


The Health & Wellbeing Services at Workplace



 LANDMARK
GROUP

Health@Work
'Healthy Workforce, Healthy Business'



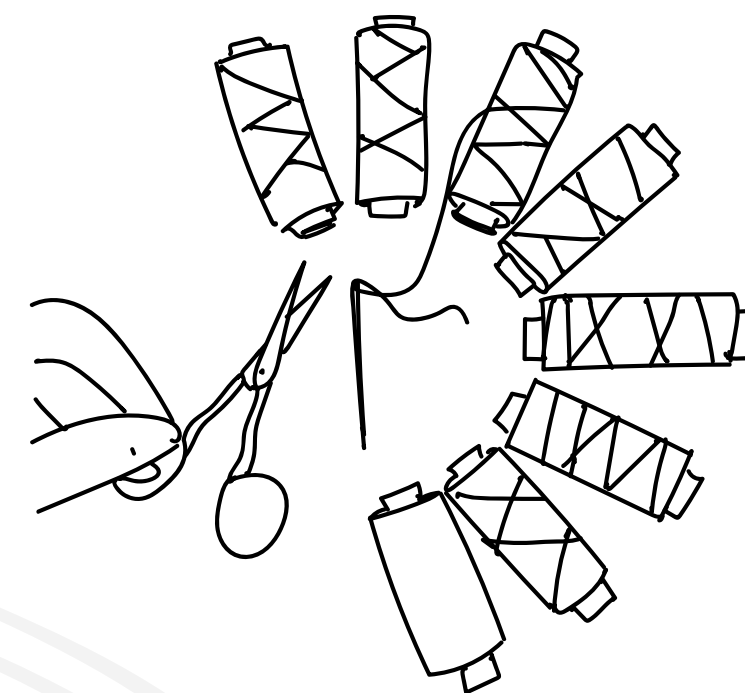
A majority of the world's population spends one-third of their adult life at work (about 40 to 46 hours per week on average). For workforces, health and wellbeing actions become more significant, given varied occupational health hazards. Where present - sanitation challenges, safety procedures, fire hazards, accident risk, abusive workplace relationships, sexual abuse, gender discrimination, exploitation of forced labour, disease outbreaks and occupational diseases, economic vulnerability all pose a risk to workers.



Scan here to watch
the full video



Landmark Group: Empowering Lives





Women factory workers display Svathi Savi packets. It is a nutritional supplement made by Svathi Mahila Sangha to combat anemia among workers in Tirupur, Jaipur, Ludhiana, and Bangalore.

What is a Playbook?

A playbook includes “process workflows, standard operating procedures, and cultural values that shape a consistent response—the play.”

It borrows from some of the Aristotelian elements of the play -

Plot

The arrangement of events or incidents on the stage.
The plot is composed of “clearly defined problems for characters to solve.”

Character

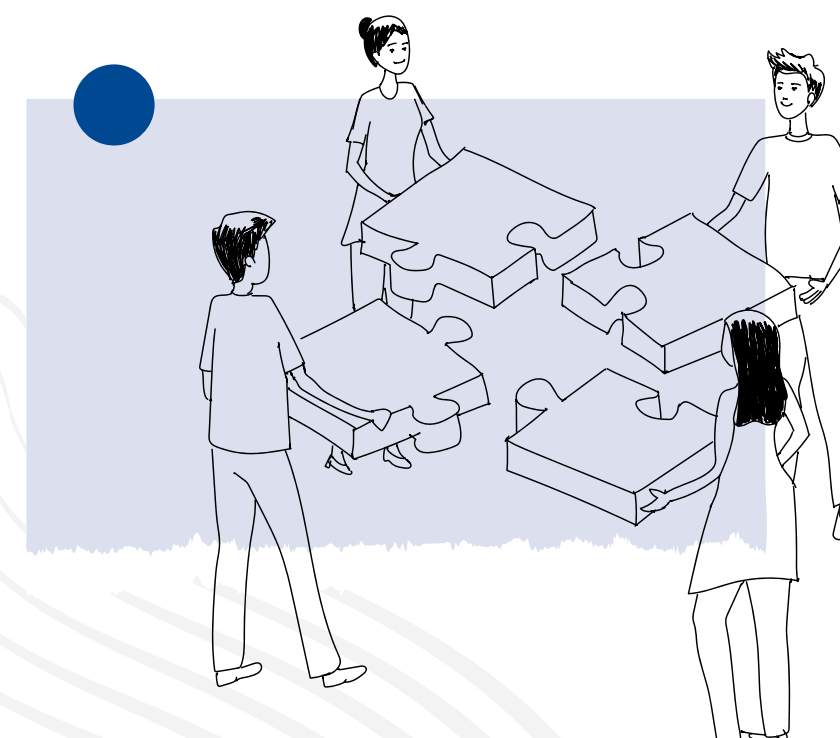
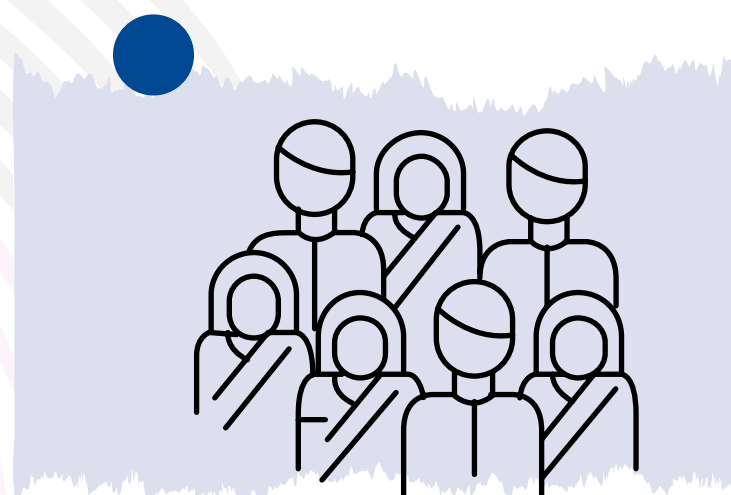
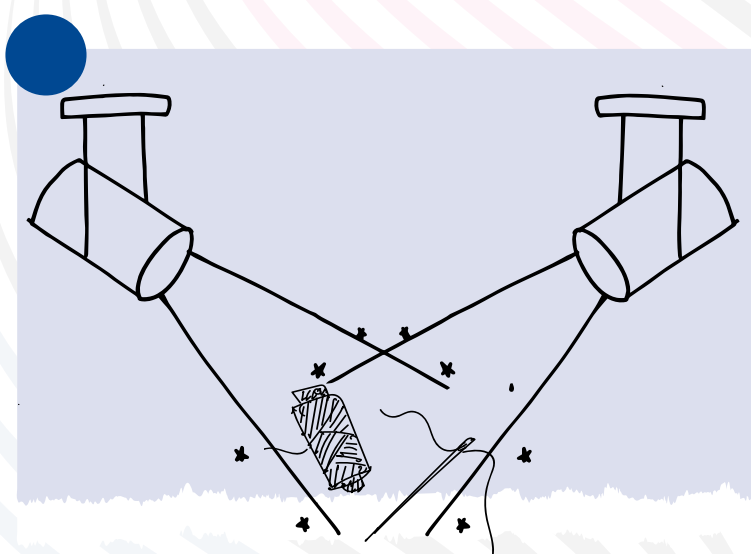
The agents of the plot. The People.

Theme

The reason for the play. The Purpose.

3 of the 6 Aristotelian elements of the play

Imagine a blueprint you can hold, guiding you through the complexities of constructing an interesting narrative—a playbook. In this guide, the Plot unravels like a thrilling puzzle consisting of well-defined problems faced by the characters, which will have you on your toes. Then we have Characters who are the driving force behind any story, who act as the agents of the play. Finally, the Theme represents play’s essence, which is its underlying purpose or message that causes contemplation and empathy for the viewers. These three elements—Plot, Character, and Theme—are among six Aristotelian elements for making a play interesting and unforgettable.



Who is this playbook for and how can you use this playbook?

This Health & Wellbeing Services at Workplace playbook is designed for a diverse audience, including employers, managers, human resources professionals, and employees within an organization. The playbook serves as a comprehensive guide and resource to promote and enhance health and wellbeing in the workplace. Here is how it can be used to help each type of user:

Employers and Business Owners:

The playbook provides guidance for business leaders on creating a healthy work environment, implementing wellness programs, and understanding the benefits of investing in employee health.

Managers and Supervisors:

For individuals overseeing teams, the playbook offers insights into how to support employee wellbeing, manage work-related stress, and foster a positive work culture.

Human Resources (HR) Professionals:

HR professionals can use the playbook to design and implement health and wellness initiatives, address employee concerns related to health, and develop policies that support a healthy work-life balance.

Employees:

The playbook may include resources and information for employees to better understand and take advantage of wellness programs, manage stress, and prioritize their health in the workplace.



Occupational Health and Safety Teams:

Professionals responsible for ensuring workplace safety and health standards can use the playbook to integrate health promotion strategies into existing occupational health and safety programs.

Health and Wellness Committees:

Organizations often establish committees focused on health and wellness. The playbook can serve as a valuable resource for these committees to plan and execute initiatives that enhance employee wellbeing.

Public Health Advocates:

Those advocating for public health and workplace health policies can use the playbook to gather evidence-based strategies and best practices to promote health in various occupational settings.

Consultants and External Advisors:

External advisors or consultants specializing in workplace health and wellbeing may find the playbook useful in guiding organizations to implement effective strategies.

Government Agencies and Policymakers:

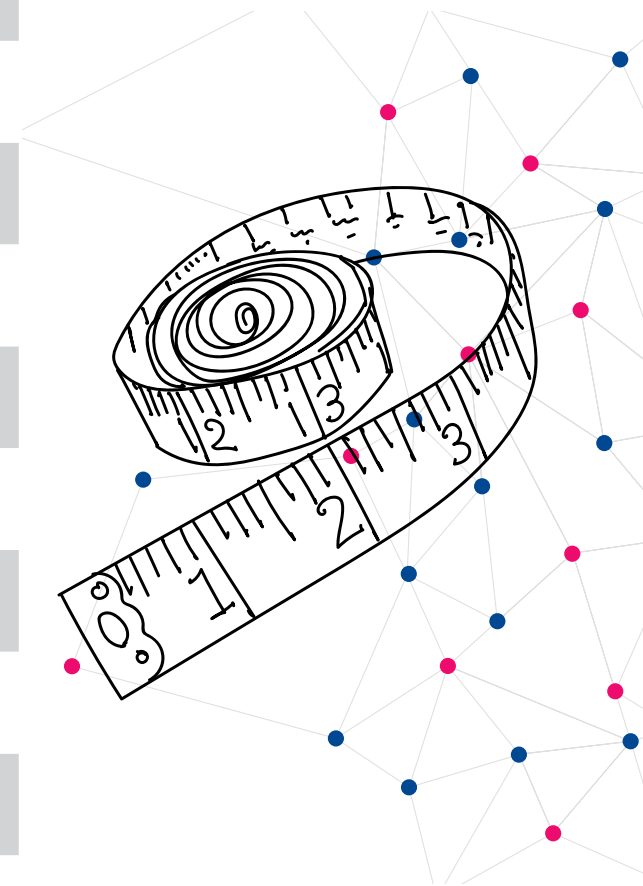
The playbook may also serve as a reference for government agencies and policymakers interested in promoting occupational health and developing regulations to ensure healthier work environments on a broader scale.



Overall, the playbook aims to be a versatile tool that caters to the needs of diverse stakeholders involved in creating a healthier and more productive workplace.

Contents

Foreword	9
1. Introduction to the Playbook	10
2. Background to the Playbook	12
3. People	32
4. Process Workflow	38
5. Summary Checklist	40
6. Act 1 - The Planning Phase	42
Pull Out Page 1 - Workplace Clinic Needs Assessment Tool	53
Pull Out Page 2 - Sustainability Assessment Learning Tool (SALT)	54
7. Act 2 - The Roll-out Phase	62
Pull Out Page 3 - Standard Operating Procedure (SOP) for Referrals and Linkages from Factory Clinic to Primary Health Centre	65
8. Act 3 - Leadership Development & Handover Phase	72
Pull Out Page 4 - Standard Operating Procedure (SOP) for Program Handover Trainings.	77
Pull Out Page 5 - Handover Hero: Training Tool for Factory Health & Wellbeing Programs	78
9. Impact and Testimonials	81
10. Closing Note	86
11. Annexure	87

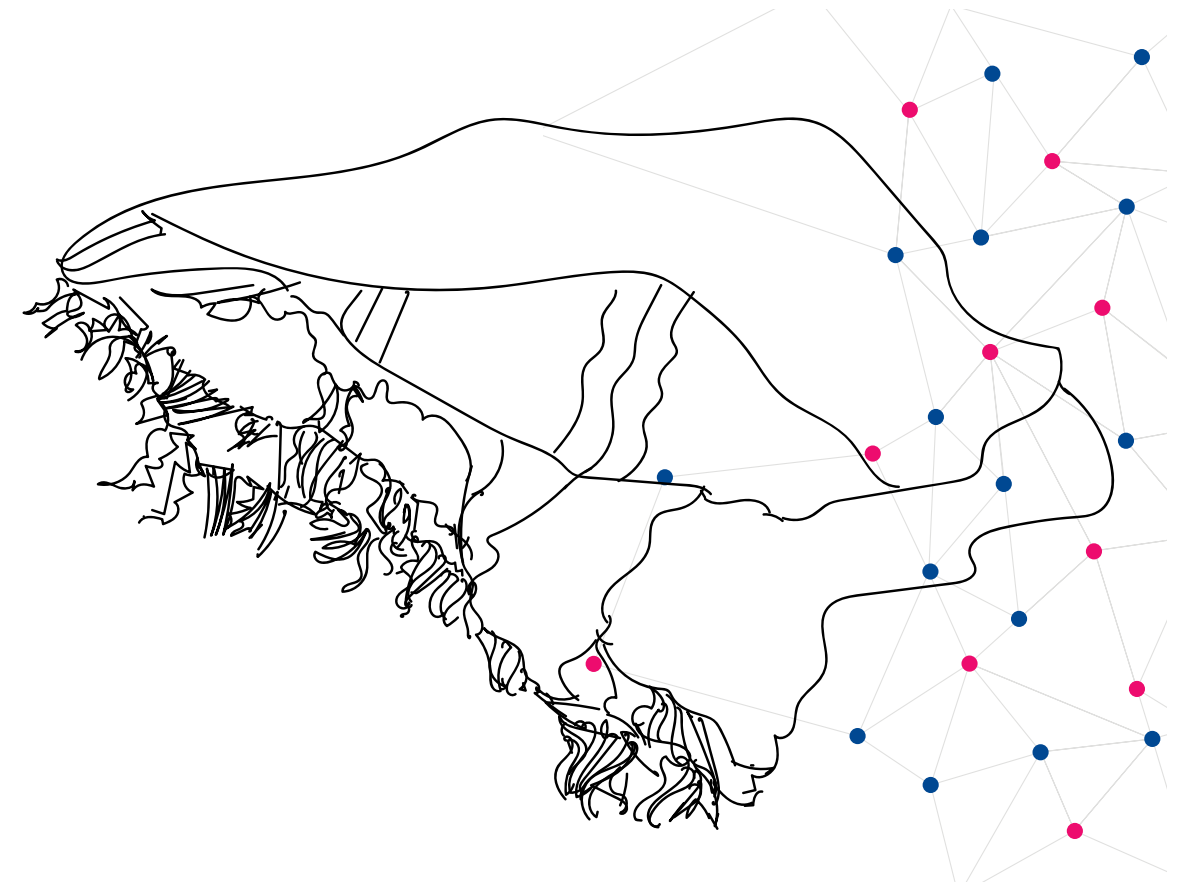


FOREWORD

Landmark Group

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INTRODUCTION

► Purpose and Objective

The Health & Wellbeing Services at Workplace Playbook provides friendly guidance for brands, factories, policy makers, and civil society organizations to create personalized plans for workplaces. In collaboration with practitioners, non-governmental organisations, community based organisations, medical and clinic teams and volunteers, this document outlines steps to enhance business by prioritizing worker health. It details activities for seamless planning and implementation, fostering a collaborative approach for a healthier workplace.

