

Workplace Wellness: The Role of Employees and Employers in Fostering Health, Wellness, & Performance

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EMPOWER
HEALTHY WORKPLACE PARTNERSHIP

Overview



What is wellness? Healthy workplaces?

Who is responsible for wellness?

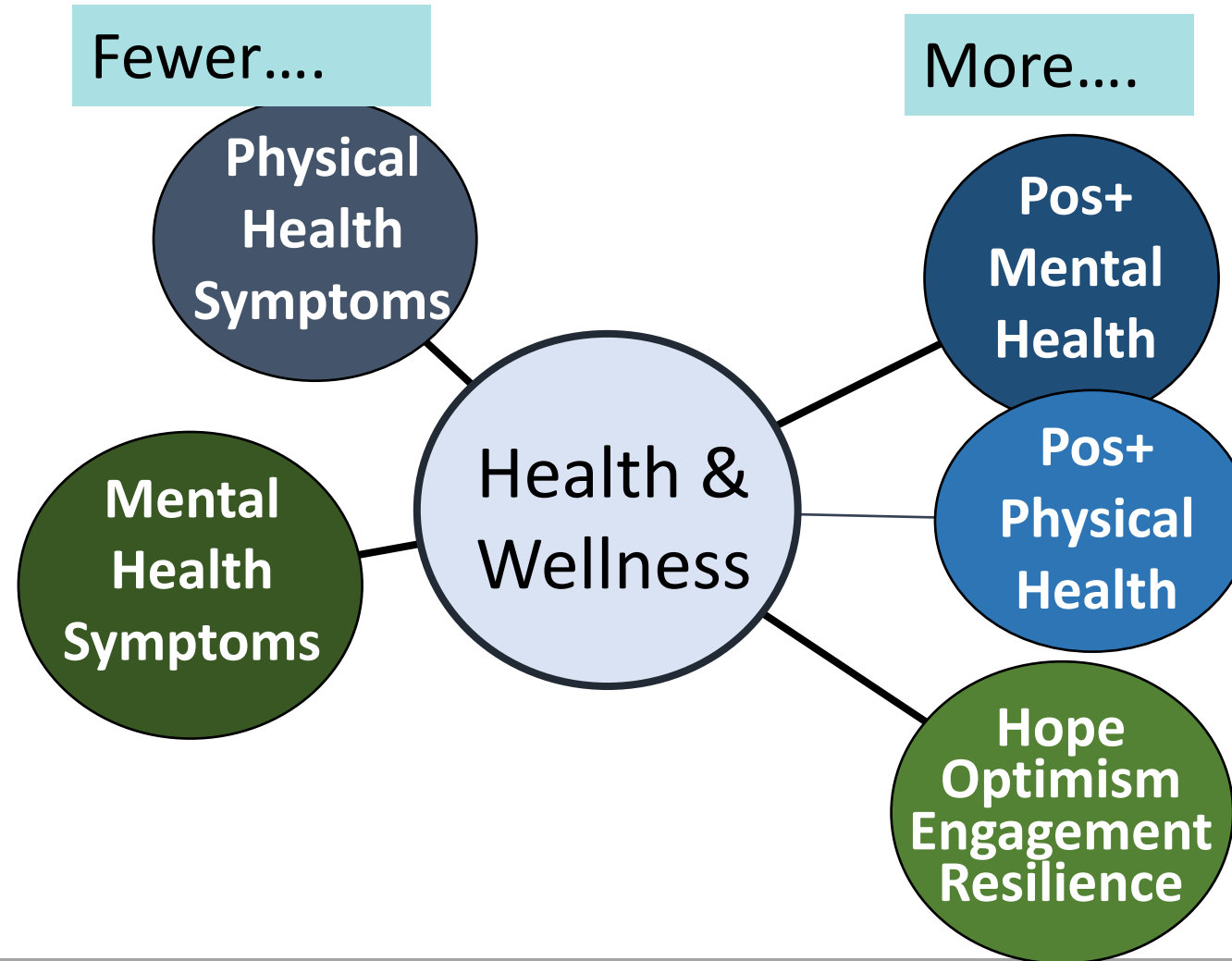
- Taking a holistic approach
- Programs/Interventions

