of health information It is the norm to respect confidentiality		Senior management demonstrates very high degree of importance to maintain confidentiality		Organizational climate is such that respect for confidentiality of health information is a high priority

Cancer – Senior management		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
-invest time and budget allow for budgeting for programs related to education on cancer and related health issues (providing time and resources to educate) how manager need to effectively manage as related to work ability	Increase knowledge on impact of cancer on work Provide opportunities to education the importance of these health issues at work place.	Opportunity within other areas of the business to enhance attitudes, beliefs and values toward cancer and work and for these attitudes to cascade down to employees	Expectation that there will be a movement within the company to provide necessary investment in management/prevention of cancer at workplace	
- role models, walk the talk (diet, exercise, lifestyle, work-life balance) lead by example	Understand important role and learn skills to lead by example Demonstrate knowledge and action towards healthy living	Acquire the attitude that it is your responsibility to lead by example in health promotion	Those who have experienced cancer could share their personal story, in order to show their understanding, the impact on them, add a personal touch (requires creation of opportunity to share health story, similar to the current opportunities to share other stories – e.g. fitness, physical activity	Build self confidence to lead by example

Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
<ul style="list-style-type: none"> - training to develop positive relationships with employees - foster open communication - encourage flexibility among managers/supervisors 	<p>Continue to move toward mandatory education for all managers to enhance knowledge, capability, skill in the area of work and Health.</p> <p>Acquire knowledge on how to interact in a positive way with managers/employees</p>	<p>Develop attitude that positive relationship are important and it they have a role to foster/encourage positive relationship with employees</p>	<p>Provide opportunities to facilitate dialogue in this area. E.g. sharing of personal stories</p> <p>Share stories after training that demonstrates how managers were able to help employees / felt better equipped to support the team due to the training</p>	<p>Share stories after training that demonstrates how managers were able to help employees / felt better equipped to support the team due to the training</p>
<ul style="list-style-type: none"> - foster open communication - Provide positive recognition of employees <p>demonstrating accommodation, flexibility</p>	<p>Mandatory training will help enhance knowledge and skills around work and health of employees</p>		<p>Through training, EAP training and support services, and other means of education there will be the expectation that senior management will foster open communication and provide positive recognition</p>	<p>Develop self confidence to be able to foster compassion, open communication and recognition of employees</p>

Cancer – Organization

Cancer -organization		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
<p>benchmarking - how well is Company doing in comparison with other companies with regards to cancer?</p> <p>Integrated data analysis</p>	<p>Continue with benchmarking of cancer and related health indicators</p>		<p>Use benchmarking as a means to provide feedback on how we are doing relative to other companies and relative to past company measures</p> <p>Use the data to help facilitate learning and change throughout the business (managers)</p>		<p>Leverage the data most effectively</p>
<p>mission statement, main message around health in general</p> <p>culture - how important is the well-being of our employees</p> <p>instill/facilitate a health/safety culture</p> <p>invest in social capital</p>	<p>Establish that employee health is a top priority</p> <p>Recognition among senior managers that health is a key component of achieving the goal of being the best performing life insurance company in Canada</p>	<p>Develop a social support throughout the company – from top down around employee health goals and objectives</p>	<p>Establish employee health as a priority and establish metrics to measure success in this area (e.g. health index)</p>	<p>Maintain adequate resources to conduct analysis around performance in employee health</p>	<p>Establish a culture where as part of a definition of high performance culture imbedded in this is the importance of a healthy organization</p>

Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
communication around expectations re: health/wellness-make health/wellness the norm	Make wellness part of managers objectives/performance mgmt. plan		<p>Delivering of messages from senior mgmt across to employees through avenues such as videos</p> <p>Anchor it to the high performance culture, connected to organization view on organization health/our desire to ensure we have a healthy workforce message</p> <p>Anchor it to other key overarching messages</p>	<p>Provide messages and resources to senior management to clarify expectations and procedures</p> <p>Ensure that messages are clear for senior management to trickle down to employees</p>	<p>Delivering of messages from senior mgmt across to employees through avenues such as videos</p> <p>Anchor it to the high performance culture, connected to organization view on org health/our desire to ensure we have a healthy workforce message</p> <p>Anchor it to other key overarching messages</p>
- align policies and procedures to philosophy policies and procedures related to wellness and prevention	<p>Employee health is a consideration throughout decision making processes within the business</p> <p>Put decisions through the employee health lens to consider the impact to employee health</p> <p>Norm around communication between managers and employees</p>		There is an understanding that all policies and procedures will be also measured and assessed on how they impact employee health		Establish a culture where employee health is paramount in all decisions around policies and procedures