In the playbook you will find:

- ♦ **A set of activities to enhance business:** Practical steps and strategies that integrate worker health into everyday business operations, boosting overall productivity and well-being.
- ♦ **Summary checklist:** An overview of key tasks and milestones to ensure comprehensive coverage and easy tracking of progress all in one spot!
- ♦ **Team role matrix:** A clear understanding of the people involved and the delineation of responsibilities, helping teams understand their roles and collaborate more effectively.
- ♦ **Tips and tricks:** Practical advice and insights to navigate common challenges and optimize the implementation of health and wellness initiatives.

This playbook aims to facilitate the development of a workplace culture where health and well-being of workers are top priorities, driving success for both individuals and the organization as a whole. The playbook divides the entire process into 3 Acts, which are as follows:

Act 1 : Planning phase

Act 2 : Roll out phase

Act 3 : Leadership development & handover phase





BACKGROUND

► Why take health and wellbeing actions to the workplace?

The manufacturing sector and factory jobs employ approximately **15%** of the world's workforce. Within this sector, workers face a significantly higher risk of developing occupational diseases such as respiratory disorders, musculoskeletal injuries, and exposure to hazardous chemicals. These risks contribute to a mortality rate that is **73%** higher than all other industries combined. Additionally, occupational health services are accessible to only **5% to 10%** of workers in developing countries, exacerbating challenges.

The garment and textile manufacturing industries grapple with significant challenges, such as retaining a skilled workforce, ensuring timely production of quality products, and maintaining sustainability and profitability. Small and medium enterprises face heightened difficulties due to high volumes and low overheads. Globally, occupational health services are accessible to only 5% to 10% of workers in developing countries, exacerbating challenges. In South Asia, violence and harassment, particularly affecting women in the garment industry, have become prevalent. The vulnerability of female workers to workplace harassment underscores the need for intervention.

Employee disengagement is a pervasive issue, with 64% of manufacturing/production workers found to be not engaged. Unmotivated employees perform poorly, leading to absenteeism and high turnover rates. While suppliers show openness to health programs, a shift towards comprehensive worker wellbeing initiatives is essential, focusing on gender equity, financial inclusion, life skills, and workplace relationships.

*Several challenges affect the occupational health of the workforce globally, one of the most important ones being that only **5%** to **10%** of workers in developing countries have access to occupational health services.*



Despite investments in healthcare facilities, the utilization of government health services by garment workers is low, leading to reliance on expensive private services.

A study in India revealed health issues among women workers, including anemia, gynecological problems, psychological distress, insomnia, and other ailments. Similar challenges are observed in Bangladesh, where a significant proportion of garment workers lack recommended prenatal care and contraceptive awareness, leading to potential health risks.

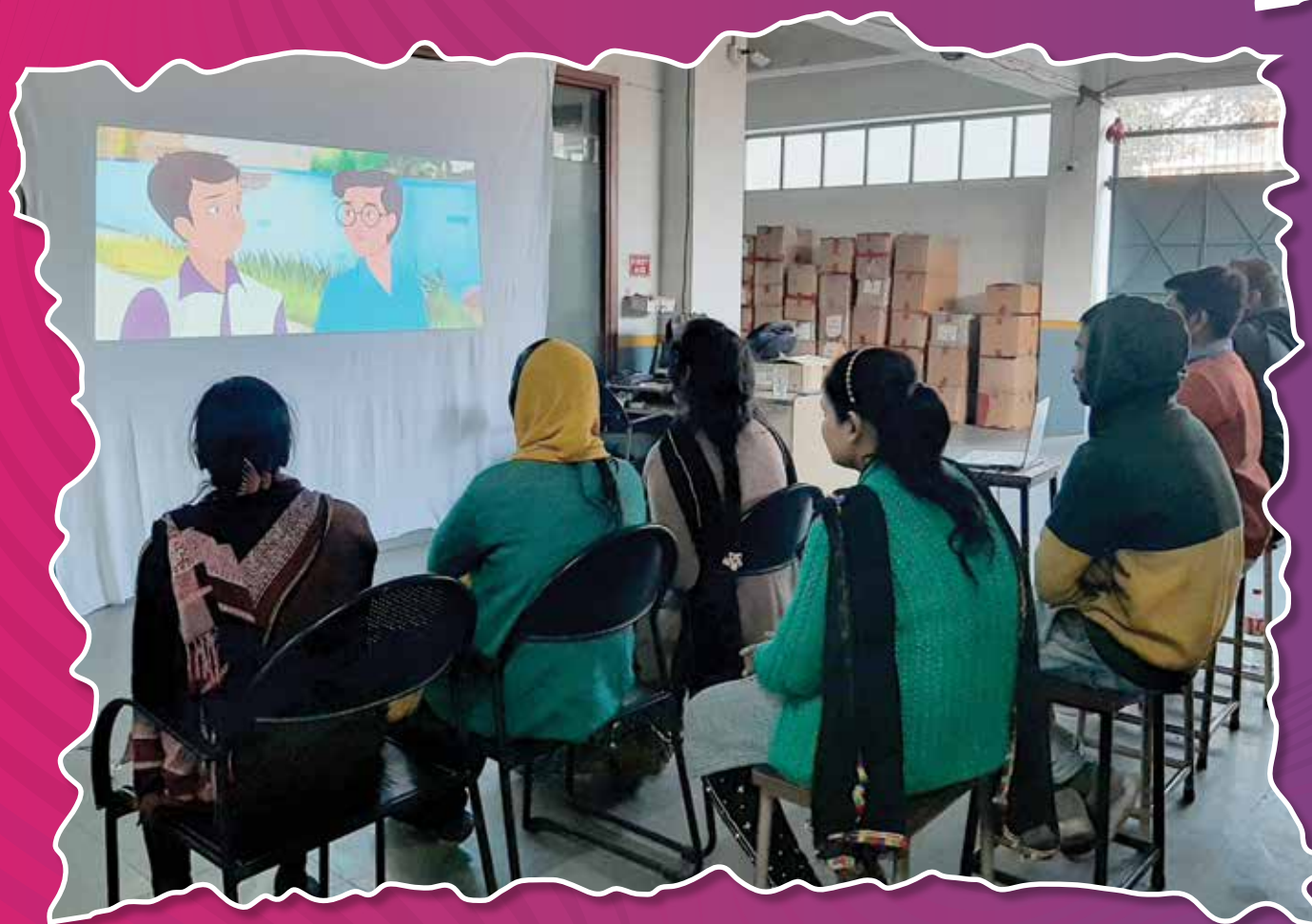
Additionally, in South Asia, violence and harassment, particularly affecting women in the garment industry, have become prevalent. The vulnerability of female workers to workplace harassment underscores the need for intervention.

The supplier perspective emphasizes the necessity for initiatives that holistically address primary care and worker wellbeing, including health, gender equity, financial inclusion, and life skills. Women's safety in the workplace is a critical concern, with reports indicating high rates of sexual harassment and violence. Economic vulnerability contributes to workers' struggles, as poverty forces individuals, especially women, to take up jobs without adequate financial knowledge, leading to exploitation by moneylenders.



The International Labour Organization's Global Social Protection Report highlights the inadequacy of social protection, with **55% of the world population remaining unprotected.**

Coverage gaps persist in Asia, Africa, and the Arab States due to various reasons, including ignorance, lack of information, corruption, and ineffective implementation of welfare schemes. Overall, a comprehensive worker wellbeing intervention is imperative to address these multifaceted challenges in the garment and textile manufacturing industries.





This results in workers having undiagnosed, high-impact, high-burden health conditions which then lead to absenteeism, attrition, lower efficiency and productivity. Even in cases where health systems such as the factory clinic are present, it is not focused on primary care services. Similarly when workers have poor workplace relationships, face gender discrimination, violence and harassment, practice poor financial management (including investment in unsafe sources), have poor awareness and access to social protection, it pushes them further into the cycle of poverty resulting in poor health outcomes which in turn impacts business.

► What happens when health and wellbeing actions are taken to the workplace?

In the heart of Jaipur, within the bustling walls of **25** factories, a silent health revolution is taking place – the Landmark group supported the implementation of Swasti's Invest4Wellness program in factory settings - Health@Work, championing the cause of 'Healthy Business, Healthy Workforce.' At the core of this transformative initiative is Hariom Sharma, a diligent quality checker from the scenic landscapes of Uttarakhand, who migrated to Jaipur in **2008**.

Hariom, an army veteran, has been diligently serving since **1992**. He has been working in the garment industry for **15** years; little did he know that a silent adversary, diabetes, was lurking within.

In January **2023**, during a routine health screening conducted by Swasti as part of the initiative, Hariom's world took an unexpected turn. With blood pressure soaring at **177/107** and diabetes levels at a staggering **378**, he suddenly found himself facing a situation he never expected. He mentions that his ancestors were knowledgeable about Ayurveda, and despite having a good understanding himself, he was surprised to realize that he was not aware of his health condition.

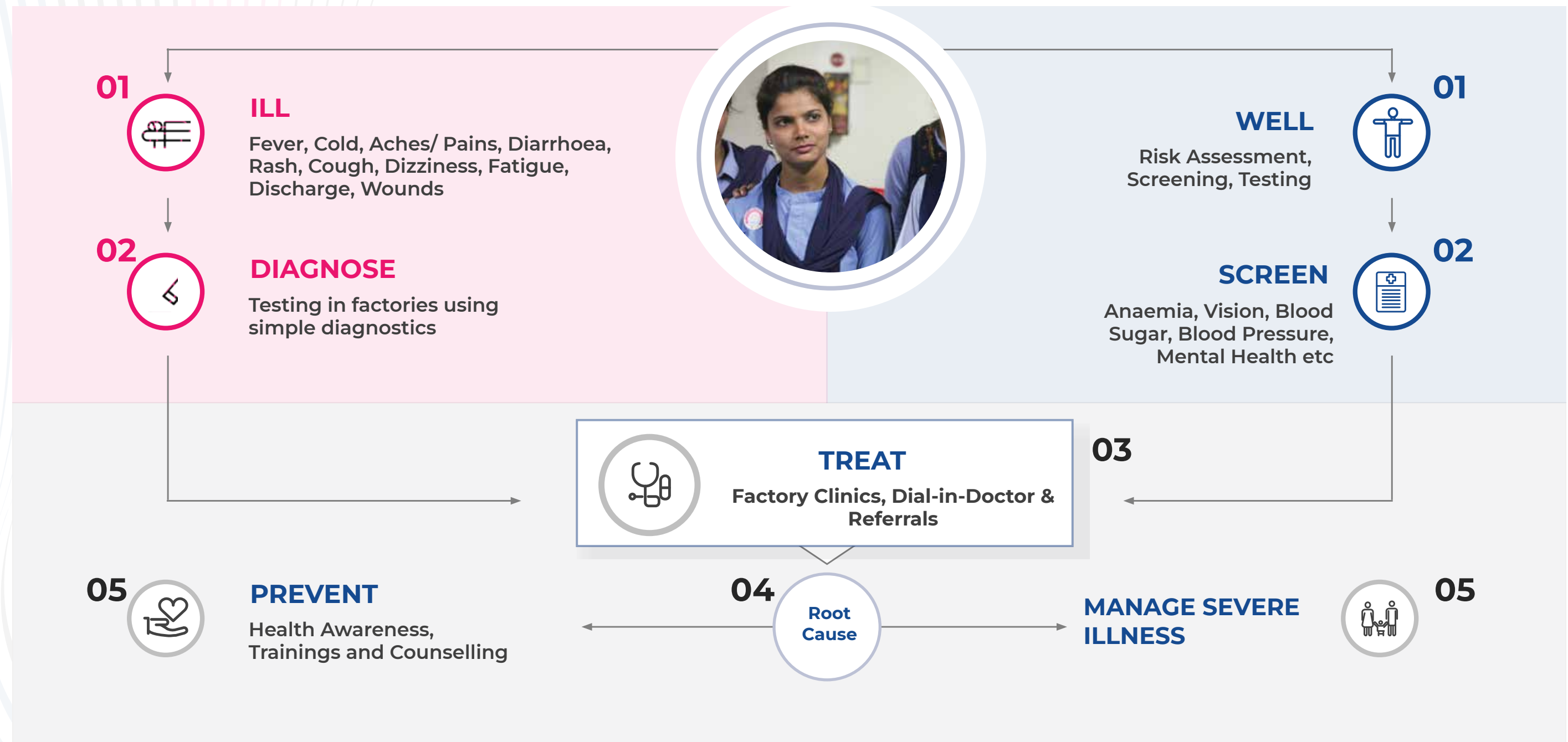
This made him think about the thousands of workers in factories who may not even have basic education. He realized that if he, with his background, was unaware, how could they be expected to know about their health?

The Health@Work team played an important role in Hariom's newfound awareness. The team's comprehensive follow-ups and telecare not only provided a diagnosis but also offered a personalized roadmap to recovery. Initially shocked by the news, Hariom became determined and decided to make changes in his life. He started eating less sugar and included regular exercise in his routine.

With his family's support, Hariom began a complete transformation. Observing the Wellness and Fitness (WF) training organized by Health@Work made Hariom even more aware of how closely physical and mental health are connected. He adds, *"Recently, we had a special training called Wellness Facilitator training (WF Training) organized by the Health@Work team. They talked about various illnesses like Anemia, Diabetes, and Blood pressure, explaining how we can get help and take care of ourselves. I found the hygiene and mental health lessons very helpful. Now I know that my physical health is connected to my mental health and how much stress I experience."*

Like Hariom, workers who accessed the Health@Work program were able to take steps to address and care for their physical and mental health which contributed to a positive transformation of the factory environment.