Healthy Workplace Culture Model

- aka... why do initiatives fail

Moving Forward

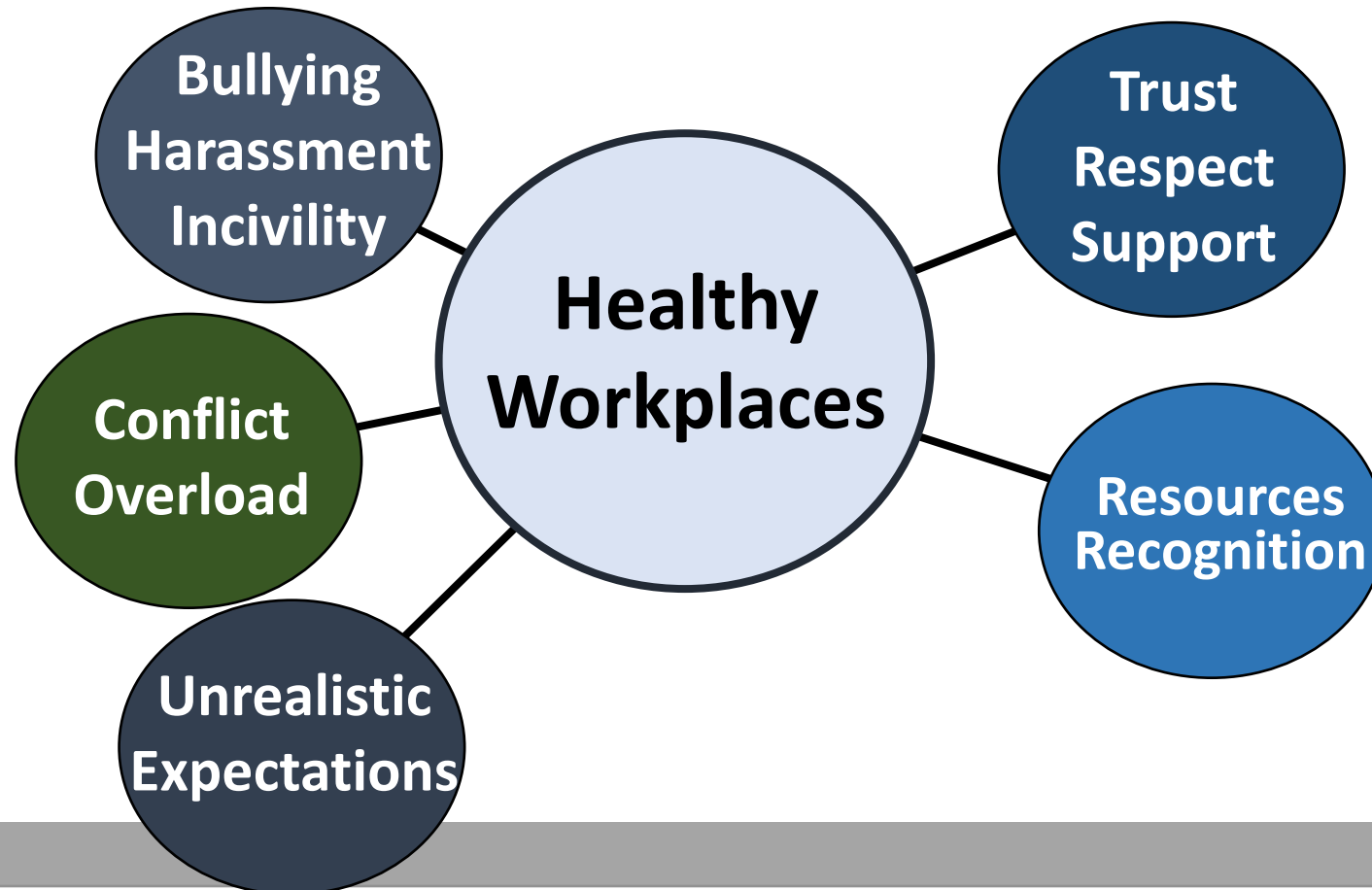
What is Wellness?



What Are Healthy workplaces?

A lack of/Less...

More...