Cancer -organization		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
- provide resources for training managers/ supervisors/ employees -invest in human capital and prevention	Investment in social capital is the norm	There is support throughout organization for training and investment is social capital	Establishes procedures to provide feedback on success of training and ensure all managers/supervisors and senior management receives training	Provide necessary resources for training and establishing high social capital	There is a climate that highly values training in health and wellness and investment in social capital

Cancer– family/partner/community				
Individual Determinants				
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
<p>- supportive environment</p> <p>being aware of early signs of Cancer (unexplained weight loss, malaise, fatigue)</p> <p>support/assistance in treatment...chemo/radiation/medication treatment and be aware of side-effects</p> <p>- awareness of the role and potential consequences of narcotic use for pain</p>	<p>Establish understanding of role of family/partner /community plays in reducing negative impact of cancer.</p> <p>Describe a mechanism where information on resources options are made available to family/partner community including information on treatment side effects and sign and symptoms.</p> <p>Describe an mechanism where company can help family find resources to help worker with cancer and information on cancer prevention</p>	<p>Demonstrate a caring and supportive attitude</p> <p>Promoting a belief that family/partner/community play important role in cancer by providing support being aware of treatment side effects encouraging treatment compliance</p>	<p>There is an expectation that family/partner/community can make a difference in outcomes</p>	<p>Develop the self confidence to acquire and act on the knowledge about role of community/partner/friend in cancer.</p> <p>Demonstrating the knowledge where to go for information and assistance (e.g. wellness centre where support group information is held)</p>
<p>- recommendation to seek help, not be afraid to seek help</p> <p>- encourage family members to go for cancer screening</p>	<p>Acquire the knowledge how to identify potential signs and symptoms of cancer and when to recommend to seek help.</p>	<p>Establish attitude and belief that we all have responsibility to identify danger signals and recommend they seek help and to encourage preventative measures</p>	<p>Know where they should seek help....what resources are available</p>	<p>Develop the self confidence to recommend to seek help</p>
<p>- aware of Canadian Cancer Society resources</p> <p>have resources available for people who need help when they need it (community)</p> <p>be aware of community /work resources/support groups to assist in management</p>	<p>Acquire the knowledge of available resources in community</p>	<p>Establish the attitude and belief that community resources can be helpful</p>	<p>Provide the necessary advice is expected</p> <p>All communities should have resources available and there is a high awareness of this information in community</p>	<p>Develop the self confidence to research community resources / support groups</p>

<p>- positive healthy role models (eating, exercise, weight, attitudes, relationships, work-life balance)</p> <p>make healthy lifestyle the norm</p> <p>provide emotional support and encouragement</p> <p>- understand the impact cancer can have on the individual</p>	<p>Provide the necessary knowledge to act as role model in the prevention of cancer</p> <p>Provide the necessary support to encourage regular testing/screening.</p>	<p>Establish attitude that we all play a role in encouraging and reinforcing healthy living to prevent and adequately treat cancer</p>	<p>Expectation that we all should be role models for healthy living among friends and family</p>	<p>Develop the self confidence to acquire the knowledge and to act to prevent cancer and assist in supporting cancer management at home</p>
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Cancer - family/partner/community		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
<p>- supportive environment being aware of early signs of Cancer (unexplained weight loss, malaise, fatigue)</p> <p>support/assistance in treatment...chemo/radiation/medication treatment and be aware of side-effects</p> <p>- awareness of the role and potential consequences of narcotic use for pain</p>	<p>It is the norm that the community is educated on cancer prevention and how to provide support, knowing the importance and encouraging screening.</p> <p>Describe the norm where family members know where to seek resources to assist and provide support and knowing about potential side effects of treatment</p>	<p>There is support among all members of the community of the importance of cancer prevention and the need to provide support.</p>	<p>The community shares positive stories around cancer</p>	<p>Community has the necessary resources to educate members</p>	<p>Establish a climate in the community that preventing and supports those with cancer is important</p>
<p>have resources available for people who need help when they need it (community)</p> <p>- recommendation to seek help, not be afraid to seek help</p> <p>- encourage family members to go for cancer screening</p>	<p>Establish the norm that everyone should know about available support and resources, importance of cancer screening, and who is at higher risk</p>		<p>There is a means to establish awareness through sharing of stories and highlighted in community events</p>	<p>Community provides necessary resources to educate and increase awareness</p>	<p>Community establishes cancer as a priority and provides necessary resources</p>
<p>- positive healthy role models (eating, exercise, weight, attitudes, relationships, work-life balance)</p> <p>make healthy lifestyle the norm</p>	<p>The norm is that all members of community can be impacted and that everyone has a role to help</p> <p>It is the Norm to act as a role model for healthy living</p>	<p>Describe a community where there is support and encouragement for healthy living</p>	<p>Highlight where Community shares positive stories on how the community helps others with cancer</p>	<p>Resources are available to educate all segments of the community-ethnic groups all ages, most vulnerable</p>	

