



OWAPSI

THE ORGANISATIONAL WELLNESS ACTION
PLANNING AND SOCIAL IMPACT

Tool

Acknowledgements

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Accompanying Resources

Please take the time to download and read our two accompanying resources.



[A Guide to the OWAPSI Tool](#)



[Example of Completed Tool](#)

About



Workplace Wellness

is defined as “a dynamic process of learning new life skills and becoming aware of and making conscious choices toward a healthy lifestyle across various dimensions of wellness in the workplace”



The OWAPSI Tool

The Organisational Wellness Action Planning and Social Impact (OWAPSI) Tool is an **essential and holistic workplace wellness planning tool** for supporting employers and their management representatives across diverse organisational contexts in developing practical, sustainable and socially impactful wellness programmes for their workforces and wider societal stakeholder communities.

SOCIAL impact

is defined as “the positive change that an organisation creates to address a pressing social issue, and is underpinned by shared values and mutual benefits for both organisations and their diverse stakeholder groups”

FAQ

Who is the OWAPSI Tool for?

The Tool targets both employers and their workforces across diverse sectors. The management and enhancement of workplace wellness is a shared responsibility of employers and their workforce and requires a structured, proactive and collaborative approach from all members of the organisation, built on trust and sustained action.

Why do we need the OWAPSI?

There are immeasurable gains to be derived from the implementation of appropriately tailored workplace wellness programmes. The OWAPSI tool creates opportunities for employers to work closely and collaboratively with both internal and external stakeholders of their organisations to bring to life practical, sustainable and impactful workplace wellness programmes.

Who is behind the OWAPSI Tool?

The Healthy Caribbean Coalition (HCC) has as its mission "to harness the power of civil society, in collaboration with government, academia, and international partners, and private enterprise as appropriate, in the development and implementation of plans for the prevention and management of chronic diseases among Caribbean people." In order to support holistic (multidimensional) workplace health and wellness, the HCC in partnership with The University of the West Indies (Cave Hill Campus, Barbados) and Sagikor Life Inc. (Barbados), and with support from the NCD Alliance, developed the OWAPSI Tool for Workplaces. This action planning and social impact tool, which was developed with Caribbean workplaces in mind, aims to help all organisational members to adequately identify key priorities, goals, actions and resources essential to the management and enhancement of their overall health and wellness in the workplace context.

¹ A workplace wellness programme is a set of coordinated and comprehensive health promotion and protection strategies implemented in the workplace, aimed at enhancing one or more dimensions of wellness for its internal and external stakeholders.

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HCC Elements

For Successful Workplace Wellness Initiatives

The HCC continually advocates for and promotes several principles and values essential to their health advocacy work, inclusive of empowerment of people, equity, inclusive partnerships, accountability, independence, transparency and integrity, simplicity and flexibility, innovation, and action.

The HCC proposes **sixteen (16) elements** that are deemed critical to successful workplace wellness initiatives and programmes.¹ These principles and elements together have formed the fundamental basis for the design and development of the OWAPSI Tool and seek to inform a range of wellness management priority areas and planning options for both employers and employees.

Occupational Safety
and Health

Physical Activity
Enhancement

Mental Health and
Stress management

Work-life Balance

Multisectoral
Partnerships

Community
Volunteering

Monitoring and
Evaluation

Healthy Living rewards
or incentives

Healthy Eating

Tobacco Use
Cessation

Alcohol Reduction

Breastfeeding Support

NCD prevention
Information, Education
and Resources

Return to Work for
People Living with NCDs

Screening and
Treatment for NCDs










Disability in the
Workplace

¹ <https://www.healthycaribbean.org/>

Extracted from <https://www.healthycaribbean.org/healthy-workplaces-in-the-caribbean/>

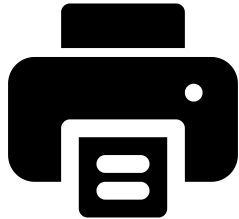
Wellness Gram

Before delving into the tool, please access the Wellness Gram below to derive a better understanding of the various dimensions of workplace wellness, their descriptions and priority focal areas relevant to your particular organisation.