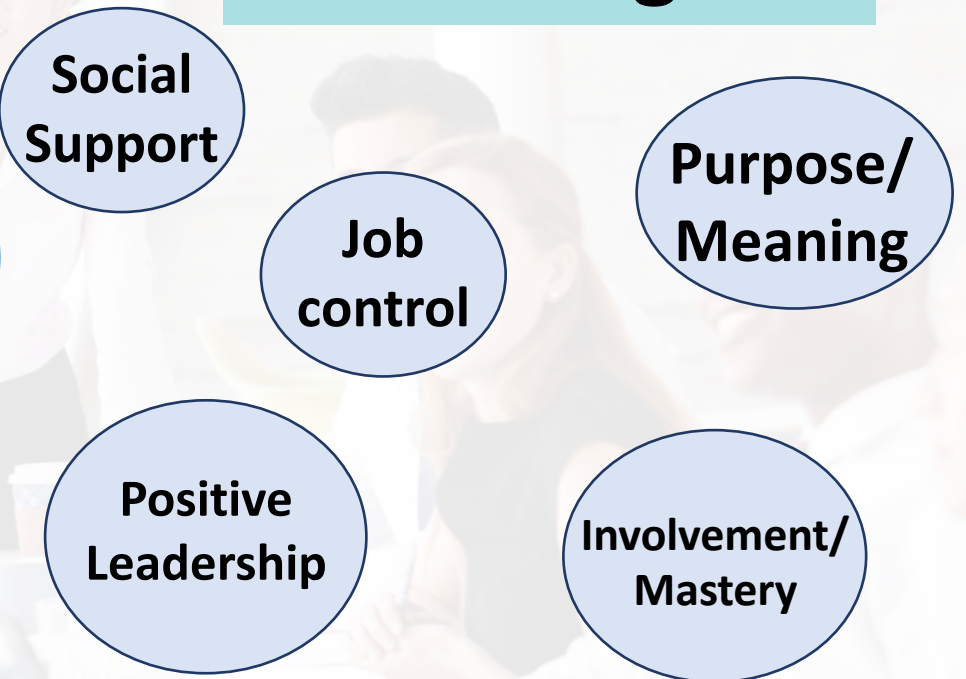
Healthy Workplaces

Minimize

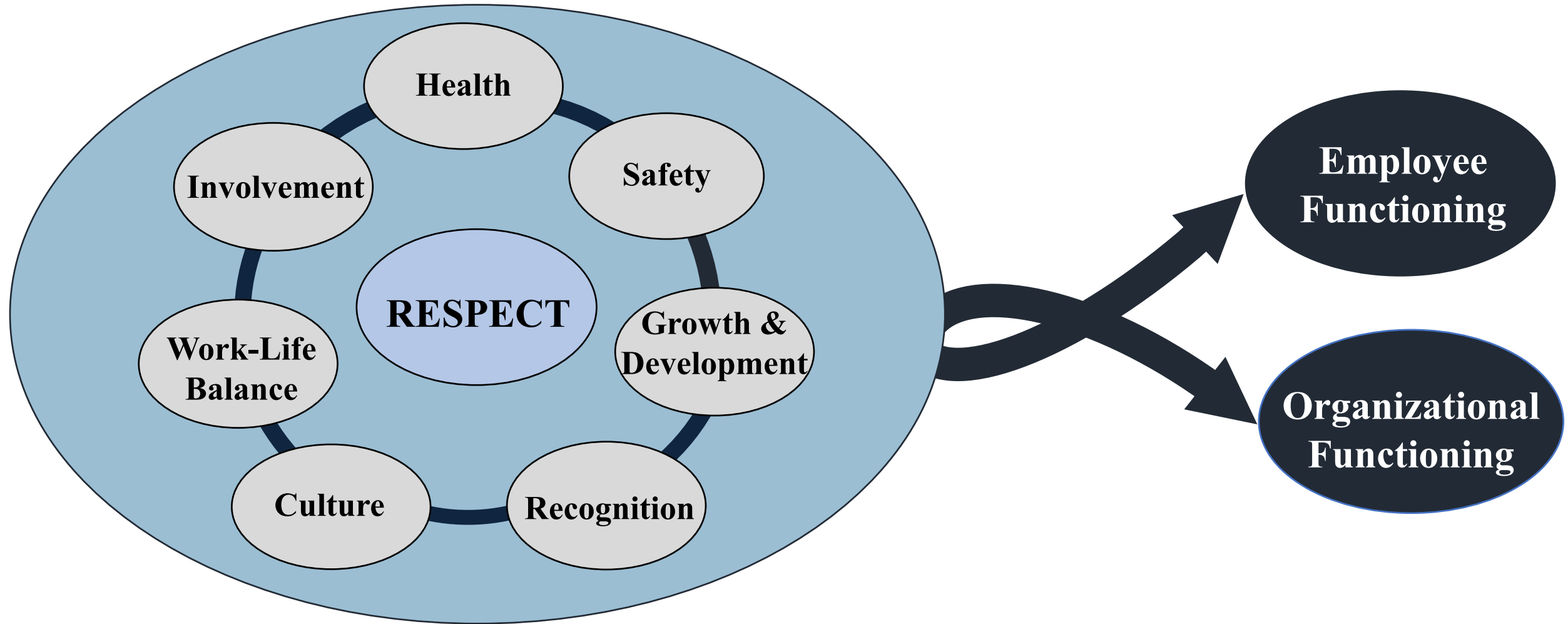


Worker Health

Leverage