provide emotional support and encouragement - understand the impact cancer can have on the individual					
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Cancer –health care providers		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
provide screening for high risk individuals - provide appropriate interventions Show compassion and concern	Demonstrate/acquire the necessary skills and knowledge Demonstrate knowledge in evidence-based management of cancer treatment and prevention	Acquire the belief that early identification and treatment is key to prevention	Demonstrate skills and knowledge and to act on this knowledge	Demonstrate high confidence to identify and provide necessary treatment/advice
stay up-to-date and current with regards to management and prevention of cancer act as positive role model	Demonstrate the ability to keep current	Attitude that it is their responsibility to keep up to date Demonstrate the belief that they should act as role model for healthy living	Responsibility to stay current	
providing education on prevention in terms of exercise and diet, provide appropriate resources/side effects/treatment compliance	Acquire the knowledge and skills to inform employees on self-management strategies	Acquire the belief that dialogue is important to the health care provider/employee relationship	The expectation is that they will discuss, educate and inform employees	Demonstrate confidence to provide education on prevention and appropriate resources, side effects, and advice on treatment compliance
follow-up - is the treatment plan working? what adjustments are needed? ongoing case management at the doctor-patient level	Acquire the knowledge around the need to follow-up and monitor progress	Establish the attitude that follow-up and monitoring is important	There is the expectation that there will be follow-up and monitoring and modifying treatment as necessary	
communication with workplace on work modification	Acquire the knowledge how to effectively communicate work limitations with workplace Understand necessity to get worker consent to communicate with workplace.	Describe an attitude where communication with workplace about limitations is part of appropriate management	Describe the expectation that specific work limitation/modification be communicated with the workplace	Develop confidence to communicate with workplace.

Cancer- health care providers (HCP)		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
- ability to screen for individuals at high risk and provide appropriate interventions (e.g. referral, medication, provide screening for high risk individuals show compassion and concern	It is the norm to provide appropriate care including screening and treatment It is the norm to treat with compassion and concern	Other HCP provide positive support to provide appropriate care	Describe how others are providing excellent care and using appropriate guidelines Highlight in community what is high quality care	Ensure sufficient resources are available to provide the appropriate care	There is a climate in the community and among other HCP that appropriate screening and treatment is provided
- stay up-to-date and current Act as positive role model	It is the norm to stay up to date on cancer care and provide information and teaching on cancer management and prevention	Demonstrate positive social pressure in the community to stay up to date	Provide feedback on how others keep up to date	Have available educational material that HCP can use to educate	Describe a climate where it is expected the HCP stay up to date on cancer...screening and management
providing teaching and information in terms of exercise and diet, provide appropriate resources in terms of cancer risk prevention	Describe the norm to provide appropriate education and treatment on management and prevention		Demonstrate examples where positive lifestyle habits can impact cancer risk prevention	Provide resources for HCP to easily pass on to employees	
follow-up - is the treatment plan working? what adjustments are needed? ongoing case management at the doctor-patient level regular follow-ups to see if risk factors are under control	It is the norm to provide the appropriate follow-up and to regularly assess progress/ management effectiveness and outcomes in these individuals	there is positive social support in providing appropriate follow-up	Demonstrate examples where follow-up was essential for improved outcomes	Demonstrate the value of follow-up to the complete care in cancer	The climate exists where follow-up and re-assessment is expected for quality care

communication with workplace on work modification	Describe the norm where the HCP, employee and workplace communicate effectively and work together to maximize health of employee			There are sufficient resource to encourage HCP-workplace communication	
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Matrix E