	Physical Wellness	Healthy eating; physical activity enhancement; breastfeeding support; rest/sleep; prevention, screening, treatment and management of NCDs and other physical illnesses; overweight/obesity; drug use/addiction, support for persons with physical disabilities, etc
	Mental Wellness	Mental health support, education and promotion; psychological counselling and services; prevention and management of mental illness and ill-health; stress management; emotional intelligence and management, etc
	Environmental Wellness	Working in healthy, clean and safe work environments; better remote work policies and management; protection from diverse environmental and safety hazards; occupational/workplace health and safety policies and practices, etc
	Social Wellness	Positive social and interpersonal interactions with coworkers, management and customers; healthy and safe communication; prevention and elimination of workplace bullying, abuse and violence; build-ing healthier and stronger relationships at work, etc
	Financial Wellness	Better management of one's finances and overall personal economic situation; finding alternative sources of income; reducing expenditures/ spending; managing and addressing debt; improving financial literacy, etc
	Intellectual Wellness	Availability of high-quality and engaging continuous learning, training and developmental opportunities at work; encouraging innovative thinking and practices at work; support and rewards for intellectual creativity and new idea creation at work, etc
	Occupational Wellness	Satisfaction with work and organisational life; work-life balance; positive employee work motivation and morale; satisfaction with advancement opportunities at work; commitment to one's work and organisation; career satisfaction, etc
	Spiritual Wellness	Accessing deeper spiritual meaning at work; support for spiritual needs and values at work; freedom to express spirituality; finding connection between personal values and organisational values at work, etc
	Cultural Wellness	Better management of workplace diversity; respecting differences at work (e.g. gender, religious affiliation, nationality, sexual orientation, cultural backgrounds); avoiding stigma and discrimination; promoting equity, inclusivity and justice for all members of the workplace; appreciating one's own culture, etc

How to use the OWAPSI Tool

There are five (5) steps to complete the OWAPSI Tool. Each step will have instructions on how to best use and understand the benefits of the tool. The steps are as follows:



Filling the tool

The OWAPSI tool can be used both digitally and in print. The digital OWAPSI Tool is an Interactive PDF tool that can be filled using the Adobe Acrobat APP on both computer and mobile. Be sure to save!

Remember to discuss and collaborate with your staff before engaging this first step of the Tool.

There are several ways in which you can gather critical information from your staff about their health and wellness needs and priorities across the wellness dimensions:

- Engage in consultative sessions with various categories of staff in your organisation to allow them to input into and prioritise from the nine (9) wellness dimensions – ensure that all staff have access to this same Tool to have a better understanding of the nine dimensions, their key focal areas, and its overall application.
- Conduct organisation-wide surveys with staff on the nine dimensions and allow them to provide input into those dimensions, key priorities and their health and wellness needs and demands for the next 12 months.
- Engage in one-on-one sessions (depending on the size of workforce) with individual staff members to better understand their health and wellness priorities and needs across the nine dimensions.

Let's Begin! 

1

Step 1: Select Wellness Dimensions

▶ Your first step in the application of the OWAPSI Tool (from the next page) is to select the health and wellness priorities within your workforce in the organisation across the nine wellness dimensions to act upon for the next 12 months.

Step 1 involves the **identification of the most mission-critical (or highest priority) wellness dimensions** (choosing a maximum of 4 out of the 9 dimensions at a time) that the organisation wants to address in their wellness action planning and programming for the next 12 months. Ideally, all dimensions should be essential but some dimensions may matter more to you and your workforce given certain organisational circumstances, workplace policies, and other contextual or work-related conditions. However, given that this planning tool allows you to take various actions and review the results of these actions taken in a relatively short period of time (e.g., over a 12-month period), it is best to select **a maximum of FOUR** (out of the nine dimensions) that you want to concentrate on. Over time, all dimensions can be catered to as you can re-use the tool, focusing on different wellness dimensions and priorities, as often as needed.