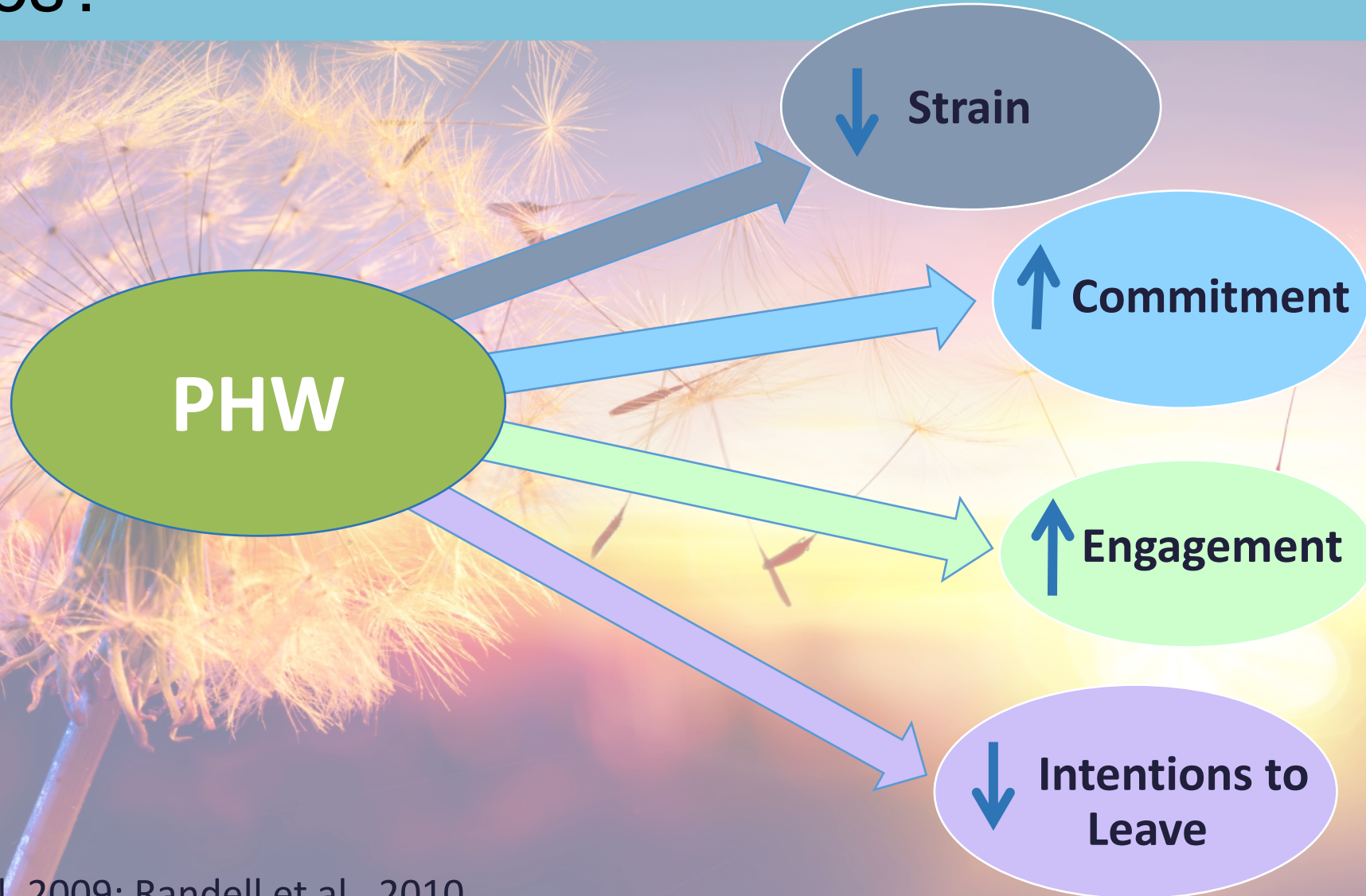


What Makes a Healthy Workplace?



Based on Day, 2006; Grawitch et al., 2007; Kelloway & Day, 2005