Flu– Employee

Flu– Employee		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
<p>-get the flu shot; understand the risks and benefits of the flu shot - decide whether the flu shot is right for them</p> <p>use available resources to learn about the flu shot</p>	<p>Explain that there are resources available that will provide you with information about the flu and the flu shot</p> <p>Learn about prevention, know where to seek information about prevention-</p>	<p>Develop the attitude that getting the flu shot is a individual decisions and should be aware of the risks and benefits</p>	<p>Describe the expectation that employees make informed decisions about the flu shot</p>	<p>Provide the resources to foster the self-confidence for people to make the right decision for them</p> <p>Demonstrate confidence to seek and implement preventative strategies</p>
<p>do regular exercise (at least 30 minutes of walking 5 out 7 days per week)</p>	<p>Explain how exercise is beneficial for prevention– links on Source to articles for example</p> <p>Demonstrate how you can find 30 minutes per day to exercise</p> <p>Describe how regular exercise, proper diet, sleep can minimize risk of flu.</p>	<p>Explain that it is possible to find 30 min per day to exercise – provide tips and examples</p>	<p>Build positive expectations around the ability to exercise and the benefits that can be realized.</p>	<p>Build confidence to find 30 minutes during the day to exercise and that it will not impact work performance</p>
<p>Get adequate sleep</p>	<p>Explain how one can achieve adequate sleep (7 hours) and where to find the resources to assist them in getting better sleep</p> <p>Explain the difference between quantity and quality of sleep and how needs might differ between people</p>	<p>Explain that it is possible to obtain adequate sleep</p>	<p>Build positive expectations around the ability to get good sleep</p>	<p>Build confidence in ability to utilize strategies to get better sleep</p>
<p>eat properly - reduce fat intake, increase fibre, increase greens reduce refined sugars/alcohol, monitor diet, reduced processed foods</p>	<p>Explain how one can achieve adequate nutrition (low fat, high fibre, low sugar, calories) and where to find the resources to assist them in getting better nutrition</p>	<p>Explain that it is possible to eat properly (provide tips and links)</p> <p>Explain how proper</p>	<p>Build positive expectations around the ability to have nutritious meals</p>	<p>Build confidence to seek/make nutritious meals</p> <p>Provide tips on how to eat healthy</p>

	Wellness Centre available 24/7 to get more information on lifestyle; medication; conditions; etc.	diet/nutrition can positively impact health		
<ul style="list-style-type: none"> - wash hands - know how to adequately wash hands work/home - good sanitary practices at work and at home - cough/sneeze into elbow not hands - use hand sanitizers regularly 	Acquire knowledge on hand washing. Know where to find necessary information	Instill the belief that hand washing /use of sanitizers and cough into elbow reduces spread of the flu	Develop expectation that everyone practices preventive measures	
<ul style="list-style-type: none"> limit exposure to others who are sick - if sick, limit exposure (stay home if they are sick) 				