How the Health@Work Program Works



World of Health@Work – Highlights from Swasti



25%

Increased diagnosis of hidden health conditions through primary health care intervention (Health@Work)

150%

Increased self-efficacy through leadership training program (P.A.C.E)

40% (1.5\$)

Reduction in gender pay gap from 15 hours Life Skills Trainings Program (WiF)



20%

Reduction in absenteeism by (P.A.C.E)

5-15%

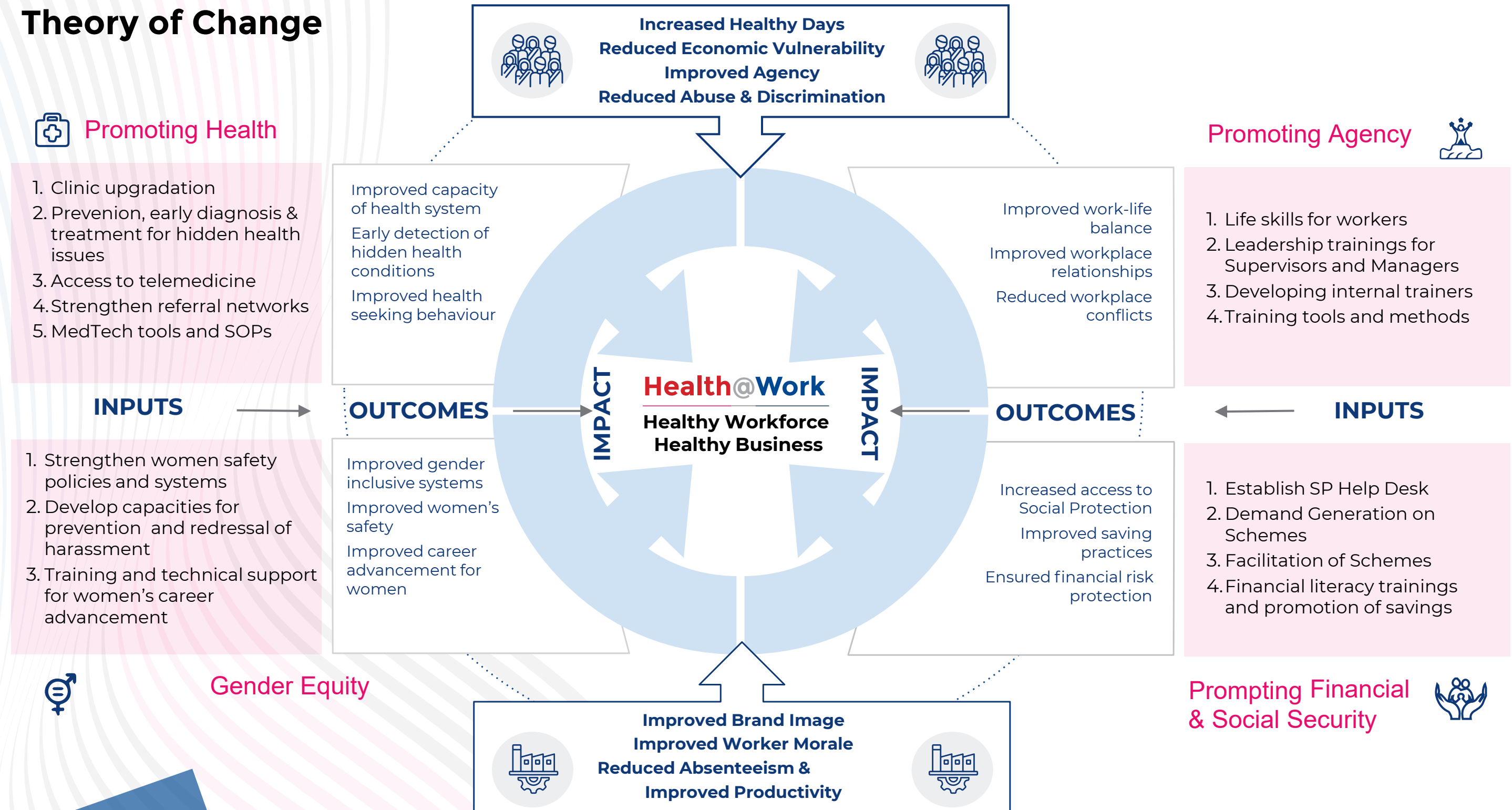
Increased productivity from WiF / P.A.C.E programs

1.48

The SROI ratio for the Covid-19 project implemented in Bangladesh (2022-2023)

The Health@Work program had a strong impact on workers' health within a short span of time. Improvements were observed in both physical and mental health, detection of illnesses and indicators of empowerment.

Theory of Change



Health@Work is a comprehensive primary healthcare solution for workers made accessible at the factory doorstep.

The model uses four interconnected strategies (i) primary health, (ii) gender equality, (iii) financial inclusion & social security, and (iv) agency. The goal is to strengthen healthcare systems, create more inclusive workplaces, give access to social safety nets, and improve workplace relationships. Ultimately, leading to happier and healthier workers and better productivity for factories.

The intertwining of poverty and health creates a cycle of marginalization and decline. This cycle is influenced by three subsystems, each presenting distinct challenges: (i) The workforce faces a lack of emphasis on health priorities, suboptimal health-seeking behavior, the burden of hidden health conditions and socio-economic barriers. (ii) Factory health system grapples with episodic and reactive care models, inadequate clinic capacities, and a notable absence of guiding tools. (iii) Within the public health system, there exists limited coverage, overcrowded facilities, and a deficiency in comprehensive risk coverage.

Expanding on this context, we have identified that limited access to quality and affordable primary healthcare leads to higher rates of morbidity. Our theory of change posits that providing access to primary healthcare for both workers and their families will ultimately liberate them from the vicious cycle of poverty in the long term. Through the program, **we aim to create healthy and resilient workplaces and workforce by increasing healthy days, lowering health risks, and reducing out-of-pocket expenses empowering workers to take charge of their own health.**

Health@Work TOC is grounded on four fundamental principles of **Cost Efficiency, Scalability, Sustainability, and a People-Centered Approach.** To achieve these outcomes, we propose a two-fold PhyGital strategy:



Physical Intervention: This involves strengthening factories' health systems and capacities, preventive health education, and facilitating referrals for secondary and tertiary care. This ensures workers have access to primary health care services at the factory doorstep that includes early detection and treatment of expressed illnesses, high-burden health conditions and mental health support.

Digital Intervention: Through the integration of telemedicine, the utilization of point-of-care diagnostics, leveraging digital platforms, and the introduction of e-learning initiatives.

This model has been evaluated by Tufts University showing a significant impact towards improving health outcomes for workers in factories in India. The study reported a 20-25% increase in diagnosis of hidden health conditions and workers who received training on healthy behaviors were 20-37% more likely to recall learning about various health topics such as healthy foods, menstruation, hypertension, and diabetes.

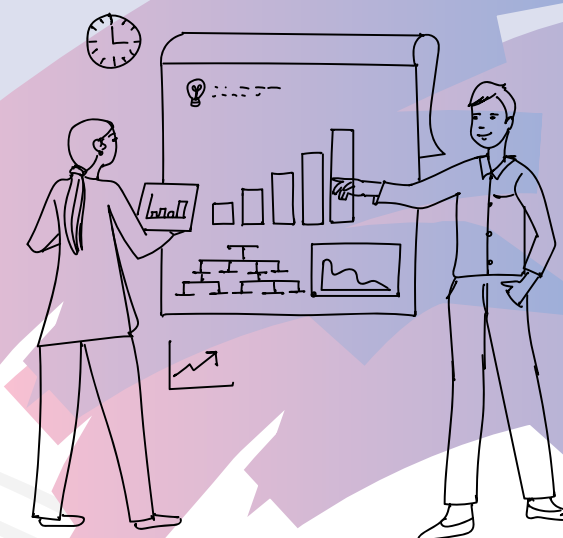
Health@Work is a digitally enabled, people-centric primary healthcare model designed to enhance workers' access and reduce out-of-pocket health expenses. Employing a cluster strategy, it creates site-based groups to share costs and maximize resources, focusing on four components: upgrading factory clinics, providing telemedicine for continuous care, promoting illness prevention within workplaces, and strengthening a public-private network for referrals and support. The model optimizes existing health systems, lowers costs through clusters, and ensures sustainability by empowering factory health resources. Its unique approach lies in leveraging existing infrastructure, dividing burdens among suppliers, and offering a scalable pathway.



15 hours Life Skills Trainings from Women in Factories have shown greater impact on women empowerment and business outcomes (Tufts University)



P.A.C.E. program in **five countries** saw significant improvements in health and empowerment as well as business outcomes. (Source: P.A.C.E. program)



Watch Mr. Hegde's Interview



“

*Since joining the **Health@Work** program, the attendance and frequent absenteeism has reduced, the morale of the workforce is boosted, because they have seen the company cares for them.*

Mr. Shripad Hegde

Atharva Fashions
Bengaluru





SAFARI SECTION
புத்தல் பகுதி



தமிழ் கைப்பிடிப்பு
தொலைக்காட்சி
CCTV CAMERA

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302



LANDMARK GROUP
Health@Work
"Healthy Workforce, Healthy Business"
Powered by Swasthi

- Screen hidden health conditions like Anemia, Hypertension and Diabetes
மூலக்கூறுகள், உயர் இரத்த அழுத்தம், உயர் இரத்த சர்க்கரை போன்ற மறைமுகமான நோய்களை அடையாளம் காணுதல்
- Preventive and Promotive Health Education
பாதுகாப்பு மற்றும் நலப்படுத்தல் ஆரோக்கியப் பிழைப்பு
- Referral and System link
மேலதிக சேவைகளை வழங்குவதற்கான அமைப்புகளை இணைத்தல்
- Mental Health and Stress Management
உயர் இரத்த அழுத்தம் மற்றும் மன அழுத்தம்
- Social Protection
சமூக பாதுகாப்பு
- Living communities through
உயிர் வாழும் சமூகங்கள்

STORE

➤ The Business Case

Investing in worker health is not just a moral imperative but a strategic business decision that yields substantial returns in productivity, morale, and overall organizational success. A healthy workforce is a more engaged and productive one, leading to improved efficiency and reduced absenteeism.

Firstly, a robust worker health program enhances employee morale and satisfaction, fostering a positive work environment. This, in turn, boosts retention rates, saving on recruitment and training costs associated with high turnover. Moreover, healthy employees are more likely to be present at work consistently, minimizing absenteeism and ensuring a continuous workflow.

Secondly, a focus on worker health directly impacts productivity. Healthier employees are more energized, focused, and resilient, contributing to higher output levels. Reduced illness-related downtime means fewer disruptions to operations, enhancing overall efficiency.

Thirdly, investing in preventive health measures can significantly lower long-term healthcare costs. Early detection and intervention can prevent the escalation of health issues, reducing the financial burden on both employees and the organization in terms of medical expenses and insurance premiums.

Additionally, companies with a strong commitment to worker health often enjoy a positive public image, attracting top talent and enhancing their brand reputation. This can translate into a competitive advantage in the marketplace and increased customer loyalty.



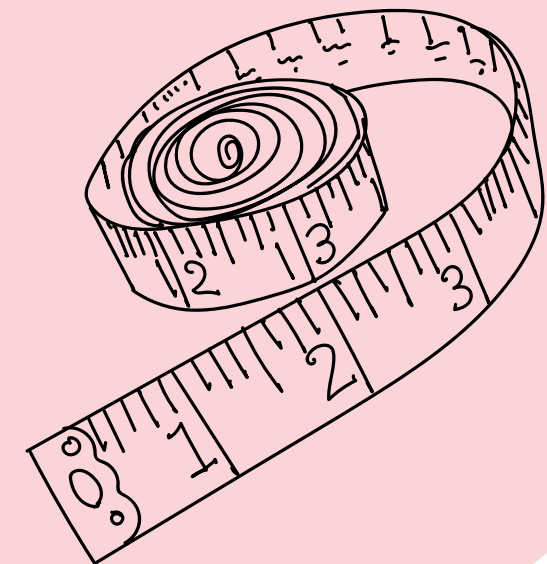
In summary, a well-designed investment in worker health is a strategic move that pays off in numerous ways – from improved employee satisfaction and productivity to reduced healthcare costs and a positive brand image. It is an integral part of building a resilient and successful organization in the long term.

Companies with comprehensive wellness programs experience **27%** lower healthcare costs, **26%** lower absenteeism rates, and **50%** lower employee turnover.¹

Employees with high job satisfaction are **12%** more productive and experience **31%** lower burnout.²

For every dollar invested in workplace wellness programs, companies see an average return of **\$3-\$6** in reduced healthcare costs and absenteeism.³

79% of job seekers consider a company's commitment to employee well-being when making job decisions.⁴



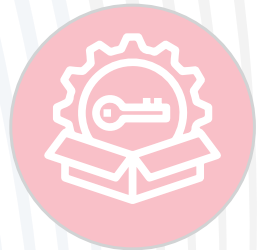
¹ Centers for Disease Control and Prevention (2023)
² American Psychological Association (2021)
³ Journal of Occupational and Environmental Medicine (2019)
⁴ Glassdoor (2023)



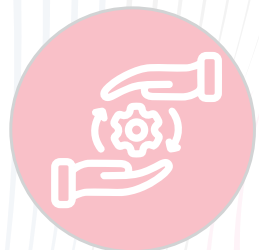


➤ The Hurdles

Health in workplaces programs in factories may encounter various hurdles, hindering their effectiveness. Some common challenges include:



1. Limited Resources: Factories may struggle with financial constraints, limited healthcare infrastructure, and a shortage of trained healthcare personnel. This could be addressed by seeking partnerships with local healthcare providers, NGOs, or government initiatives to secure additional resources, training, and infrastructure support.



2. Resistance to Change: Management and workers may resist new health programs due to perceived disruptions, costs, or a lack of understanding of long-term benefits. This could be combated by conducting informational sessions to communicate the benefits of health programs, focusing on the positive impact on productivity and worker well-being, and involving stakeholders in the program design to foster a sense of ownership and acceptance.



3. Lack of Awareness and Training: Workers may be unaware of the importance of preventive healthcare or lack training to engage with health initiatives effectively. This hurdle could be overcome by offering regular training sessions on preventive health measures and occupational safety, using simplified materials, visual aids, or local languages to improve accessibility and understanding.

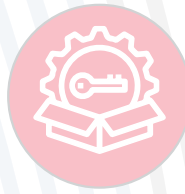


4. Privacy Concerns: Employees may worry about the confidentiality of their health information, deterring participation. This could be alleviated by establishing strict confidentiality protocols and communicating them clearly to assure employees that their personal health data will be protected and used solely for health program purposes.

Addressing these challenges requires a comprehensive approach, involving collaboration between management, workers, healthcare providers, and relevant stakeholders to create a conducive environment for effective health programs in factories



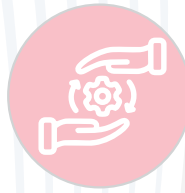
Statistics on Challenges to Health in Workplaces Programs in Factories:



Limited Resources:

A 2021 World Health Organization (WHO) report estimated that nearly half of the world's population lacks access to essential health services, highlighting the global challenge of resource constraints.

- ▶ A 2023 study by the International Labour Organization (ILO) found that small and medium-sized enterprises (SMEs), which often include factories, are less likely to offer health and safety programs compared to larger companies.



Resistance to Change:

- ▶ A 2022 survey by the Society for Human Resource Management (SHRM) revealed that 23% of employees reported resistance to workplace wellness programs, often from managers or colleagues.



Lack of Awareness:

- ▶ A 2020 study published in the International Journal of Occupational and Environmental Medicine found that knowledge about occupational health hazards among factory workers is often limited, particularly in developing countries.



Inadequate Training:

- ▶ A 2021 report by the Global Health Education Consortium found that a significant gap exists in healthcare workforce training and preparedness to address occupational health needs.



Privacy Concerns:

- ▶ A 2023 survey by the Pew Research Center found that 72% of Americans are concerned about the privacy of their healthcare data, highlighting a need for strong data security practices.



Communication Barriers:

- ▶ A 2022 study by the Center for Migration Studies of New York found that language barriers can significantly impact access to healthcare for migrant workers, potentially relevant in factory settings with diverse workforces.



Workplace Culture:

- A 2019 study published in the Journal of Occupational and Environmental Medicine found that a positive workplace safety climate is associated with lower rates of occupational injuries and illnesses, suggesting the importance of a supportive culture.



Accessibility Issues:

- A 2022 report by the World Bank found that geographic remoteness is a major barrier to accessing healthcare services in many developing countries, potentially impacting rural factory workers.

Additional Notes:

While specific statistics on factories are limited, these studies provide a broader context for the challenges faced in implementing health programs.