Do 'healthier organizations' have better employee outcomes?



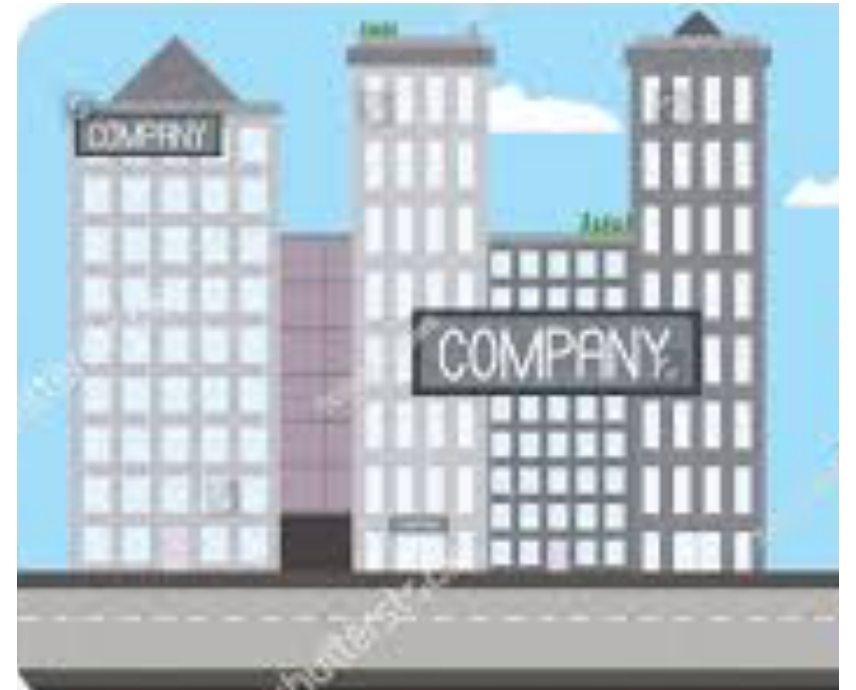
How effective are work Interventions?