Although employers are fully free to emphasise any particular combination of priority wellness dimensions to action, recent local research (Devonish, 2019 - National Workplace Wellness Policy of Barbados) does suggest that both **physical wellness and mental (psychological) wellness** represent the most popular and highly beneficial areas of health and wellness for both employers and employees in diverse workplaces.











It is essential that the identification of these mission-critical dimensions be **guided by employer-led participatory approaches** within the workplace where diverse groups of staff are adequately engaged and consulted (inclusive of employee consultative sessions; meetings and discussions with established workplace wellness planning committee(s) comprising **both managers and employees**; and direct research approaches such as staff surveys and focus groups on specific workplace wellness needs).

Step 1: Select Wellness Dimensions



To complete Step 1, you should place a tick (✓) or (click in the PDF) within the first column of the table next to the corresponding wellness dimension(s) with the highest attached priority for the next 12 months for your organisation.

Select Wellness Dimensions (choose up to four)		
Select	Wellness Dimension	Examples of expected goals or desired results for each Wellness Dimension
<input type="checkbox"/>	 Physical Wellness	'improvement in management of NCDs of your employees', 'increase in physical activity and exercise among staff', 'improvement in healthy eating OR reduction in unhealthy eating for staff' – etc.
<input type="checkbox"/>	 Mental Wellness	'promotion of mental health awareness among staff', 'improvement in emotional intelligence among staff', 'better management of mental stress at work' – etc.
<input type="checkbox"/>	 Environmental Wellness	'improvement in the health and safety environment for staff', 'improvement of remote work policies and environment for staff', 'more regular environmental risk assessments to wellness for staff' – etc.
<input type="checkbox"/>	 Social Wellness	'promotion of healthy communication staff', 'improvement in the interpersonal treatment of staff', 'elimination of bullying and harassment' – etc.
<input type="checkbox"/>	 Financial Wellness	'increase in the financial literacy of staff at work', 'promotion of financial management opportunities to support staff's financial planning needs' – etc.
<input type="checkbox"/>	 Intellectual Wellness	'promotion of creativity at work', 'improvement in training and development opportunities at work', 'increase in new staff-inspired innovations at work' – etc.
<input type="checkbox"/>	 Occupational Wellness	'promotion of better job satisfaction and morale among staff', 'improvement of career advancement opportunities for staff', 'better management of work-life balance' – etc.
<input type="checkbox"/>	 Spiritual Wellness	'increase the number of opportunities for staff to develop their own spirituality at work', 'create policies for linking organisational values with employees' personal values', 'create policies of mindfulness for staff' – etc.
<input type="checkbox"/>	 Cultural Wellness	'improvement in harmony or cordial relationships among workers of different cultural backgrounds', 'removal of harmful biases and discrimination affecting staff from different backgrounds in the workplace' – etc.

2

Step 2: Select Wellness Actions

▶ Step 2 concerns employers' action planning intentions regarding the specific wellness goals that they are planning to achieve or support by the end of the 12-month period for internal organisational members. Internal organisational members include all persons employed within the workplace setting such as managers, supervisors, and employees.

For this Step, employers should do the following:

- Establish one (1) general wellness goal associated with a selected workplace wellness dimension;
- Identify the specific target groups of managers, supervisors and employees within the organisation (as well as key departments/ divisions of the organisation) to which the established wellness goal applies;
- Determine the specific actions (i.e., activities, projects or programmes) that will be performed to achieve the established wellness goal;
- Specify the expected results or outcomes that will emerge for the benefit of internal members upon the achievement of the established goal; and
- Indicate the expected completion date/timepoint for the achievement of the established goal.



Step 2: Specify your Wellness Goals and Actions for Your Internal Organisational Members for the Next 12 Months



In Step 2, you, as an employer, are expected to populate this wellness action planning table in collaboration with your internal team members (i.e., managers, supervisors, employees, joint employee-management teams/committees) for the next 12 months for each of the wellness dimensions selected in Step 1. Re-select your wellness dimensions in the first column of the table and populate the remaining sections of your action plan.