Flu- Employee		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
<p>- understand the risks and benefits of the flu shot - decide whether the flu shot is right for them</p> <p>use available resources to learn about the flu shot</p> <p>Continue to offer flu shot clinics pn-site</p>	<p>Describe the norm where people weigh risk and benefit of flu shot and know where to get this information</p>	<p>Describe peer support for informed decision making</p>	<p>Describe various forms of communication about flu shot and importance in controlling disease</p>	<p>Enhance visibility of resources available to employees</p>	<p>Promote an organizational culture where awareness in flu prevention is important</p>
<p>do regular exercise (at least 20 minutes of walking 5 out 7 days per week)</p>	<p>Demonstrate via mentorship by management; role models for exercise and get away from their desk on lunch. Make 20 min of exercise the Norm.</p> <p>Describe the norm where you can seek help to find out what exercises are beneficial and how to modify based on individual needs.</p>	<p>Provide a forum for individuals looking for social support to promote physical activity (i.e. discussions for people to look for group fitness activities)</p>	<p>Use verbal reinforcement and reward positive behaviour sharing of best practices (e.g. collaboration tool or forum to share what employees/managers are doing)</p> <p>demonstrate how benefits structure rewards those who exercise</p>	<p>Use videos (e.g 23 1/2 hours) Wellness programs such as health challenges Reinforce programs such as Weight Watchers at Work, fitness reimbursements, Wellness Account, on-site gyms</p> <p>Describe available resources that explains how to get started on exercise program, where to go who to see, or how to o it on their own</p>	<p>senior leaders demonstrate participating in national wellness day and other wellness programs offered</p> <p>promotes a culture where exercise and fitness is the norm</p>

Flu- Employee		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
Adequate sleep	<p>Provide guidelines on avoid sending emails late at night too often, respectful of getting sleep</p> <p>Describe the recommended sleep requirement (guidelines)</p>		Provide feedback using HRA assessment	education around the impact of sleep deprivation and how to ensure adequate sleep EAP program; sleep webinars as part of wellness program; HRA sleep data for analysis to see if it's going in the right direction over time	emphasize CEO messaging around being a high performance culture and the type of climate we're striving for and how we're going to get there; ensure employees know that a positive culture is important
eat properly - reduce fat intake, increase fibre, increase greens reduce refined sugars/alcohol, monitor diet, reduced processed foods	<p>show role modeling; walking the walk; healthy snacks and meals for meetings; where cafeterias exist, ensuring healthy options</p> <p>discuss about the community norms shifting toward healthy food/drink choices</p> <p>Provide more option in drinks like juices rather than coffee or pop</p>	Demonstrate peer to peer support around positive eating habits; collaboration spaces or forums to share success stories; profile leaders favorite recipes	Demonstrate positive reinforcement by managers on healthy choices by employees	healthy cafeteria food; information on the wellness - part of the Source website e.g. healthy recipes	Senior management demonstrates the importance of proper nutrition and healthy lifestyle and how this is important for a high performance culture
<p>- wash hands</p> <p>-know how to adequately wash hands work/home</p> <p>- good sanitary practices at work and at home</p> <p>- cough/sneeze into elbow not hands</p> <p>-use hand sanitizers regularly</p>	Describe appropriate hand washing and sanitary practices as the norm		Various publication/communications provide information on sanitary and preventive practices		

limit exposure to others who are sick - if sick, limit exposure (stay home if they are sick)	It is the norm to stay home if have the flu			There are resources available to work from home when have flu	
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Flu- Manager/Supervisor		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
<p>support staff if they need to stay home if they are sick</p> <p>manage work, clients - understand the HR absence policies and processes and share with the team - make sure everyone is aware of the steps they need to take if they are sick (who to call, how often to check in)</p>	<p>Understand the consequences of people coming to work with the flu</p> <p>Acquire adequate training and education in policy and best practices</p>		Describe the expectations that if have flu should stay home	
<p>role model (don't come into work when sick; eating properly, exercising, going out for a walk at lunch time, work-life balance, adequate weight)</p> <p>mentorship for prevention</p>	Understand that actions of superiors impact behaviours of employees.		The expectations that managers will act a s role models on healthy living	
awareness of resources available to employees (e.g. wellness programs, fitness programs) for information on prevention and to make informed decision about getting the flu shot	Be aware of available resources and what procedures to follow	Encourage attitude that manager and supervisors have an important role in flu prevention	Provide training on processes, role and resources available	Demonstrate the confidence to follow processes, when to ask for help and knowledge of available resources
encourage employees to participate in wellness	Understand that positive (and negative) actions of superiors impact behaviours of employees.	Express belief that participation is important in prevention	<p>Encourage participation in the wellness programs</p> <p>Describe an expectation that managers participate in wellness initiative; talk about in leaders meetings</p>	Develop confidence in ability to encourage employees to participate in wellness initiatives.