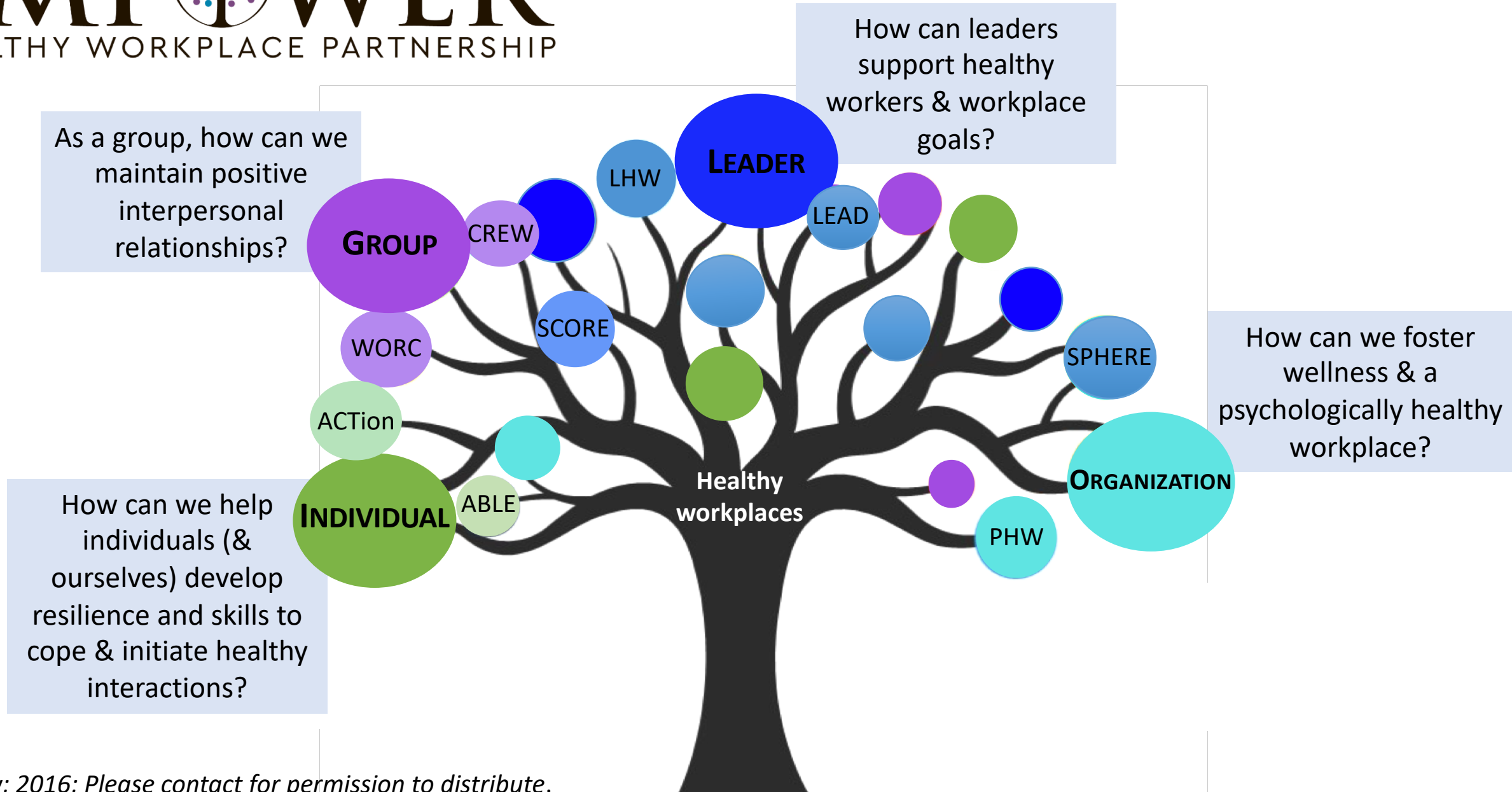
Some interventions are successful (somewhat)

- ABLE/CREW/LEAD/LHW (Day et al., 2010; Hartling & Davy, 2011, 2012; Penney & Day)
- WFI – (Lerner et al., 2016)
- Stress management (yoga; mindfulness) (Lerner et al., 2013)
- Cognitive-behavioural programs (meta-analysis; Richardson & Rothstein, 2008)
- Participatory organizational intervention program
- Transtheoretical model (based on their stage of change; see Evers et al., 2006)
- Workload (Lerner et al., 2017)
- Etc. Lindsatt, 2005; Anderzén, & Arnetz (2005).

Some are not...

Who is responsible for wellness? ... for healthy workplaces?