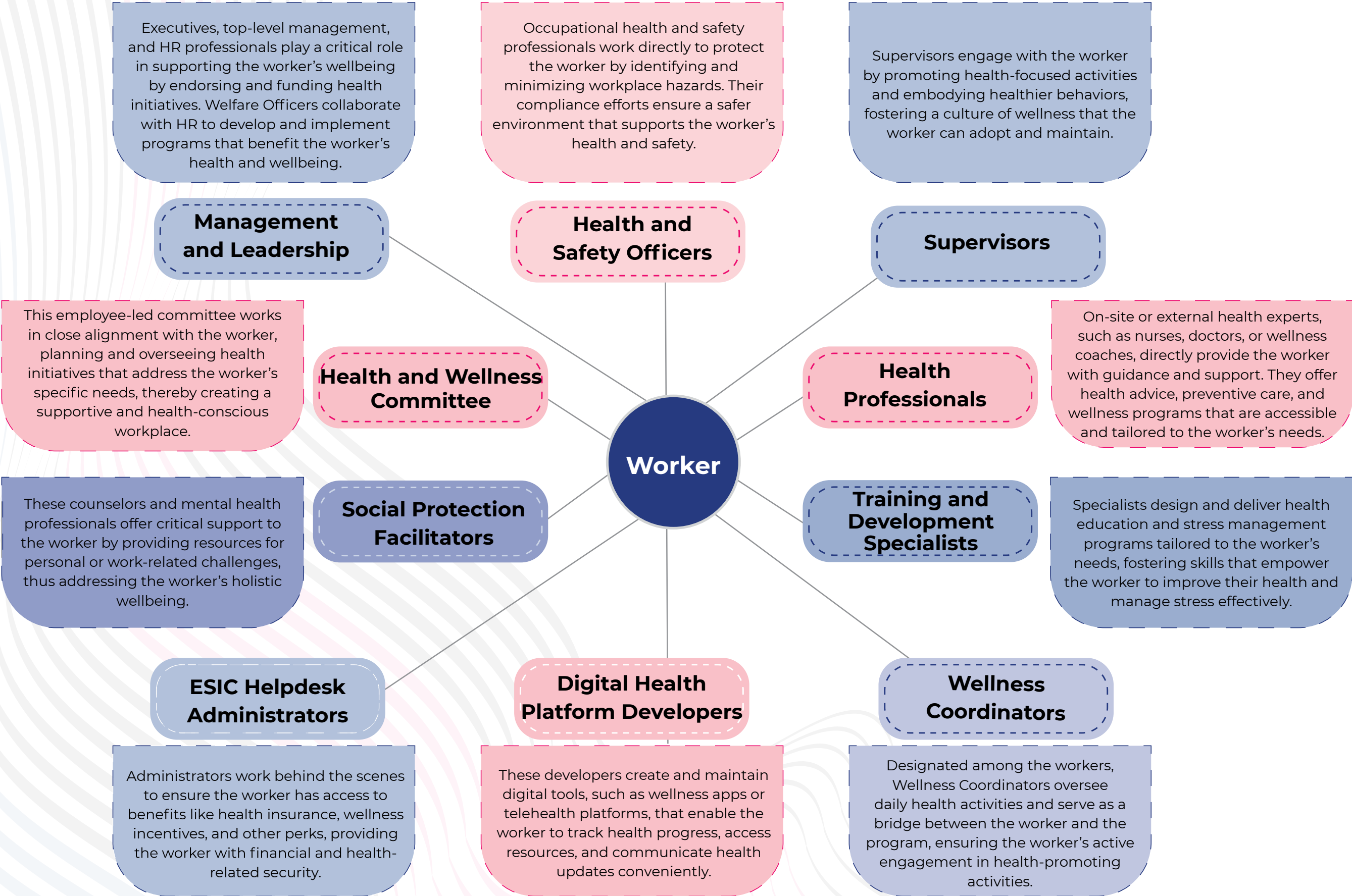
It's important to consider the specific context of each factory (location, size, industry) when interpreting these statistics.

Addressing these challenges requires a multi-pronged approach, including tailored interventions, capacity building, and awareness campaigns.



PEOPLE

A workplace health program typically involves collaboration and contributions from various individuals and entities to ensure comprehensive and effective implementation. The key people involved in a workplace health program may include:





While we have understood the roles of the people directly involved in the workplace health program, it's crucial to recognize the role of Primary Healthcare Centres (PHCs) as extensions of this program. For cases that are more serious or require specialized expertise for diagnosis and treatment, the health and wellness committee should refer the employee to a PHC for appropriate care. Referring workers to PHCs requires careful consideration of factors such as location, regulatory frameworks, and existing healthcare infrastructure. **Factories can adopt various approaches to facilitate these referrals:**

Direct Referral:

- ♦ **Formal agreements:** If there are established partnerships between the factory and nearby PHCs, direct referrals with standardized procedures can be implemented.
- ♦ **Awareness campaigns:** Educate workers about nearby PHCs, their services, and referral processes.
- ♦ **Transportation assistance:** Consider subsidizing or providing transportation to PHCs, especially for remote locations.

Indirect Referral:

- ♦ **Employee Assistance Programs (EAPs):** Partner with an EAP provider offering health consultations and referrals to PHCs for specific needs.
- ♦ **Government schemes:** Utilize existing government healthcare schemes like Ayushman Bharat that connect workers to PHCs.
- ♦ **Community health workers:** Collaborate with community health workers who can guide and support workers in accessing PHCs.

Notes: ESIC*: ESIC - Employees State Insurance Corporation is India's social security body offering medical benefits, cash allowances, and maternity leave to factory workers and their families.

India's 30,000+ Primary Health Centres (PHCs) offer basic healthcare, vaccinations, and maternal care in rural and urban areas. PHC services are now being expanded for PHCs to be able to offer Comprehensive Primary Healthcare. Factories can refer workers to the PHCs.

Workplace Wellbeing Programs in Small Factories: Key Stakeholders

For small factories, roles should be adjusted to focus on essential, cost-effective solutions that leverage existing staff and external partnerships while keeping the worker at the centre.

Workers: All workers who actively participate in the program by engaging in health-promoting activities and adopting healthier behaviors.

Management and Leadership (HR): Endorse health initiatives and ensure workers have access to affordable health resources, like local healthcare partnerships or online wellness platforms.

Supervisors: Serve as wellness champions by modeling healthy behaviors, promoting breaks, and fostering a health-conscious workplace culture.

Employee-Led Health and Wellness Committee: Organize low-cost wellness activities, such as walking breaks or stress-relief exercises, and gather employee feedback on their health needs.

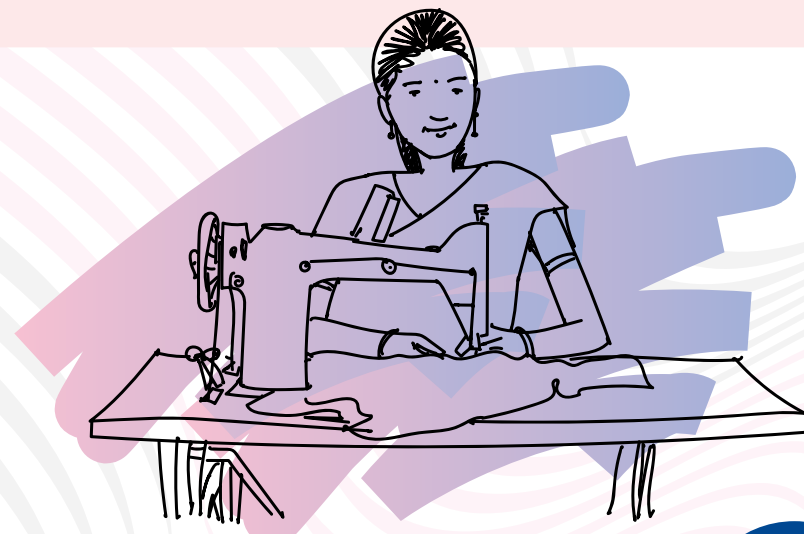
External Health Professionals: Partner with local healthcare providers for occasional check-ups or provide access to telemedicine services for basic health advice.

Social Protection Facilitators (Mental Health Support): Work with community-based counselors to offer basic mental health support, either remotely or in-person when needed.

Digital Health Platforms and Telehealth Services: Use affordable apps to promote wellness, track basic health metrics, and provide easy access to virtual healthcare consultations, including telehealth services for remote medical advice and care.

Wellness Coordinators: Appoint a worker as a wellness coordinator to help organize health-related activities, such as fitness challenges or relaxation breaks.

This approach helps small factories implement a practical, low-cost workplace wellbeing program by leveraging existing resources and affordable external partnerships.



“

Earlier, our annual health camps were small and unstructured—we'd block a day, run checkups, and never follow up. Once the **Health@Work** team stepped in, everything became more regularized. They not only initiated the program but also engaged with workers, making sure we truly achieved its goals.

Mr. Kadirvelu

Director, Glenmargon Global
Tiruppur



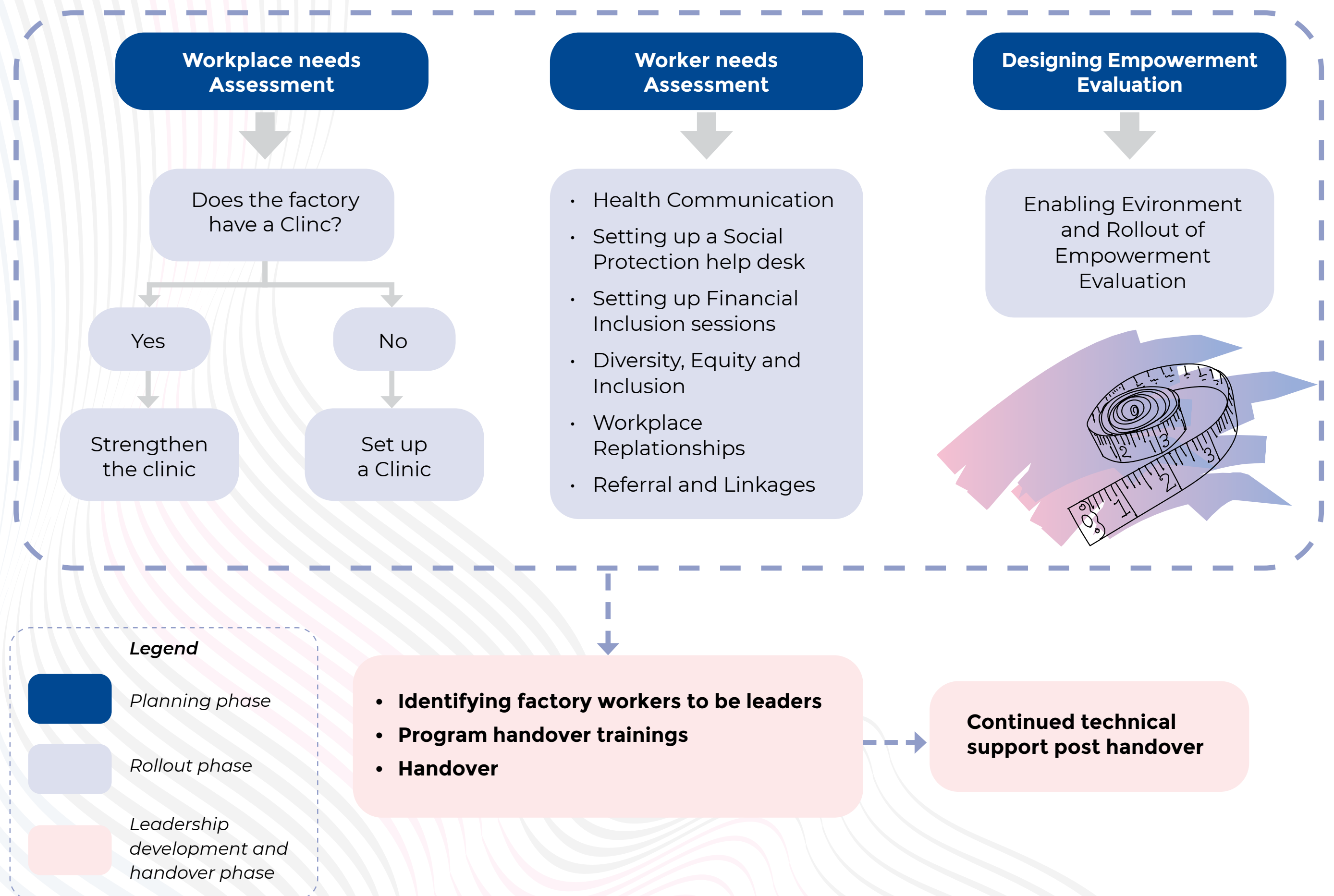
Scan here to watch
Kadirvelu's interview:





PROCESS WORKFLOW

Process Workflow





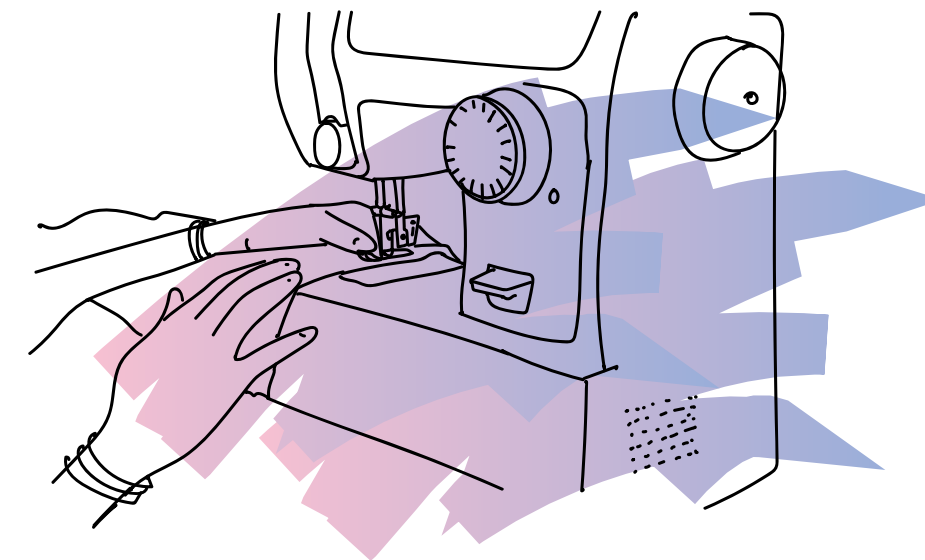
SUMMARY CHECKLIST

Summary Checklist

The Planning Phase		Roll-out of Health and Wellbeing Program at the Workplace		Leadership Development and Handover Phase	
Securing buy-in from the workplace management		Health Communication set up and rolled out		Program handover trainings conducted	
Socialize and get buy-in from the workers		Social protections desk set up and rolled out		Handover process completed in a phased manner with clear documentation and a co-led transition period	
Conduct the Workplace Needs Assessment		Financial inclusion sessions or workshops planned and conducted		Continued technical support provided to ensure the quality and sustainability of the program	
Establish access to healthcare for workers based on organizational needs and capabilities		Conflict resolution mechanisms developed to address interpersonal issues fairly and constructively			
Conduct a Workers' Needs Assessment		Team building activities conducted			
Examine your program plan using the Sustainability Assessment Learning Tool (SALT)		Mental health support and stress management resources set up and shared			
		Anti-harassment policies set-up and enforced			
		Regular capacity building of workers			
		Utilise referral and linkages			

A photograph of three men sitting around a table in a meeting. The man on the left is wearing a white shirt and glasses, gesturing with his hands. The man in the middle is wearing a white and red striped shirt and glasses, with his arms crossed. The man on the right is wearing a dark blue shirt and glasses, looking towards the other two. On the table are water bottles, a cup, and a smartphone. The background shows a room with grey lockers and a wooden chair.

ACT 1. THE PLANNING PHASE



The planning phase is essential for having a successful health and well-being program in the workplace. This phase includes the following steps to ensure a smooth and successful integration of this program:

- Get the buy-in from management and leadership: utilize the business case and tailor it to your company to get the support of the management and leadership teams.
- Socialize and get buy-in from the workers: Educate employees about the benefits of accessing healthcare services to combat the stigma associated with it.
- Conduct a Workplace Needs Assessment: Analyze the existing system and infrastructure to determine the necessary resources for setting up the program.
- Establish access to healthcare: Based on organizational needs and capabilities, set up a clinic, enhance the existing clinic, or introduce a telecare line.
- Conduct a Workers Needs Assessment: conduct a workers needs assessment to understand the types of health and well-being services that the workers require at the workplace.
- Examine your program plan using the Sustainability Assessment Learning Tool (SALT) tool: Use the SALT tool to perform a self-assessment of the workplace and sustain health and well-being outcomes beyond the funding period.

➤ Workplace Needs Assessment



Workplace needs assessment (physical space) for health and wellbeing services in factories

Factory has clinic

Strengthen the clinic

- ♦ Analyze
- ♦ Expert Collaborations
- ♦ Comprehensive Services
- ♦ Empowerment
- ♦ Telehealth

Factory does not have clinic

Check scope for setting up a clinic

Determine the feasibility of incorporating health-related elements.