Select Wellness Actions

Wellness Dimension	(a) State Wellness Goal	(b) List Target Group(s)	(c) Specify Actions	(d) State Expected Results	(e) Set Expected Due Date/Deadline
	WHAT does your organisation want to achieve for this Wellness Dimension for its internal members?	WHO are the INTERNAL MEMBERS (e.g., employees, supervisors, managers) within your organisation being targeted?	HOW will this Goal be accomplished for my organisation and its internal members?	WHAT are the expected results or outcomes of achieving this Goal for the internal members?	WHEN do you expect to fulfill this goal to gain the expected results/outcomes for the internal members?

3

Step 3: Specify External Stakeholder Relationships/Impacts

▶ In Step 3, employers are expected to integrate their organisational wellness action plans (from Step 2) within a 'social impact framework' in which they and their internal team members work closely with various external stakeholders across different segments of society including customers, non-governmental organisations, public and private sector entities, schools/educational institutions, community groups/associations, families/households, at-risk and vulnerable populations, among other groups.

Step 3 incorporates the wellness action planning goals and supporting actions (from Step 2) within an organisation-wide social impact business model. The aim here is to extend the proposed wellness initiatives and programmes and their resultant benefits **beyond the internal membership** of the organisation.

Many organisations globally are locating, adopting and strengthening their business models around shared values to support, bolster and contribute to their surrounding stakeholder communities (beyond profit making). Step 3 pushes employers to think about how their internal wellness goals and resultant activities can be **extended to impact wider external stakeholder groups** (in other communities) outside of the organisation and its membership. It also inspires employers to consider opportunities and avenues for these stakeholder groups to support or contribute to these goals and activities within the organisation. In this Step, employers can deliberately identify those external stakeholders with whom they will partner in achieving their stated wellness goals (over the 12-month period) and specify **the mutual benefits** or value that will be gained from shared or collaborative efforts with these wider societal stakeholders and groups (i.e., the derived benefits for the organisation and its wider stakeholder communities).

Hence, this step deliberately **integrates the social impact dimension in the application of the OWAPSI tool** to ensure that employers can benefit from and yield a range of positive social impacts (beyond the organisation), largely derived from their workplace wellness plans and associated programmes, projects and activities.



Step 3: Specify External Stakeholder Relationships and Social Impacts of Wellness Goals/Actions



In Step 3, employers are expected to integrate their organisational wellness action plans (from Step 2) within a 'social impact framework' in which they and their internal team members work closely with various external stakeholders. The table below allows your organisation to identify those specific stakeholders in society with whom to partner in order to derive mutually beneficial outcomes in the pursuit of the key wellness goals as well as highlight the mutually beneficial outcomes for each prioritised wellness dimension/goal specified above. All outcomes should be measurable (i.e., be able to be easily assessed and evaluated).

Specify External Stakeholder Relationships / Impacts

Wellness Dimension	(a) List Supporting External Stakeholder Group(s)	(b) List Stakeholders' Impacts on Your Organisation's Wellness	(c) List Impacts of Your Organisation's Wellness Goals/Actions on External Stakeholders
	WHO ARE YOUR EXTERNAL STAKEHOLDERS that are most critical to achieving these wellness dimensions/goals?	HOW CAN THESE EXTERNAL STAKEHOLDERS positively impact your wellness dimensions/goals?	HOW CAN YOUR ORGANISATION'S WELLNESS GOALS/ACTIONS positively impact your external stakeholders in the same wellness domains?

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Step 4: Populate Wellness Calendar

► In Step 4, you are expected to identify, coordinate and implement at least one (1) internal (organisation-focused) wellness activity* and/or social impact wellness activity (outward facing to external stakeholders) each month (or quarterly, as desired) within your organisation's 12-month wellness journey.