<p>develop positive relationships with employees/subordinates - can lead to open communication, reduced stress, show concern</p>	<p>Communicate ways to recognize employees Obtain training on how to praise and recognise Profile on intranet recognition Provide positive reinforcement.</p>	<p>Understand the importance of recognition</p>	<p>Provide positive recognition</p>	<p>Demonstrates confidence to provide praise and recognition</p>
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Flu- Manager/Supervisor		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
<p>-support staff if they need to stay home if they are sick</p> <p>manage work, clients</p> <p>- understand the HR absence policies and processes and share with the team - make sure everyone is aware of the steps they need to take if they are sick (who to call, how often to check in)</p>	<p>Inform that it is the norm (policy) that all managers/supervisors obtain training on best practices on how to deal flu</p> <p>Comparison with other organizations (feedback)</p>	<p>Other manager provide support on how to manage issues around the flu</p> <p>Encourage support among managers</p>	<p>Opportunity to share experiences with other managers on how to act appropriately.</p> <p>Senior management express the importance of effectively addressing flu prevention</p>	<p>Management provides sufficient resources for education and training</p> <p>Have refresher training sessions</p>	<p>Demonstrated climate of understanding and open dialogue among managers/supervisors on how to manage the flu</p>
<p>role model (eating properly, exercising, going out for a walk at lunch time, work-life balance, adequate weight)</p> <p>mentorship for prevention</p>	<p>It is the norm that managers act as role models in health promotion and participate in wellness initiatives and encourage employees to participate</p>	<p>Manager encourage other managers to be role models and participate in wellness initiatives</p>	<p>Senior management recognized managers who participate in wellness programs and act as role models in health promotion/prevention</p>		<p>Construct a climate where everyone wants to participate in wellness initiatives</p>
<p>awareness of resources available to employees (e.g. wellness programs, fitness programs) for information on prevention and to make informed decision about getting the flu shot</p>	<p>Describe the norm that managers are aware of resources to make appropriate decisions</p> <p>And how to maintain health lifestyle</p>				
<p>Provide positive recognition of employees</p> <p>develop positive relationships with employees/subordinates - can lead to open communication, reduced stress, show concern</p>	<p>Describe it is the norm to provide positive recognition to employees</p>		<p>Reinforcement by senior leadership of managers/supervisors who provide positive recognition of employees</p>	<p>Provide necessary training on how to provide positive recognition of employees</p>	<p>Senior management demonstrate positive recognition of managers</p>

Flu- Co-worker

Flu- Co-worker		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
- understand the risks and benefits of the flu shot - decide whether the flu shot is right for them	Understand and share knowledge about available that will provide information about the flu and the flu shot Learn and share about prevention, know where to seek information about prevention-	Develop and share the attitude that getting the flu shot is a individual decisions and should be aware of the risks and benefits	Describe the expectation that employees make informed decisions about the flu shot	Provide the resources to foster the self-confidence for people to make the right decision for them Demonstrate confidence to seek and implement preventative strategies
positive role model (engage in healthy behaviours and wellness programs) and sanitary practices; stay home when sicko	Develop skills to develop and maintain a healthy environment			
do regular exercise (at least 20 minutes of walking 5 out 7 days per week)-act as role model	Explain how exercise is beneficial for prevention- links on Source to articles for example Demonstrate how you can find 30 minutes per day to exercise Describe how regular exercise, proper diet, sleep can minimize risk of flu.	Explain that it is possible to find 30 min per day to exercise – provide tips and examples	Build positive expectations around the ability to exercise and the benefits that can be realized.	Build confidence to find 30 minutes during the day to exercise and that it will not impact work performance
Get adequate sleep- role model	Explain how one can achieve adequate sleep (7 hours) and where to find the resources to assist them in getting better sleep Explain the difference between quantity and quality of sleep and how needs might differ between people	Explain that it is possible to obtain adequate sleep	Build positive expectations around the ability to get good sleep	Build confidence in ability to utilize strategies to get better sleep