- ♦ Space Analysis
- ♦ Clinic Suitability
- ♦ Health Messaging Opportunities
- ♦ Layout and Demarcation
- ♦ Employee Input:
 - ♦ Technology Integration
 - ♦ Movement and Break Areas
 - ♦ Flexibility and Adaptability
 - ♦ Collaboration with Health Professionals

Choosing the right Telecare services

- ♦ Analyze your workforce
- ♦ Prioritize user experience
- ♦ Security and scalability matter
- ♦ Remote monitoring options
- ♦ Cost and providers
- ♦ Training and support

The following pages contain summaries of each step mentioned above.
For detailed SOPs have been developed by the Health@Work team at Swasti, please write to shankar@catalysts.org

Workplace needs assessment (physical space)

Is there space for a clinic? Is there opportunity for health messaging? Can the physical space be demarcated differently?

Where there is no clinic.

Conducting a workplace needs assessment for the physical space involves a systematic evaluation to determine the feasibility of incorporating health-related elements. Here's a step-by-step guide:



Space Analysis

- ♦ Measure and assess the available space to determine if it can accommodate a clinic. Consider factors like size, location, and accessibility.

Clinic Suitability:

- ♦ Evaluate if the workplace has the potential for a dedicated clinic. Considerations include proximity to employee workstations, ease of access, and compliance with health regulations. If not, consider TeleCare.

Health Messaging Opportunities:

- ♦ Identify areas where health messages can be prominently displayed. High-traffic zones, break areas, and entrances are effective locations to communicate wellness information.

Layout and Demarcation:

- ♦ Explore the possibility of redesigning the physical space to demarcate areas for specific health-related activities. This may involve creating zones for physical activities, relaxation, or mindfulness.

Employee Input:

- ♦ Solicit feedback from employees regarding their preferences and needs. Consider conducting surveys or focus groups to gather insights on how the physical space can better support their health and wellbeing.

Technology Integration:

- ♦ Explore the integration of technology to support health initiatives. This could include wellness tracking apps, digital signage, or other tools that enhance the overall health environment.

Movement and Break Areas:

- ♦ Assess whether the layout allows for designated movement or break areas. Encouraging spaces that facilitate physical activity and relaxation can contribute to employee wellbeing.

Flexibility and Adaptability:

- ♦ Design the physical space with flexibility in mind. Consider how it can adapt to changing health needs and evolving workplace dynamics.

Collaboration with Health Professionals:

- ♦ Consult with health professionals or occupational health experts to ensure that the proposed changes align with best practices for promoting a healthy work environment.

6 aspects to consider when choosing a TeleCare service to provide health and wellbeing services for the workers

A quick, important and cost-effective way in which employers can connect their employees with health and wellbeing services when there is no clinic is through a TeleCare service which is easily accessible to most workers who have a phone or access to one. Here are some things to consider to choose a TeleCare service for your workforce:

- 1 **Analyze your workforce:** Identify their healthcare needs, connectivity (mobile-friendly platforms!), and language diversity.
- 2 **Prioritize user experience:** Opt for user-friendly interfaces, multilingual support, and integration with occupational health.
- 3 **Security and scalability matter:** Choose solutions with robust privacy, customization, and scaling potential for future growth.
- 4 **Remote monitoring:** Consider this for chronic conditions.
- 5 **Cost and providers:** Balance budget with available specialists in the network.
- 6 **Training and support:** Ensure comprehensive training for employees and healthcare providers, with readily available customer support.

By considering these essential aspects, you'll select the best telehealth option for your factory workforce, empowering accessible and efficient healthcare.



Where there is a clinic, it is important to strengthen the same. Here are 5 steps to consider.

- 1** Analyze: Understand workers' needs through surveys, assessments, and discussions. Tailor services accordingly.
- 2** Expert Collaborations: Partner with doctors, nurses, and occupational health professionals to expand available expertise.
- 3** Comprehensive Services: Consider offering diverse services like primary care, screenings, vaccinations, and occupational health, addressing common workplace injuries.
- 4** Empowerment: Implement educational programs on preventive healthcare, healthy choices, and safety to empower workers.
- 5** Telehealth: Integrate remote consultations, follow-ups, and health monitoring for increased accessibility.

By considering these essential aspects, you'll select the best telehealth option for your factory workforce, empowering accessible and efficient healthcare.

To strengthen existing clinics in factories, Swasti's Health@Work program facilitates needs assessment followed by capacity building for factory clinic staff on primary health care and its protocols, provides protocols, a standard operating procedure for the factory clinic staff to run the clinic and offers quality assurance.



“

At **Health@Work** we believe in doing what it takes to take health and wellbeing services to factories. Where there are no factory clinics, we work on assessing the workplace and the worker needs and use tailored plug and play approaches to set up clinics including rolling out TeleCare programs. Where there are existing clinics, we partner with the factories to strengthen them by using a wide range of validated tools and approaches that encapsulate three decades of work in the space. Health@Work employs a comprehensive approach to evaluate factory clinics, assessing physical facilities, care provisions, policies, and more. Our tool identifies good practices and gaps, providing urgent recommendations categorized as critical, essential, or ideal actions for improvement within specific timeframes, enhancing workers' health.

Shankar AG

Director - Health@Work



Workers Needs Assessment

How to understand what worker needs are in terms of health and wellbeing services at the workplace?

Form a Team: Include management, HR, health professionals, and relevant departments.

Review existing data:
Health records, absenteeism, incident reports.

Engage employees:
Surveys, focus groups, interviews (ensure anonymity)

Assess workplace:
Identify potential health and safety hazards.

Analyze demographics:
Age, gender, diversity, job roles (tailor needs).

Review feedback mechanisms:
Learn from existing employee feedback.

Consider shift patterns:
Ensure accessibility and flexibility.

Seek Expert Advice: Collaborate with healthcare professionals for targeted measures.

Analyze and Summarize: Identify key trends, patterns, and priorities in workforce needs.

Develop an Action Plan: Outline specific services, resources, and initiatives based on the findings.



► Designing Empowerment Evaluation

In factories, worker empowerment evaluation shines a light on health and wellbeing services, offering an impactful method for improvement. Here's how:

Step 1

Ownership: Instead of top-down decisions, workers form committees to actively plan and assess health services. This fosters a sense of ownership and responsibility.



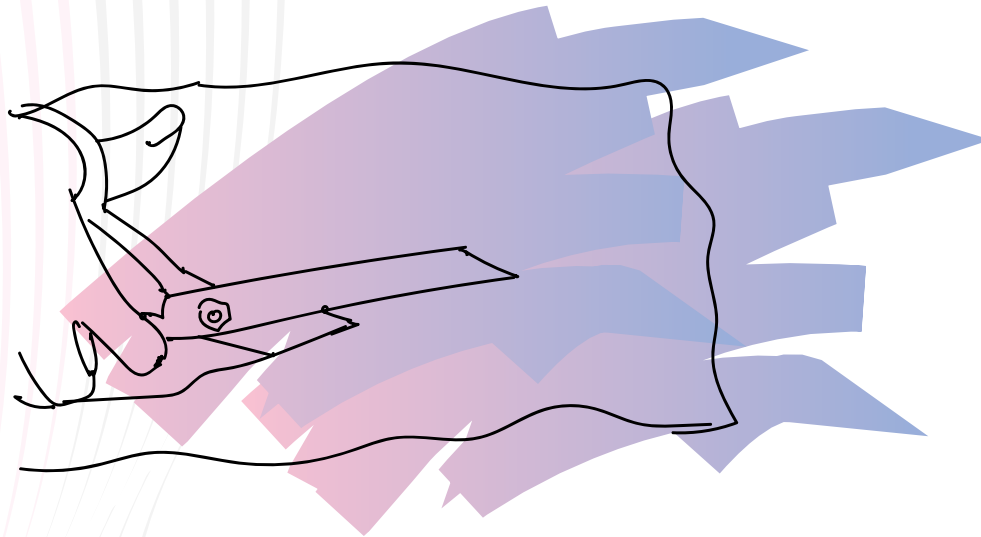
Swasti has worked closely with Prof. David Fetterman on applying Empowerment Evaluation as a monitoring & evaluation methodology for community settings. When applied to workplace settings, empowerment evaluation lets workers and workplace managers to co-create and evaluate a solution that works for them

Step 2

Needs Assessment: Workers conduct surveys, focus groups, and open dialogues to identify their actual health needs and concerns. This ensures programs address real issues, not assumptions.

Step 3

Power Analysis: Workers critically examine existing power dynamics within the factory, assessing how decisions related to health are made and by whom. This empowers them to advocate for changes that truly benefit their wellbeing.



Step 4

Action Planning: Based on identified needs and power imbalances, workers actively design, implement, and monitor health programs. This ensures solutions directly address worker needs and are implemented with ownership.

Step 5

Evaluation and Reflection: Workers, not just management, evaluate the effectiveness of health programs, providing honest feedback and suggesting improvements. This creates a continuous feedback loop for growth and refinement.

Benefits:

- ♦ **Increased Satisfaction:** Services directly address worker needs, leading to higher satisfaction and engagement.
- ♦ **Improved Accessibility:** Workers become advocates for better access to services, potentially influencing scheduling, language options, and location.
- ♦ **Sustainability:** By actively participating, workers ensure programs are relevant and continue to meet their evolving needs.
- ♦ **Reduced Absenteeism:** Addressing health concerns effectively can lead to less time lost due to illness or injury.

By empowering workers through evaluation, factories can move beyond generic programs to create health and wellbeing services that truly enhance worker lives and boost productivity.



This questionnaire is designed to assess the workplace health facility infrastructure, guidelines and management.

The tool has been adapted from the Workplace Health Facility Guidelines and Management Benchmarks Questionnaire jointly developed by USAID, BSR HERProject and The Evidence Project.

The Clinic Scorecard examines key areas, including physical facilities, product availability, referral systems, education and counseling, and facility policies. Additionally, it evaluates management systems and corporate leadership in health governance. **By identifying gaps and strengths in the factory's health systems, the scorecard enables targeted recommendations for improvement, ensuring a healthier and more efficient workplace.**



How to use the Clinic Needs Assessment Tool:

1

Access the Clinic Needs Assessment Tool through the following QR code:



2

Make a copy of the Clinic Needs Assessment Tool Sheet for your use. (Click on file > make a copy)

3

The Clinic Needs Assessment needs to be conducted by an experienced individual in Health Quality and Assurance or a Public Health Professional

4

The score can be added after triangulating the data with Clinic team, Workers, HR and Welfare Officers and Factory key representatives

5

On the Assessment Tab of the Clinic Needs Assessment Sheet, all the questions marked B (Basic) are mandatory and the scores will be computed on these questions. All the questions marked M (Medium) and H (High) are non-mandatory questions

6

Fill in the relevant number(1 to 5) based on the observation under 'Ratings'

7

Fill in the relevant letter (A) To be asked to/verified with concerned authority, (D) Direct Observation or (M) Mixed, under 'Source'.

8

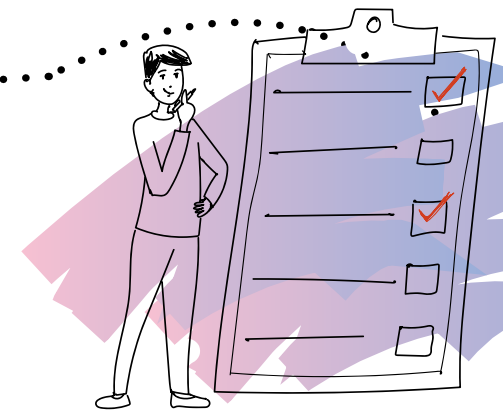
The Score will be computed in the SCORE sheet. (with a separate scoring system for Mandatory and Non-mandatory questions)

9

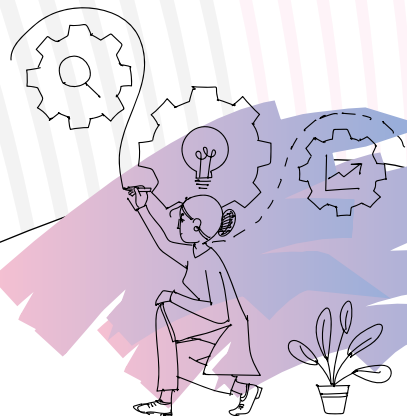
Based on the scores and observation, please add recommendations, feedback and suggestions to the sheet.

10

Based on the priority of the recommendation, fill in the relevant letter Critical (C), Essential (E) or Ideal (I).



➤ Pull out page 2



Objectives of the Sustainability Assessment Learning Tool (SALT):

- To facilitate self-assessment for the factory and support in sustaining the health and well-being outcomes beyond the funding period.
- To identify good practices and gaps/challenges that require attention to ensure the continuity of the health and wellbeing interventions at Factory.
- To disseminate outcomes and impact towards influencing factories, brands, and other relevant stakeholders to adopt workplace health and well-being programs

Note: This is a self-assessment tool for the factories and the findings are kept confidential among the implementing partner, brand, and factory management. It will be used only for the purpose of improving health and well-being outcomes for factories and workforces.



➤ Sustainability Assessment Learning Tool

Let's dive deeper into what the Sustainability Assessment Learning Tool is and how it can help your workplace:

1. What is sustainability ?

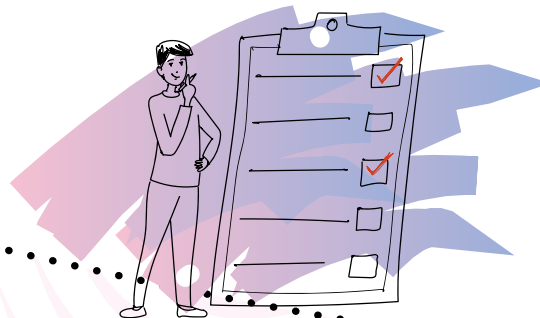
"Sustainability" is the continuation of health and well-being activities, processes, systems and outcomes in factory environments, independent of the presence of Brands or implementing partners, in a manner that adheres to basic minimum highest standards.

2. What is this self-assessment tool on sustainability?

This is a self-assessment tool for the factory management to periodically assess the stage of their sustainability with regard to health and well-being interventions and plan accordingly to improve the outcomes. Given the need to maintain real benefits beyond the limited duration of funding, it becomes extremely important to begin thinking and acting on sustainability immediately and to develop indicators to measure the level of sustainability. In the initial stages, the implementing partner will provide handholding support to the factory management to complete the assessment.

3. How does the Sustainability Assessment Learning Tool (SALT) help in planning?

The tool will help the factory management understand their current level of sustainability and focus on areas of improvement to reach the next level of sustainability by networking and seeking support from brands and implementing partners.



4. How the data will be shared?

The data primarily will be used by factory management to review their progress with regard to the sustainability of the health and well-being interventions. At the initial stage since this tool will be monitored jointly by implementing partners and factory management for better planning.

5. What will be done with assessment tool and how this would be helpful ?

The results obtained from the tool will be discussed in the joint meeting and the partners will on different strategies for better implementation and sustainability of health and well-being interventions

6. Role of Brand and the Implementing Partner.

The tool will help the implementing partner to understand the level of sustainability and to plan the support required. It helps the brand to take a call on the support needs to be extended by them to the facility.

7. Frequency of administration of the tool.

The tool should be used every 6 months after the commencement of implementation of the health and well-being interventions in the factories.

Scan the following QR code to access the Sustainability Assessment Learning Tool Sheet:



Note: Make a copy of the sheet shared above for your use. To make a copy, click on file > make a copy.