A social impact wellness initiative or activity is a distinct opportunity in which an organisation plans, coordinates and/or executes a wellness-oriented project, event or activity to support societal stakeholders in their own health and wellness journey or contribute meaningfully to building partnerships and collaborations with key societal stakeholders in the delivery of the organisation's wellness programmes. Different methods of stakeholder engagements (joint committees with various communities and related organisations, consultative stakeholder sessions/forums) can be leveraged by employers to ensure a holistic and participatory process with diverse stakeholder groups in identifying and developing these initiatives for the Calendar.

Social impact initiatives can require employers to leverage various aspects of their business models (e.g., supply chains, access to critical resources, markets or skills sets) to create diverse social impacts. These initiatives could be designed as relatively long-term, sustainable initiatives (or investments) rather than short-term (or one-off) organisational actions or events.

The next page illustrates examples of various social impact wellness initiatives.



* An internal wellness initiative or activity is a planned organisational wellness programme, project or event that caters exclusively to the needs of organisational members (management and staff). However, if it is designed to extend to external societal stakeholders, it can evolve into a social impact wellness initiative/activity.

Social Impact Wellness Initiatives

This table presents a sample list of popular social impact wellness initiatives that organisations can use to impact their various publics or stakeholder communities relevant to each wellness dimension. Feel free to develop your own initiatives for each month/quarter of your wellness plan/programme.

Physical	<ul style="list-style-type: none"> • Community-based (or public/stakeholder-based) physical activity/exercise events or sessions – e.g., competitive races, fun runs/walks, beach workouts, cycling, hiking, special fitness challenges, wheelchair-accessible sports and related activities for persons with diverse physical disabilities • Promotion of healthy eating/foods (e.g., healthy eating campaigns, no sugar challenges) • Planned public conferences, panel discussions, talks and forums (online or offline) and educational programmes on preventing and managing physical health/illnesses via various mediums. • Special reward or incentive programmes for supporting healthy choices among the public/stakeholder communities • MOUs and Investments in Civil Society Organisations (and National Health Care Services) to assist in the fight against diverse physical NCDs
Mental	<ul style="list-style-type: none"> • Mental health awareness and educational sessions for the public/stakeholders • Free one-one-one mental health counselling sessions for public/stakeholder communities • Emotional intelligence training sessions • Stress management sessions and interventions • Mental health days
Environmental	<ul style="list-style-type: none"> • Environmental clean-up initiatives (e.g., garbage clean up; recycling in workplace) • Health and safety workshops, sessions and presentations to the general public/stakeholder communities • Support healthy initiatives for remote workers in remote environments • Energy efficient strategies and practices for workplaces
Social	<ul style="list-style-type: none"> • Develop social clubs open to public to engage in wellness discussions and activities • Social limes and events inviting public/stakeholder communities • Healthy communications and interpersonal interactions sessions for public/stakeholder communities • Trust-building workshops for the public/stakeholder communities • Public anti-bullying/harassment campaigns
Financial	<ul style="list-style-type: none"> • Financial counselling (including retirement planning) for the public/stakeholder communities • Financial literacy skills training for the public/stakeholder communities
Intellectual	<ul style="list-style-type: none"> • Public educational and skills training programmes for supporting various publics/stakeholder communities (at-risk populations) • Leisure activities (e.g., games) for the public/stakeholder communities that provide intellectual challenge and stimulation.
Occupational	<ul style="list-style-type: none"> • Career planning workshops and counselling sessions for wider public/stakeholder communities • Work-Life Balance Workshops for the public/stakeholder communities
Spiritual	<ul style="list-style-type: none"> • Mindfulness sessions for the public/stakeholder communities • Yoga and meditation classes for the public/stakeholder communities • Spiritual or religious group sessions with public/stakeholder communities
Cultural	<ul style="list-style-type: none"> • Diversity education/training sessions for public/stakeholder communities • Culture diversity shows for public/stakeholder communities • Culture awareness talks and discussions

Step 4: Populate Wellness Initiatives in Annual Wellness Planning Calendar

In Step 4, you are expected to identify, coordinate and implement at least one (1) internal (organisation-focused) wellness activity and/or social impact wellness activity (outward facing to external stakeholders) per month (or quarterly, as desired) within your organisation's 12-month wellness journey. In the Calendar below, list at least one (1) wellness activity (whether internal or external to the organisation) in each month (or quarterly, if desired). Ensure these wellness initiatives over the 12 months directly tie into the prioritised wellness dimensions, goals and activities inherent in your organisation's wellness action plan.