Healthy Workplace Interventions

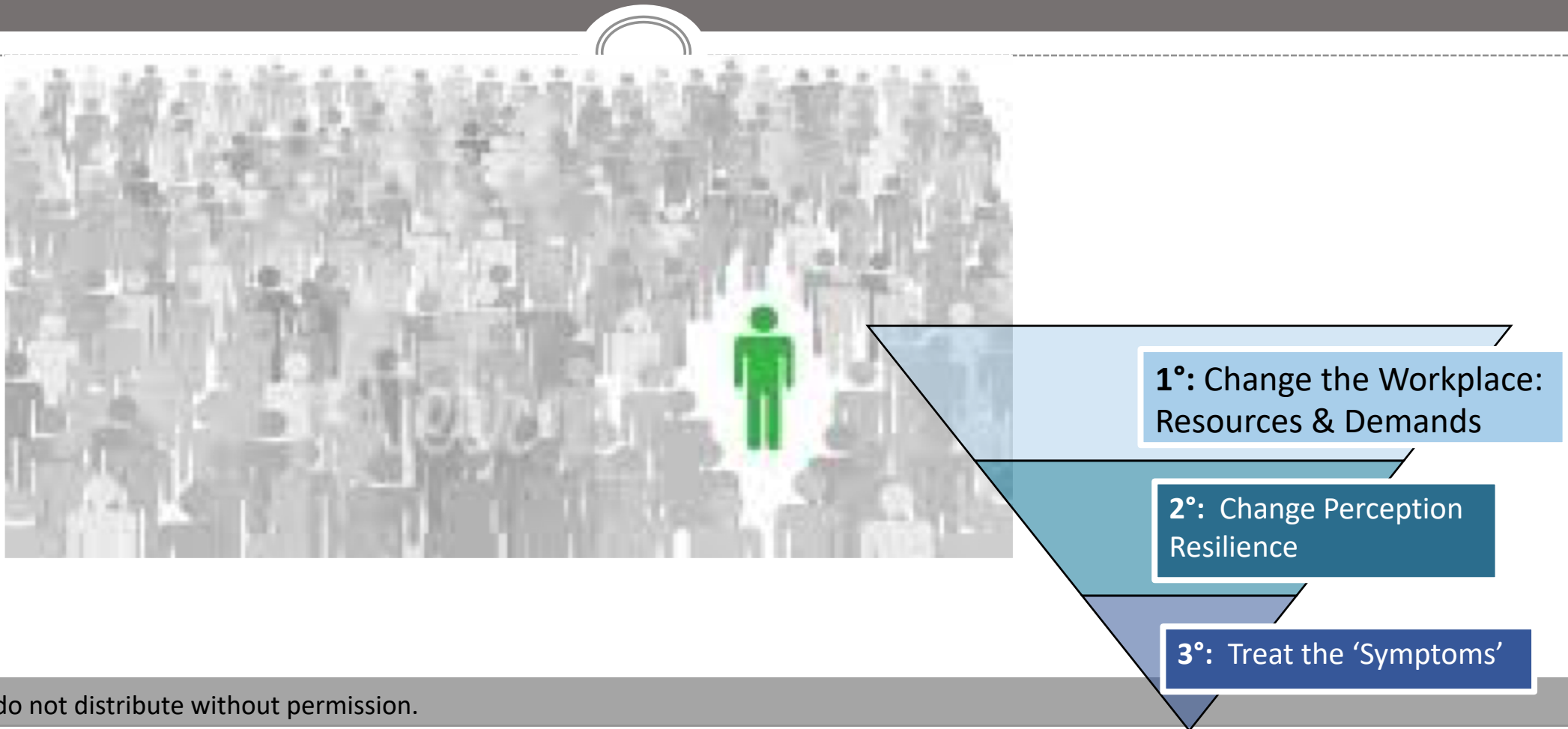


1°: Change the Workplace: Resources & Demands

2°: Change Perception/Resilience

3°: Treat the 'Symptoms'

Individual Initiatives



Phone-based Coaching

ABLE



CHAPTER

5

Improving Employee Health and Work–Life Balance: Developing and Validating a Coaching-based ABLE (Achieving Balance in Life and Employment) Programme

ARLA DAY, LORI FRANCIS, SONYA STEVENS, JOSEPH J. HURRELL, JR. and PATRICK MCGRATH

Abstract

There is a growing need for organizations to better manage stress and conflict-related

“Recovery” activities



Go to a
movie

Yoga

Hobbies
& Crafts

Listen
to
music

Spend
time
with
friends

Massage

Walk the
dogs

Play
Sports

Resilience Training?