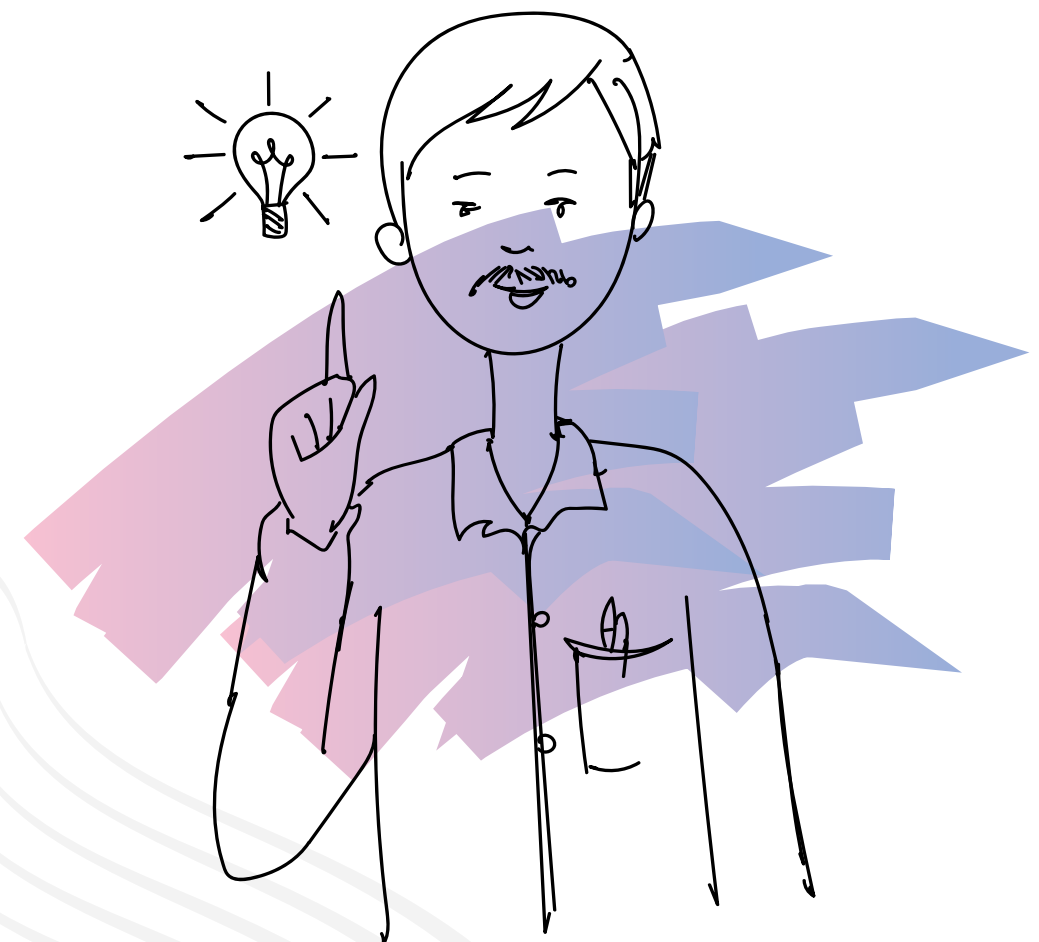
➤ Innovations, Learnings, Tips & Tricks

Innovation

- **Go beyond traditional clinics:** Explore virtual consultations, wearable health trackers, or onsite mindfulness classes to cater to modern preferences and needs.
- **Partner with tech startups:** Collaborate with innovative companies to develop customized solutions for your specific workforce concerns.
- **Utilize data-driven insights:** Analyze existing health data, employee surveys, and industry trends to identify targeted interventions and program features.

Learnings

- **Focus on prevention:** Invest in preventative measures like health screenings, educational workshops, and stress management techniques to avoid future health issues.
- **Cultural sensitivity is crucial:** Adapt program materials and communication strategies to respect diverse cultural backgrounds and beliefs within your workforce.
- **Employee feedback is golden:** Conduct surveys, focus groups, and open forums to gather feedback on existing health concerns, preferences, and expectations for the program.



Tips & Tricks

- **Involve key stakeholders:** Engage management, human resources, healthcare professionals, and worker representatives in planning and decision-making.
- **Communicate effectively:** Keep everyone informed about the program's goals, progress, and potential benefits through various channels.
- **Start small, scale big:** Pilot new initiatives with a smaller group before implementing them across the entire workforce.

Partnerships for Success

- **Collaborate with local health providers:** Partner with hospitals, clinics, or NGOs to offer discounted services, specialist consultations, and outreach programs.
- **Leverage government initiatives:** Explore government-funded wellness programs or grants to support your program development and implementation.
- **Partner with insurance companies:** Work with insurance providers to incentivize healthy behaviors and offer discounts to program participants.

Sustainability is Key

- **Develop a long-term plan:** Ensure the program has a clear vision, defined goals, and a sustainable funding strategy for ongoing operation and evolution.
- **Build capacity within your workforce:** Train and empower employees to take ownership of the program and contribute to its success.
- **Continuously evaluate and adapt:** Regularly monitor program effectiveness, collect feedback, and make adjustments based on data and user experiences.

▶ Testimonials

“

A CLEAR VISION: TRIPTI'S JOURNEY TO WELLNESS

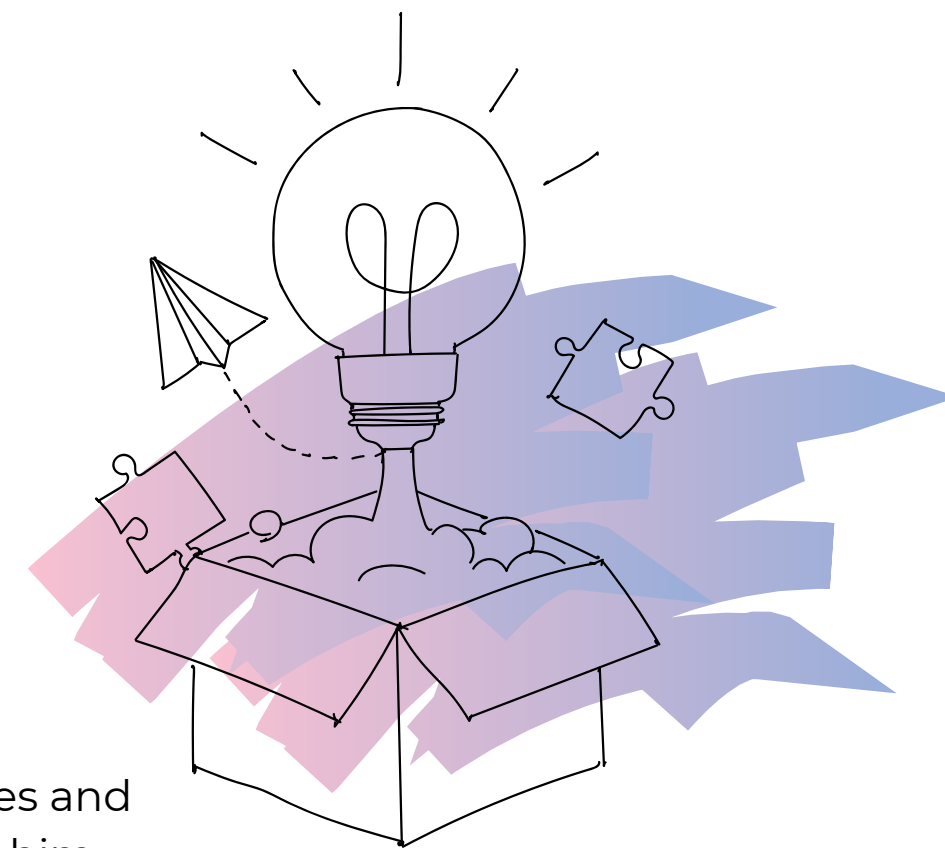
From Jaipur Cluster

Our counselor reached out to Tripti (name changed), a 45-year-old factory worker identified as being in the severe category through psychosocial screenings conducted in August and September. During the screening, Tripti expressed significant stress over her family's finances and her children's future, often suffering from persistent headaches. Her husband's accident left him unable to work, placing the entire financial burden on her. Long hours at the factory strained her eyes, exacerbating her headaches and affecting her work and personal life.

An eye examination revealed vision issues, and the optometrist provided her with corrective glasses. Since using the glasses, Tripti's headaches have subsided, leading to improved work performance and a better quality of life. Her husband's recent employment has also eased her financial burden. Although she still worries about her children's future, her stress level has significantly decreased, moving her from the severe to the mild category in the psychosocial assessment.

The counselor educated Tripti on the link between physical and mental health and taught her breathing and grounding techniques to manage daily stress. Tripti declined further counseling, stating she felt better and would reach out if needed.

This story highlights the interconnectedness of physical and psychosocial well-being. Addressing Tripti's vision issues led to improved health, better work performance, and a revitalized personal life, demonstrating the profound impact of simple corrective measures on overall wellness.



EMBROIDERING HEALTH: PUSHKAR'S TALE OF TRANSFORMATION

From Ludhiana Cluster

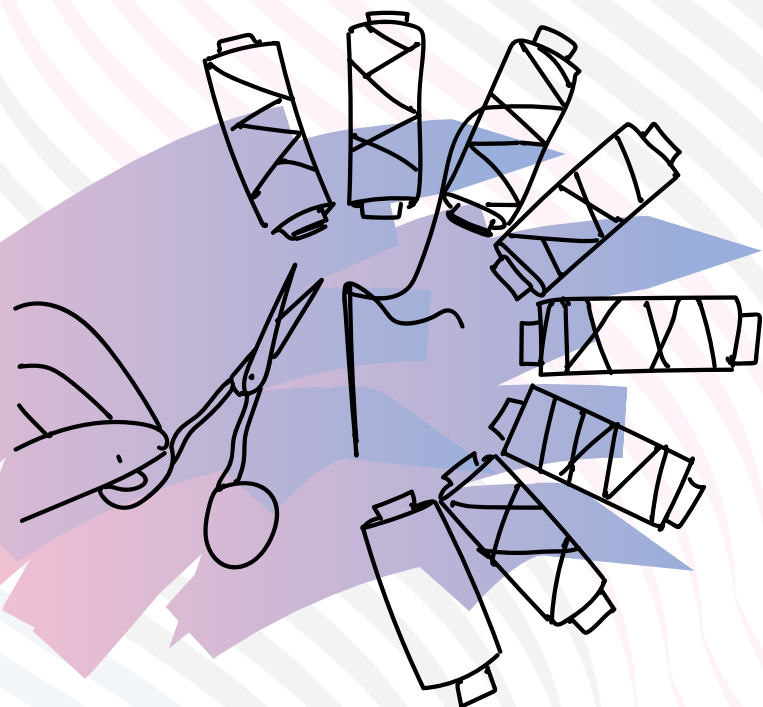
Pushkar, a 37-year-old dedicated garment industry worker from Supaul district, embarked on a transformative health journey through the Health@Work Program at Paras Ram Textile, where he has worked for four years. Sharing a residence with his brother, also a factory worker, Pushkar's family resides in their hometown.

During the initial Health@Work screening, Pushkar was diagnosed with hypertension (blood pressure at 150/99) and mild anemia. Under the program's guidance, he adopted lifestyle changes, including dietary improvements and incorporating fresh juices. These modifications led to a significant drop in his blood pressure and a rise in his hemoglobin levels from 10.1 to 14, addressing his anemia without supplements.

Additionally, Pushkar's vision was corrected with 1 diopter (OD+) spectacles, enhancing his ability to work with precision. The Health@Work Program continues to support Pushkar, monitoring his progress and providing ongoing guidance.

Pushkar's improved health and quality of life demonstrate the program's potential and its positive impact on workers' well-being, ultimately benefiting the overall business.

”



“

*When my boss explained the project and asked me to support the **Health@Work** team, I was happy because it would help my workers' health. We send workers to ESI for checkups, but having health screenings in the factory meant we could check everyone. Many of our employees were anemic, had eyesight issues, or couldn't afford doctor visits. Through this program, they received care, including spectacles, which improved their work. It even reduced rework and material damage. Plus, with telecare services, they could consult doctors from home after work hours.*

**Scan here to watch
Rajalaxmi's interview:**



Rajalaxmi

Atharva Fashions
Bengaluru









ACT 2. THE ROLL OUT PHASE

1

➤ Health Communication:

- ♦ **Multilingual channels:** Reach diverse workforce, use visuals and local languages to combat stigma and taboo by socializing them on the importance of utilizing the health and well-being programs..
- ♦ **Targeted messaging:** Address specific health needs, risks, and behavior change.
- ♦ **Interactive engagement:** Utilize workshops, campaigns, feedback mechanisms.
- ♦ **Leverage community partners:** Collaborate with local health organizations.

2

➤ Social Protection Help Desk:

- ♦ **Single point of access:** Connect workers to relevant social security schemes.
- ♦ **Trained staff:** Provide accurate information, guidance, and support.
- ♦ **Referral network:** Partner with external agencies for complex issues.
- ♦ **Promote awareness:** Educate workers on available benefits and procedures.

3

➤ Financial Inclusion Sessions:

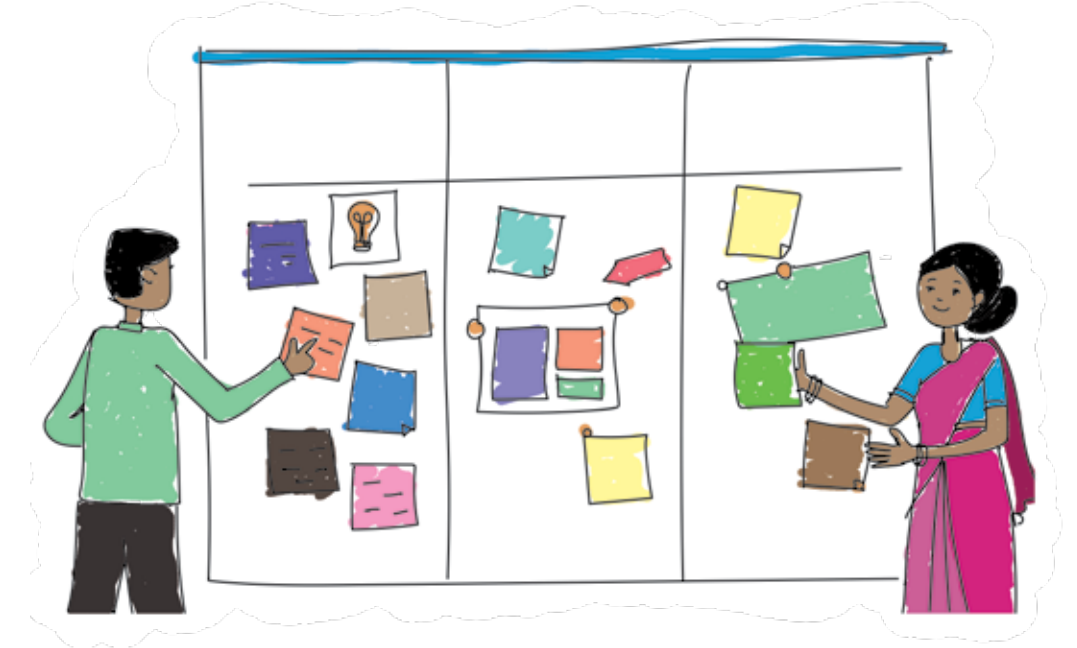
- ♦ **Financial literacy workshops:** Manage budget, savings, debt, access formal products.
- ♦ **Partnership with banks/financial institutions:** On-site services, benefits awareness.
- ♦ **Flexible solutions:** Cater to diverse needs, income levels, financial goals.
- ♦ **Confidentiality and trust:** Ensure secure environment, ethical practices.



4

➤ Diversity, Equity and Inclusion (DE&I):

- ♦ **Representation:** Include diverse voices in planning, service design, feedback.
- ♦ **Accessibility:** Ensure services cater to different needs (cultural, religious, disability).
- ♦ **Anti-discrimination:** Foster respectful and inclusive environment for all workers.
- ♦ **Data analysis:** Identify and address potential inequalities in access and utilization.



5

➤ Workplace Relationships:

- ♦ **Conflict resolution mechanisms:** Address interpersonal issues fairly and constructively.
- ♦ **Team-building activities:** Promote collaboration, communication, and positive interactions.
- ♦ **Mental health support:** Offer counseling, stress management resources.
- ♦ **Anti-harassment policies:** Ensure clear guidelines and reporting mechanisms.