<p>eat properly - reduce fat intake, increase fibre, increase greens reduce refined sugars/alcohol, monitor diet, reduced processed foods –act as role model</p>	<p>Explain how one can achieve adequate nutrition (low fat, high fibre, low sugar, calories) and where to find the resources to assist them in getting better nutrition</p> <p>Wellness Centre available 24/7 to get more information on lifestyle; medication; conditions; etc.</p>	<p>Explain that it is possible to eat properly (provide tips and links)</p> <p>Explain how proper diet/nutrition can positively impact health</p>	<p>Build positive expectations around the ability to have nutritious meals</p>	<p>Build confidence to seek/make nutritious meals</p> <p>Provide tips on how to eat healthy</p>
<p>- wash hands -know how to adequately wash hands work/home - good sanitary practices at work and at home</p> <p>- cough/sneeze into elbow not hands -use hand sanitizers regularly</p>	<p>Acquire and share knowledge on hand washing. Know where to find necessary information</p>	<p>Instill and share the belief that hand washing /use of sanitizers and cough into elbow reduces spread of the flu</p>	<p>Develop expectation that everyone practices preventive measures</p>	
<p>limit exposure to others who are sick - if sick, limit exposure (stay home if they are sick)</p>				

Flu- Co-worker					
External Determinants					
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
-; understand the risks and benefits of the flu shot - decide whether the flu shot is right for them	Describe the norm where people weigh risk and benefit of flu shot and know where to get this information	Describe peer support for informed decision making	Describe various forms of communication about flu shot and importance in controlling disease	Enhance visibility of resources available to employees	Promote an organizational culture where awareness in flu prevention is important
positive role model (engage in healthy behaviours, exercise, sleep, diet and wellness programs) and sanitary practices	show role modeling; walking the walk; healthy snacks and meals for meetings; where cafeterias exist, ensuring healthy options discuss about the community norms shifting toward healthy food/drink choices	Demonstrate peer to peer support around positive eating habits; collaboration spaces or forums to share success stories; profile leaders favorite recipes	Demonstrate positive reinforcement by managers on healthy choices by employees	healthy cafeteria food; information on the wellness - part of the Source website e.g. healthy recipes	Senior management demonstrates the importance of proper nutrition and healthy lifestyle and how this is important for a high performance culture
limit exposure to others who are sick - if sick, limit exposure (stay home if they are sick)					

Flu- Organization

Flu- organization		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
<p>benchmarking - how well is Company doing in comparison with other companies with regards to flu</p> <p>Integrated data analysis</p>	<p>Continue with benchmarking of flu and related health indicators</p>		<p>Use benchmarking as a means to provide feedback on how we are doing relative to other companies and relative to past company measures</p> <p>Use the data to help facilitate learning and change throughout the business (managers)</p>		<p>Leverage the data most effectively</p>
<p>mission statement, main message around health in general</p> <p>culture - how important is the well-being of our employees</p> <p>instill/facilitate a health/safety culture</p> <p>-invest in social capital</p>	<p>Establish that employee health is a top priority</p> <p>Recognition among senior managers that health is a key component of achieving the goal of being the best performing life insurance company in Canada</p>	<p>Develop a social support throughout the company – from top down around employee health goals and objectives</p>	<p>Establish employee health as a priority and establish metrics to measure success in this area (e.g. health index)</p>	<p>Maintain adequate resources to conduct analysis around performance in employee health</p>	<p>Establish a culture where as part of a definition of high performance culture imbedded in this is the importance of a healthy organization</p>

having the right practices and policies in place to support short-term absences due to illness (e.g. offering personal illness days to employees, ensuring this benefit aligns with employees' needs) - resources					
communication around expectations re: health/wellness-make health/wellness the norm	Make wellness part of managers objectives/performance mgmt. plan		<p>Delivering of messages from senior mgmt across to employees through avenues such as videos</p> <p>Anchor it to the high performance culture, connected to organization view on org health/our desire to ensure we have a healthy workforce message</p> <p>Anchor it to other key overarching messages</p>	<p>Provide messages and resources to senior management to clarify expectations and procedures</p> <p>Ensure that messages are clear for senior management to trickle down to employees</p>	<p>Delivering of messages from senior mgmt across to employees through avenues such as videos</p> <p>Anchor it to the high performance culture, connected to organization view on org health/our desire to ensure we have a healthy workforce message</p> <p>Anchor it to other key overarching messages</p>
having the right practices and policies in place to support short-term absences due to illness (e.g. offering personal illness days to employees, ensuring this benefit aligns with employees' needs) - resources					