January

February

March

April

May

June

July

August

September

October

November

December

5

Step 5: Monitor and Evaluate

▶ In Step 5 (the final step), employers and their management representatives (in collaboration with diverse groups of employees) are expected to assess, on a periodic basis (e.g., quarterly), their progress towards goal achievement as well as document observable or foreseeable challenges and obstacles on their path to optimal wellness.

Most importantly, this section of the tool permits these organisational planners to collaboratively **work with internal and external stakeholders** to identify specific strategies and possible solutions to resolve these issues, inclusive of what they believe their organisation and other societal stakeholders can do to assist in this endeavour. The use of diverse evaluative methods and data-gathering techniques (e.g., employee feedback surveys and focus group sessions) is necessary here to adequately gather various forms of feedback and suggestions from both internal and external stakeholders surrounding the design, adoption and implementation phases of the workplace wellness initiatives and related actions as well as the measurable impacts/outputs of the same.



For each wellness dimension and associated goal, this section allows you to document:

- (a) different indications of progress or markers of success that you have achieved so far (e.g., creation of remote work policies, better stakeholder support in wellness goal achievement);
- (b) key challenges and barriers that you are encountering in meeting your wellness goal; and
- (c) ways in which your organisation and other stakeholders can help in addressing these challenges and barriers.

Step 5: Monitoring and Evaluating your Goal Achievement Progress

This fifth (and final step) involves reflecting on how well your organisation is making progress in reaching the established wellness goals under the different wellness dimensions. Given your 12-month organisational wellness plan, **you should attend to and populate this monitoring and evaluation section on a periodic basis** (e.g., on a quarterly or monthly basis, as desired).



Monitor & Evaluate

Wellness Dimension	What kinds of successes (or progress) has your organisation achieved so far?	What key challenges and barriers is your organisation facing in meeting their goal?	<p>What is needed to address these challenges and barriers?</p> <p>How can your organisation or other stakeholders assist?</p>

Appendix I

In keeping with the National Workplace Wellness Policy for Barbados (2019), the conceptualisation of wellness is multidimensional in nature and represents 'the process of creating and adapting patterns of behaviour that lead to improved health in the wellness dimensions and heightened life satisfaction'. Below are the conceptual definitions of these nine dimensions.

9 Dimensions of Workplace Wellness



Physical Wellness: concerns making the right choices that promote health habits and lifestyle behaviours (e.g., diet/nutrition, rest, exercise) that support our physical body, health and safety.



Mental Wellness: concerns how well we interpret, assess and manage our emotions, thoughts and abilities and respond to psychological and emotional pressures and demands (and stress).



Environmental Wellness: concerns the quality of our physical workplace environment and the extent to which it is conducive to safe, healthy and productive working.



Social Wellness: concerns the fostering and sustaining of healthy, positive and constructive relationships with our co-workers, superiors and customers.



Occupational Wellness: concerns the extent to which our jobs are fulfilling and satisfying and the degree to which our work-related and career needs are being met by our employers.



Intellectual Wellness: concerns the opportunities to access and benefit from a range of creative and mentally-stimulating activities at work and the extent to which our knowledge, skills and abilities are enhanced.



Spiritual Wellness: concerns the extent to which our personal beliefs and values offer a greater sense of purpose and meaning to our lives and how our actions align with these beliefs and values.



Financial Wellness: concerns our knowledge and abilities in managing our own finances, meeting our financial obligations and debt, and moving towards building personal wealth and financial independence.



Cultural Wellness: concerns our awareness and appreciation of our cultural backgrounds and of other cultures and specific aspects of diversity within the organisation, respecting social and cultural differences and promotion of tolerance in the organisation,



For more information please contact the
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or visit our website
www.healthycaribbean.org

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