6

➤ Enabling Environment & Rollout of Empowerment Evaluation:

- ♦ **Management commitment:** Foster supportive culture, allocate resources.
- ♦ **Capacity building:** Train workers on evaluation methods, power dynamics.
- ♦ **Clear communication:** Explain purpose, benefits, and process of evaluation.
- ♦ **Data collection and analysis:** Ensure anonymity, use data ethically.

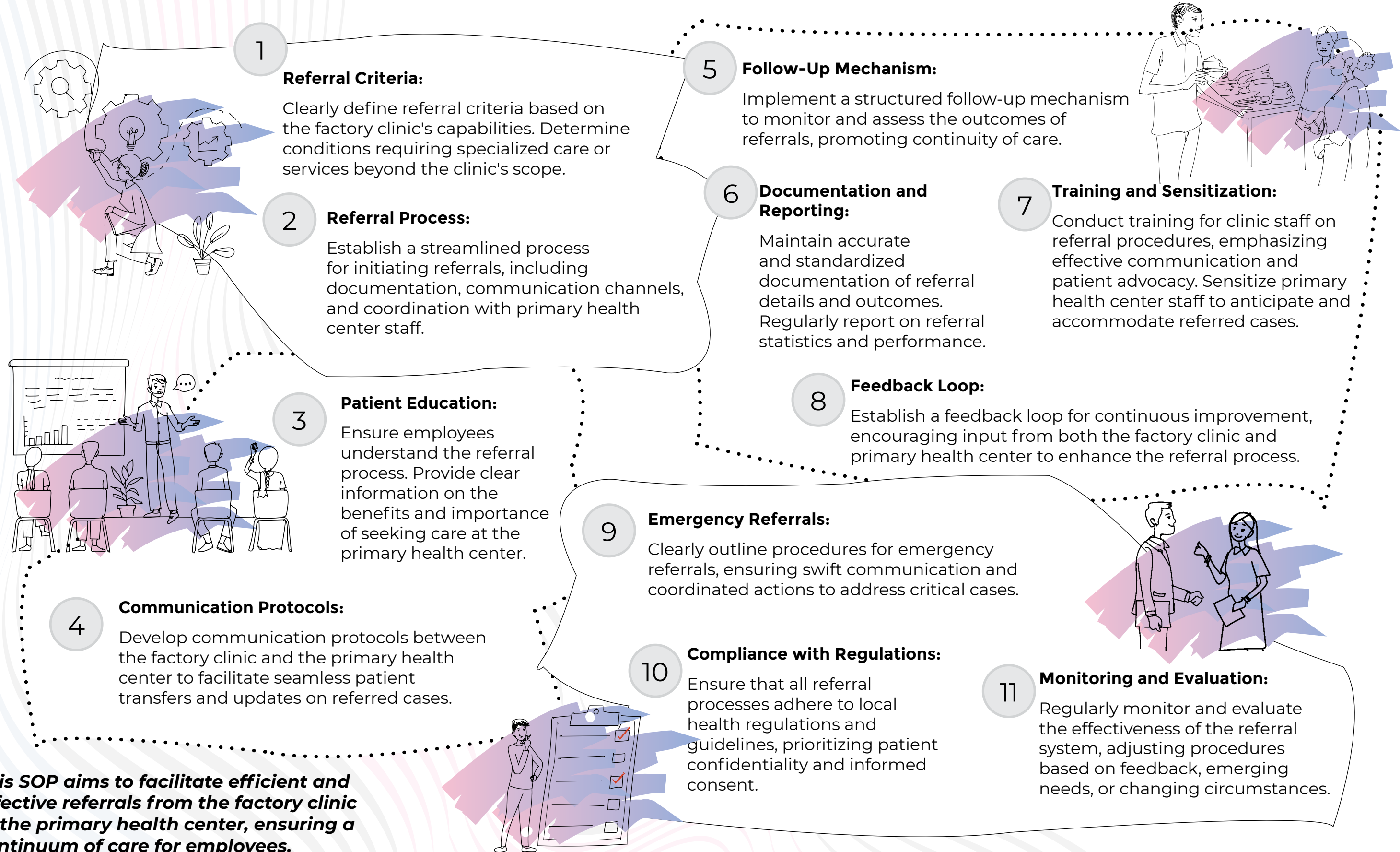
7

➤ Utilise Referral and Linkages:

- ♦ **Partner with external healthcare providers:** Expand service options and expertise.
- ♦ **Develop clear referral pathways:** Establish smooth transition between clinic and external care.
- ♦ **Communication and documentation:** Share patient information securely and efficiently.
- ♦ **Follow-up and monitoring:** Track outcomes, ensure continuity of care.

Pull out page 3

▶ **Standard Operating Procedure (SOP) for Referrals and Linkages from Factory Clinic to Primary Health Centre:**



➤ Innovations, Learnings, Tips & Tricks



Innovations:

- ♦ **Interactive health kiosk:** Install touch-screen kiosks with fun, interactive games and quizzes that educate workers on health topics, assess risks, and provide personalized recommendations.
- ♦ **Gamified challenges:** Encourage healthy habits through step-counting competitions, group fitness challenges, or healthy recipe contests with rewards and recognition.
- ♦ **Micro-learning modules:** Offer bite-sized educational videos, quizzes, and infographics accessible on smartphones during breaks or commute times.
- ♦ **Virtual health consultations:** Implement a telemedicine platform for convenient access to doctors, nutritionists, or mental health professionals, especially for shift workers or those with limited mobility.
- ♦ **Peer support network:** Train and empower worker-volunteers to create a peer support network, promoting positive social interaction and providing a safe space for sharing health concerns and experiences.

Learnings:

- ♦ **Tailor to your workforce:** Understand the specific needs, demographics, and cultural context of your workers to design a program that resonates with them.
- ♦ **Focus on accessibility:** Offer the program in different languages, adapt materials for varying literacy levels, and consider multiple platforms for participation (mobile app, physical posters, workshops).
- ♦ **Partnership is key:** Collaborate with local health authorities, NGOs, or wellness organizations to leverage their expertise and resources.
- ♦ **Start small, scale quickly:** Begin with a pilot program to test and refine your approach before rolling it out to the entire workforce.
- ♦ **Measure and adapt:** Track participation, engagement, and health outcomes to demonstrate impact and adapt the program based on the data.



Tips & Tricks:

- ♦ **Launch with a bang:** Organize a fun and engaging launch event to generate excitement and awareness about the program.
- ♦ **Incentivize participation:** Offer small rewards or recognition for program participation, healthy behavior changes, and completion of challenges.
- ♦ **Integrate with existing channels:** Utilize factory newsletters, notice boards, and staff meetings to communicate program updates and motivate participation.
- ♦ **Empower worker champions:** Identify passionate employees to promote the program, answer questions, and provide peer support.
- ♦ **Make it fun and engaging:** Use humor, gamification, and interactive elements to create an enjoyable and motivating experience for workers.



➤ Testimonials



THREADS OF RESILIENCE: PARI'S UNVEILING STORY OF HOPE

From Jaipur Cluster

Pari is a 29-year-old female working in a factory in the finishing department. During our visit to the factory for a psychosocial awareness session, she heard the counselor talking about the services offered by C4S, like tele counseling. The client listened to the counselor talk about how it was okay not to be okay and the importance of seeking help and talking to someone at the right time. What struck her was that there was a non-judgemental space where she could come and talk about her issues, and their conversations would be kept confidential.

She approached the counselor after the PSS awareness session during her Lunch hour, and initially, she was hesitant and asked questions regarding her reproductive health (excessive white discharge). The counselor explained to her in what case it would be a concern and also referred her to the C4S number to talk to the Nurse. The counselor observed that there was something that the client wanted to talk about but was not hesitant to have the conversation. So the counselor asked her about her family, what she liked doing and how she spent her time and work. The client felt comfortable and told the counselor that things were not well at home, that she had been feeling low and did not find motivation in life in general. She said that 3 years back, she lost her eldest child, and since then, she has been unable to sleep well, is always thinking about him and is unable to find joy in any part of her life.

She said that since the time she lost her son, she has been unable to talk to anyone as she had to take care of her other children and also work to provide for them. She felt that she lost the time when she could grieve her lost son and talk about him to her husband and her younger children in fear that it would affect them negatively and make them sad. The counselor then explained to the client that grief is a process. When a person is grieving, they must take the time to heal. There is no right way to grieve, and there's no correct amount of time. The counselor validated that she reached out to help and acknowledged that it is never too late to seek help.

After this, the counselor explained to the client that It's essential to acknowledge feelings in the grieving process and to take enough time to process them. The counselor told the client to resist the urge to push away or ignore her emotions and to allow herself the space and time to grieve properly. The counselor provided her with the space where she could come and talk about her grief and child as, for the longest time, she has repressed these feelings and that this unprocessed grief is impacting her life. The counselor scheduled sessions with the client in the future.



“

When I got myself checked, I was informed that my hemoglobin level was 8. They gave me the required medication for three months, and when I got checked again, it was 14. They also advised me to include milk, vegetables, and greens in my diet. This change has not only helped me but also benefited my family and children. No one guides us like this—here in this factory, they think that workers and their families' health is important. By following this, we can prevent future health issues and be safe.

Pallaniswamy

Manager, Glenmargon Global
Tiruppur



**Scan here to watch
Pallaniswamy's interview:**



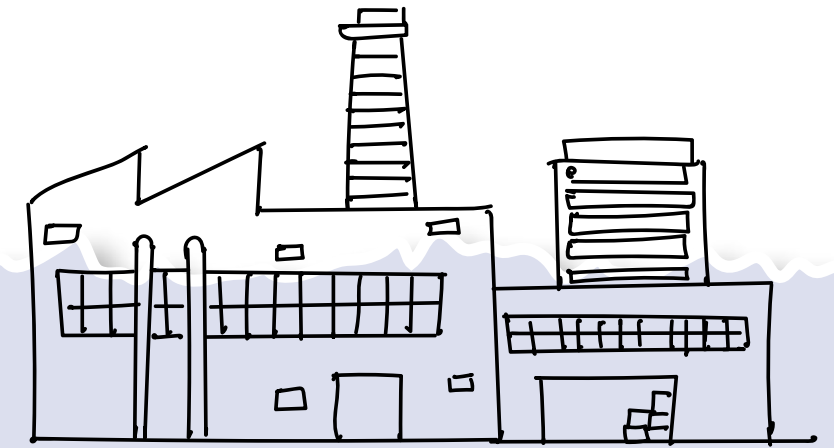






ACT 3. LEADERSHIP DEVELOPMENT & HANDOVER PHASE

➤ Identifying Factory Worker Leaders for Health & Wellbeing:



Focus on:

- ♦ **Passion and commitment:** Seek individuals genuinely interested in worker well-being.
- ♦ **Trust and communication:** Identify those with strong interpersonal skills and community respect.
- ♦ **Problem-solving:** Look for individuals adept at identifying and addressing health concerns.
- ♦ **Organizational skills:** Prioritize those with the ability to plan, coordinate, and motivate others.
- ♦ **Diversity and representation:** Select leaders who reflect the workforce demographics.





Program Handover Trainings:

- ♦ **Empowerment:** Equip leaders with skills to drive program ownership and sustainability.
- ♦ **Technical skills:** Train on program logistics, resource utilization, and data collection.
- ♦ **Communication and advocacy:** Build skills to engage workers, promote participation, and address concerns.
- ♦ **Monitoring and evaluation:** Train leaders to track progress, analyze data, and identify areas for improvement.
- ♦ **Mentorship and peer support:** Facilitate ongoing learning and knowledge sharing among leaders.





Handover Process:

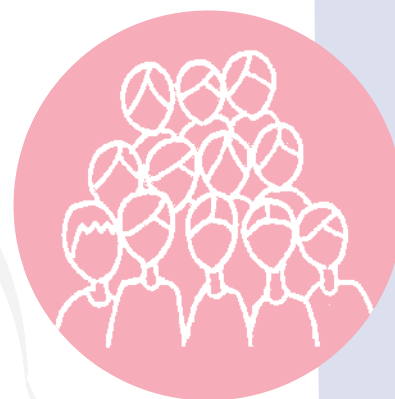
- ♦ **Phased approach:** Gradually transfer responsibilities, starting with smaller tasks and building confidence.
- ♦ **Clear documentation:** Provide detailed manuals, protocols, and communication strategies.
- ♦ **Joint decision-making:** Involve leaders in planning and decision-making during the transition.
- ♦ **Celebration and recognition:** Acknowledge the valuable role of worker leaders in the program's success.



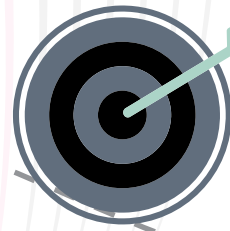


Importance of Continued Technical Support:

- ♦ **Troubleshooting and problem-solving:** Offer timely assistance for unexpected challenges.
- ♦ **Capacity building:** Provide ongoing training and resources to address evolving needs.
- ♦ **Quality assurance:** Monitor program performance and offer feedback for improvement.
- ♦ **Innovation and adaptation:** Support adaptation of the program to changing context and needs.
- ♦ **Long-term sustainability:** Ensure program's continued effectiveness and worker well-being beyond initial support.



▶ Standard Operating Procedure (SOP) for Program Handover Trainings:



Objective:

To ensure effective program handover by empowering leaders with essential skills for ownership, sustainability, technical proficiency, communication, advocacy, monitoring, evaluation, and fostering mentorship among leaders.



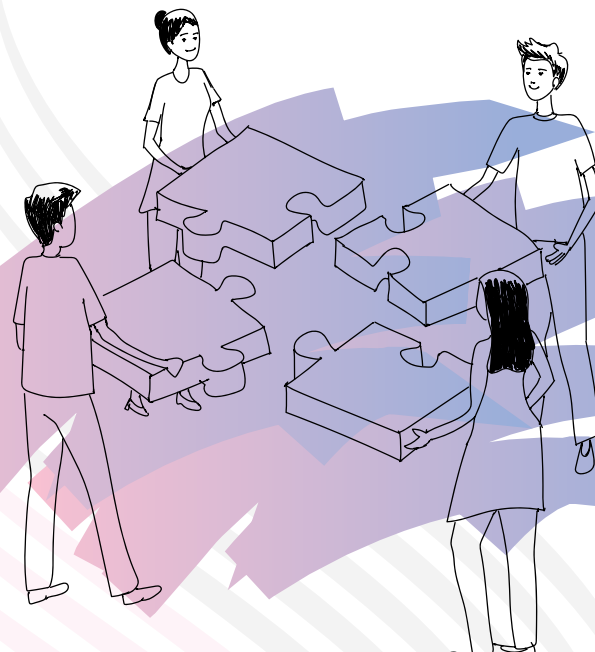
1 Empowerment Training:

- ♦ Identify program leaders.
- ♦ Conduct leadership empowerment sessions.
- ♦ Equip leaders with skills for ownership, decision-making, and program sustainability.
- ♦ Provide resources for effective leadership.



2 Technical Skills Training:

- ♦ Conduct comprehensive technical training sessions.
- ♦ Cover program logistics, resource utilization, and data collection methodologies.
- ♦ Ensure leaders are proficient in program implementation and logistics.



3 Communication and Advocacy Training:

- ♦ Provide communication and advocacy workshops.
- ♦ Build skills for engaging workers, promoting participation, and addressing concerns.
- ♦ Emphasize the importance of clear and transparent communication, monitoring, evaluation, and ongoing mentorship.

4 Monitoring and Evaluation Training:

- ♦ Conduct training on monitoring and evaluation.
- ♦ Train leaders to track progress, analyze data, and identify areas for improvement.
- ♦ Ensure leaders understand key performance indicators and reporting mechanisms.

5 Mentorship and Peer Support:

- ♦ Establish a mentorship framework.
- ♦ Facilitate ongoing learning through peer support sessions.
- ♦ Encourage knowledge sharing among leaders to enhance program effectiveness.
- ♦ Foster a collaborative environment for continuous improvement.