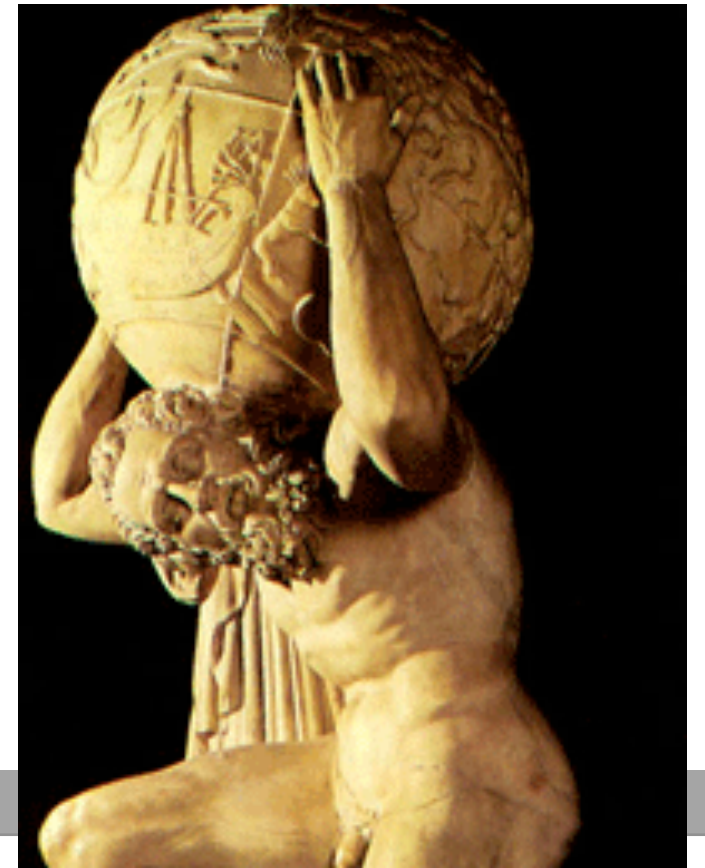


Resilience Training... Part 2

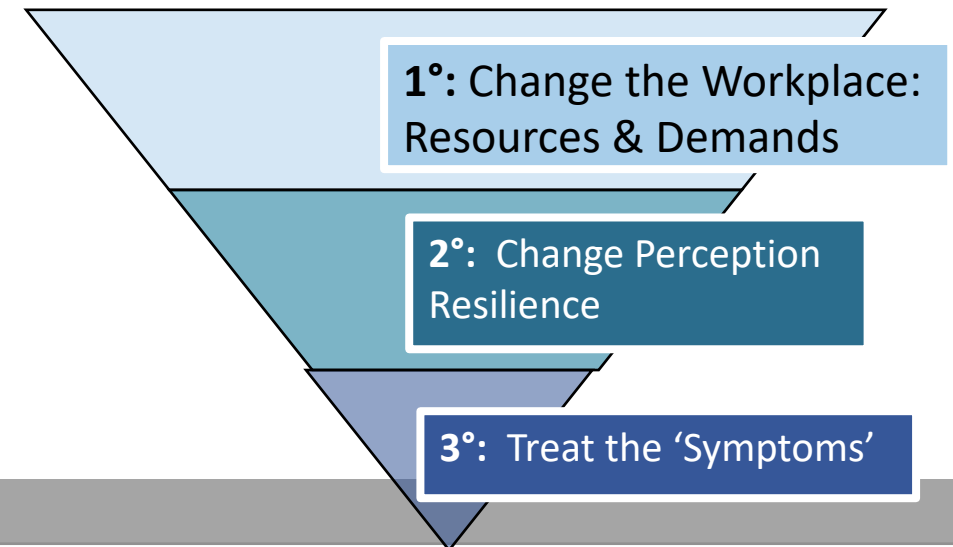


**THIS IS PROBABLY OBVIOUS,
BUT...**

The focus should be a holistic view of supporting the individual... not creating a non-reactionary employee on which to heap extra work & demands



Organizational Initiatives



Healthy Workplace Culture

Examples:

Org PHW Mission Statement
Training (resilience training;
leadership development)

Artifacts

We respect our people.
We value worker opinions & input
*OR... **We must cover our legal
behinds.*

Values

People are inherently good.
It is our moral obligation to
provide a healthy workplace.
*OR... **We must make as much \$
as possible.*

Basic
Assumptions

Employee
Wellbeing/
Functioning

Organizational
Wellbeing/
Functioning

NOTE: Failure occurs when the sole focus is on the surface artifacts, without changing the values & assumptions.

Day, A. (2019). Setting the agenda for evidence-based and sustainable psychologically healthy workplaces. In: Burke, R. J., & Richardsen, A. M. (Eds.). *Creating Psychologically Healthy Workplaces*. Edward Elgar Publishing.

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