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Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
-invest time and budget allow for budgeting for programs related to education and awareness about prevention - providing information - e.g. biometric screening clinics, flu prevention	Increase knowledge on impact of flu on work Provide opportunities to education the importance of these health issues at work place.			
- role models, walk the talk (diet, exercise, lifestyle, work-life balance) lead by example, sanitary practices	Understand important role and learn skills to lead by example Demonstrate knowledge and action towards healthy living	Acquire the attitude that it is your responsibility to lead by example in health promotion	Those who have experienced cancer could share their personal story, in order to show their understanding, the impact on them, add a personal touch (requires creation of opportunity to share health story, similar to the current opportunities to share other stories – e.g. fitness, physical activity)	Build self confidence to lead by example
make sure everyone knows the plan- business continuity (e.g. flu pandemic) - having a plan in				

place for what the organization should do - awareness of daycare programs				
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Flu-organization	External Determinants				
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
provide the flu shot clinic for those who are interested in getting the shot					
business continuity (e.g. flu pandemic) - having a plan in place for what the organization should do					

Flu-family/partner/community		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
same as above (employee and co-worker)				
- providing support to people that want to take the shot				
- provide information, education - provide support for the people that need to stay home - hygiene education in terms of prevention				
- positive healthy role models (eating, exercise, weight, attitudes, relationships, work-life balance) make healthy lifestyle the norm	Provide the necessary knowledge to act as role model in the prevention of flu Provide the necessary support to encourage regular testing/screening.	Establish attitude that we all play a role in encouraging and reinforcing healthy living to prevent the flu	Expectation that we all should be role models for healthy living among friends and family	Develop the self confidence to acquire the knowledge and to act to prevent flu

Flu- family/partner/community External Determinants					
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
same as above (employee and co-worker)					
- providing support to people that want to take the shot	It is the norm that the company offers flu shot clinics on company time each year				
- provide information, education - provide support for the people that need to stay home - hygiene education in terms of prevention	Norm to provide education or links to education sites on the flu and flu shot when promoting flu shot clinics				
- positive healthy role models (eating, exercise, weight, attitudes, relationships, work-life balance) make healthy lifestyle the norm					

Flu—health care providers		Individual Determinants		
Performance Objectives	Knowledge, capability or skill	Attitudes, beliefs and values	Expectations	Self efficacy
- education, especially for high-risk people - providing the flu shot for those that want it - education in the area of prevention				
dispensing medication that is needed				
be clear to the employee on restrictions and limitations (e.g. when they can return to the office) communication via employee to the workplace - between health care provider's recommendations to the workplace, via the employee				
provide people with information regarding alternatives to medicine				
EAP - provide education, daycare issues, family care (consequences, what to do)				

Flu- health care providers (HCP)		External Determinants			
Performance Objectives	Norms and policies	Social support	Reinforcement	Resources	Organizational climate
- providing support to people that want to take the shot					
- stay up-to-date and current Act as positive role model positive healthy role models (eating, exercise, weight, attitudes, relationships, work-life balance) make healthy lifestyle the norm	It is the norm to stay up to date on flu care and provide information and teaching on flu management and prevention	Demonstrate positive social pressure in the community to stay up to date	Provide feedback on how others keep up to date	Have available educational material that HCP can use to educate	Describe a climate where it is expected the HCP stay up to date on flu management and prevention
providing teaching and information in terms of exercise and diet, provide appropriate resources in terms of flu prevention	Describe the norm to provide appropriate education and treatment on management and prevention			Provide resources for HCP to easily pass on to employees	
be clear to the employee on restrictions and limitations (e.g. when they can return to the office) communication via employee to the workplace - between health care provider's recommendations to the					

workplace, via the employee					
communication with workplace on work modification	Describe the norm where the HCP, employee and workplace communicate effectively and work together to maximize health of employee			There are sufficient resource to encourage HCP-workplace communication	

EAP= Employee Assistance Program, CEO= Chief Executive Officer, Mgmt= Management, MH= Mental Health, MSK= Musculoskeletal, CV= Cardiovascular, HCP= Health Care Professional, EAAP= Employee Assistance and Advice Program