Implementation Steps:

- ♦ Schedule training sessions, ensuring all leaders participate.
- ♦ Utilize diverse training methods, including workshops, presentations, and interactive sessions.
- ♦ Provide training materials and resources for future reference.
- ♦ Evaluate training effectiveness through feedback and assessments.
- ♦ Encourage continuous learning and adaptation based on evolving program needs.

Documentation:

Maintain records of training schedules, attendance, training materials, and feedback to assess the impact of the program handover training.

Review and Update:

Regularly review and update the SOP to incorporate best practices and adapt to changing program requirements.

By following this SOP, leaders will be well-equipped to take ownership of the program, ensuring its sustainability and effectiveness through comprehensive training in leadership, technical skills, communication, advocacy, monitoring, evaluation, and ongoing mentorship.

➤ Handover Hero: Training Tool for Factory Health & Wellbeing Programs



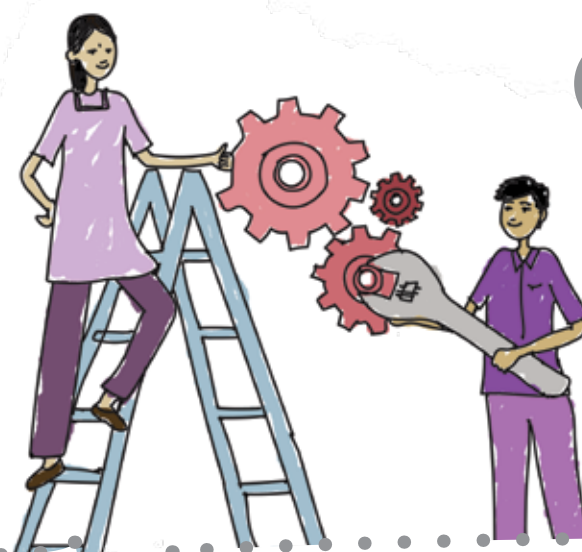
Target Audience: Factory workers transitioning to leadership roles in a health and wellbeing program.

The "Handover Hero: Training Tool" is a framework for designing a training program

1 Interactive Modules:

- ♦ Program Overview: History, goals, key activities, resources.
- ♦ Leadership Skills: Communication, advocacy, problem-solving, collaboration.
- ♦ Technical Skills: Data collection, reporting, logistics, resource management.
- ♦ Monitoring & Evaluation: Tracking progress, analyzing data, identifying improvements.
- ♦ Peer Support and Mentorship: Building a network, sharing experiences, providing feedback.

Tool Components:



3

Resources and Support:

- ♦ Detailed Training Manual: Comprehensive reference guide with all covered topics.
- ♦ Program Toolkit: Templates, checklists, sample documents, communication materials.
- ♦ FAQ Section: Answers to common questions and troubleshooting tips.
- ♦ Helpdesk and Mentorship: Access to ongoing support and guidance from experts.

2 Interactive Activities:

- ♦ Case Studies: Analyze real-world scenarios, practice decision-making and problem-solving.
- ♦ Role-Playing: Simulate interactions with workers, management, and external partners.
- ♦ Group Discussions: Explore challenges, share best practices, build team spirit.
- ♦ Action Planning: Develop individual plans for program implementation and leadership development.

4

Resources and Support:

- ♦ Mobile-friendly platform: Accessible via smartphones for convenience and flexibility.
- ♦ Gamification elements: Points, badges, and leaderboards to enhance engagement.
- ♦ Offline functionality: Allow learners to progress without internet access in factory settings.
- ♦ Progress tracking and reporting: Monitor individual and group learning achievements.



Benefits:

- ♦ Empowered leaders: Equips workers with the skills and knowledge to effectively lead the program.
- ♦ Smooth transition: Ensures program continuity and reduces disruption during handover.
- ♦ Sustainable program: Builds capacity for long-term success and worker well-being.
- ♦ Increased engagement: Empowered workers become advocates for the program, leading to higher participation.
- ♦ Improved program effectiveness: Leaders can tailor the program to meet specific workforce needs.

Key Features:

- ♦ Modular design: Learners can focus on specific needs or complete the entire program.
- ♦ Bite-sized content: Short, engaging modules ensure easy absorption and knowledge retention.
- ♦ Interactive and practical: Activities promote active learning and real-world application.
- ♦ Multilingual support: Cater to diverse workforces by offering different language options.
- ♦ Culturally sensitive content: Adapt examples and scenarios to the local context.

▶ Innovations, Learnings, Tips & Tricks

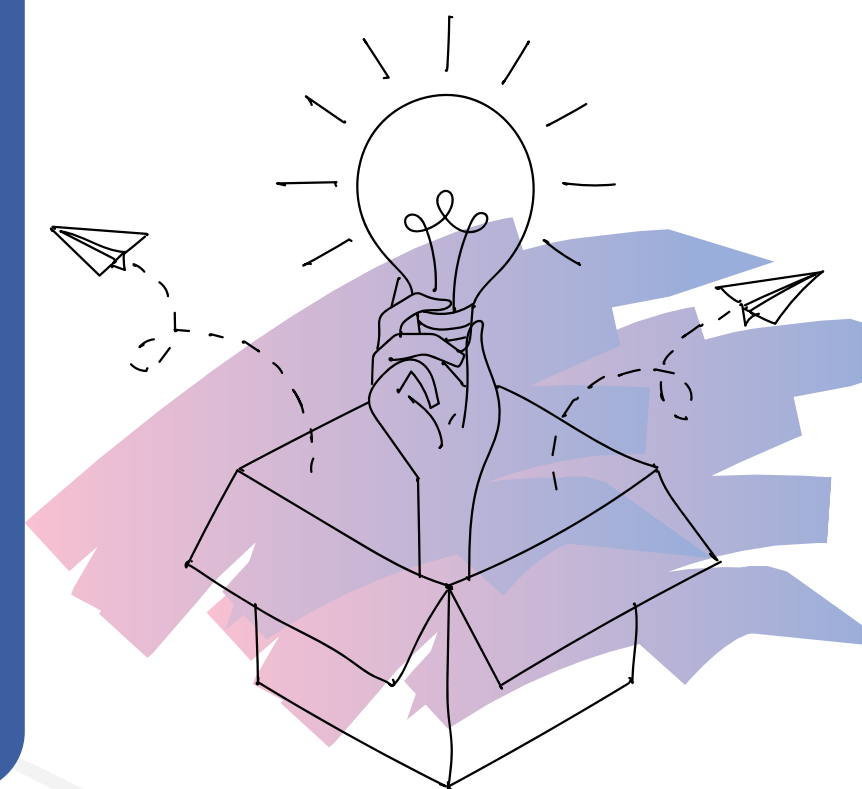
Handover Hero: Innovations, Learnings, Tips & Tricks for Factory Health & Wellbeing Programs

Innovation

- **Gamified learning:** Use digital platforms with points, badges, and leaderboards to make handover training engaging and interactive.
- **Virtual reality simulations:** Immerse worker leaders in realistic scenarios to practice decision-making and communication skills.
- **Peer-to-peer mentorship:** Connect experienced worker leaders with newcomers for ongoing support and knowledge sharing.
- **AI-powered coaching:** Utilize chatbots or virtual assistants to answer questions and provide personalized guidance.
- **Community-driven content creation:** Empower workers to create and share educational resources within the program.

Learnings

- **Start early, plan meticulously:** Begin handover discussions well in advance, involving all stakeholders in the planning process.
- **Phased approach is key:** Gradually transfer responsibilities from program staff to worker leaders, building confidence and avoiding overwhelm.
- **Communication is crucial:** Regularly communicate program updates, challenges, and successes with all involved parties.
- **Data-driven decisions:** Track progress, analyze results, and adapt the program based on data insights.
- **Flexibility and adaptability:** Be prepared to adjust plans and approaches as needed to overcome unforeseen challenges.



Tips & Tricks

- **Celebrate achievements:** Recognize and reward the contributions of worker leaders to boost morale and motivation.
- **Encourage feedback:** Create safe spaces for workers and leaders to voice their concerns and suggestions for improvement.
- **Build relationships:** Foster a collaborative and supportive environment where everyone feels valued and heard.
- **Connect with external resources:** Leverage partnerships with NGOs, government agencies, or healthcare providers for additional support.
- **Have fun!** Injecting playful elements into the handover process can make it more enjoyable and engaging for everyone involved.



➤ Impact & Testimonials

The Health@Work model has been evaluated by Tufts University showing a significant impact towards improving health outcomes for workers in factories in India. The study reported a 20-25% increase in diagnosis of hidden health conditions and workers who received training on healthy behaviors were 20-37% more likely to recall learning about various health topics such as healthy foods, menstruation, hypertension, and diabetes. Hear from the workers on their experience with health and wellbeing services at their workplace:

“

FROM SYMPTOMS TO STRENGTH: JAYALAKSHMI'S WELLNESS STORY

From Bangalore Cluster

Jayalakshmi is a 40-year-old tailor who has dedicated the past five years to working at Centre Front Clothing. Despite experiencing symptoms such as dizziness, headaches, sweating, and tiredness, she had never visited a hospital. However, during a routine screening conducted by the Swasti team in the factory, her hemoglobin (HB) levels and high blood pressure (BP) levels were detected. The Swasti team's nurse provided Jayalakshmi with extensive education on the importance of leading a healthy lifestyle. They advised Jayalakshmi to make several lifestyle modifications, such as walking for 30 minutes in the morning or evening and reducing her intake of salt and spicy food. The nurse also explained to Jayalakshmi how high BP levels can lead to serious health problems such as heart disease and strokes. Jayalakshmi took the nurse's advice to heart and started incorporating healthy habits into her daily routine. She started going for morning walks and even walks at the factory, covering a distance of 2.5km in each session. Additionally, she significantly reduced her salt intake, leading to a significant improvement in her health. She started feeling more energetic, had fewer headaches, and felt less dizzy. Jayalakshmi's commitment to her health has led her to participate in wellness facilitator training. During these sessions, she has learned about the importance of maintaining a balanced diet and following healthy habits to manage non-communicable diseases (NCDs) by eating nutritious food. She also learned about the benefits of staying hydrated, getting enough sleep, and reducing stress levels. Thanks to these lifestyle modifications and her dedication to staying healthy, Jayalakshmi has successfully managed her symptoms and improved her overall health and wellbeing.

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Sawan's Journey to Better Health: From Struggles to Strength

From Jaipur Cluster

Sawan, a 35-year-old cleaner at Lodha Ventures Factories, found himself struggling with constant fatigue, laziness, and sleepiness in March 2023. After a routine health screening conducted by Swasti at the factory, his RBS (Random Blood Sugar) levels were alarmingly high at 203, which was affecting his work and overall well-being. He was informed about his elevated levels and was advised to visit a nearby Primary Health Centre (PHC) for further confirmation. Upon visiting the PHC, a doctor warned that medication would be necessary if his lifestyle did not change.

Taking the advice seriously, Sawan made significant changes to his routine. He improved his sleep schedule, adjusted his eating habits, and reduced his excessive tea consumption, replacing it with warm water. Sawan also committed to daily one-hour walks, which became a part of his new lifestyle. By October 2023, after diligently following these changes, his RBS levels had decreased to a healthy 103.

Sawan attributes his improved health to the support and guidance provided by Swasti, which not only alerted him to his health condition but also encouraged him to take the necessary steps for change. What was once a frightening health concern has now turned into a source of relief and joy. Today, Sawan is back at work, not just functioning, but thriving, thanks to his newfound commitment to health and well-being.

”

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The health team provided us with check-ups, advice on better nutrition, and even protein supplements—especially for women. These small steps have made a big difference in our lives. If I am healthy, my family will run smoothly. If I am not healthy, it will be difficult otherwise.

Madhu

Tailor and Wellness Facilitator,
Mitra Precise
Ludhiana



Scan here to watch
Madhu's interview:







Closing Note

Annexure - QR code

Scan the QR codes below to access the tool of your choice. To use the tool, make a copy of the sheet first by clicking on file > make a copy.

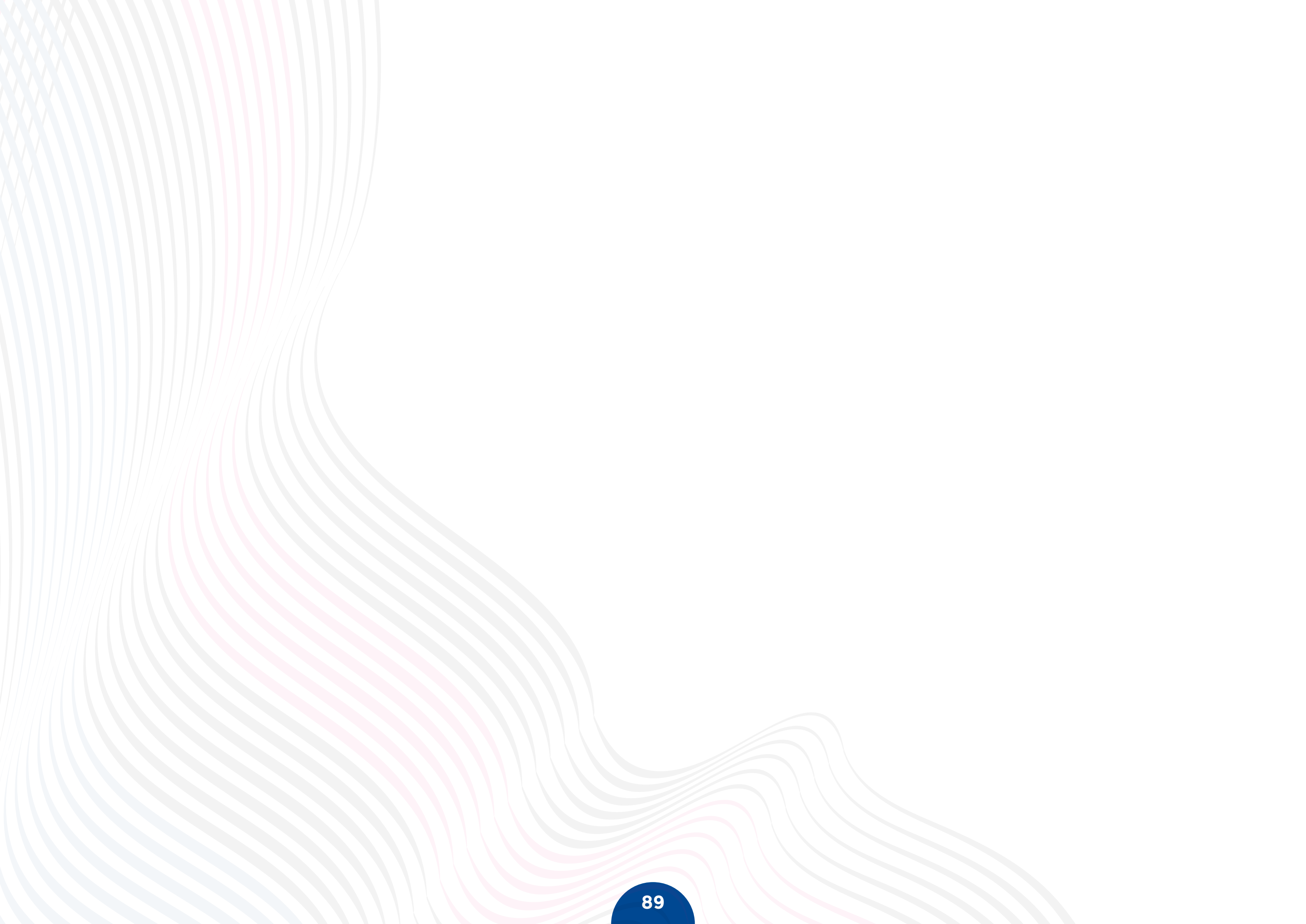
Clinic Needs Assessment Tool



Sustainability Assessment Learning Tool (SALT)









Designed by: The Pen & Mouse, Bangalore
Illustrations by: Shilpa B Hali
Photos by: Satish VM (Kamerakirriks)
Printed at: GP Solutions