



Pillar 4

Onsite and Virtual Health Activities

Why do onsite and virtual health activities matter in building a culture of health and well-being?

Insights from NEXTpert, Faiyaz Bhojani, MD



Why is Pillar 4 – Onsite and virtual health activities – important to employers?

“ A workplace environment is akin to an ecosystem. A healthy and supportive workplace, with on-site and virtual health activities, can help shape a positive company culture that contributes to employee health and well-being, enhances engagement and collaboration, and improves job satisfaction and morale, resulting in increased productivity and performance of employees, thereby positively impacting organizational culture and performance. It is also a vital tool for attracting, recruiting, and retaining talent.”



How does Pillar 4 – Onsite and virtual health activities – contribute to a culture of health, safety, and well-being?

“A positive workplace environment that includes a variety of healthy activities, coupled with supportive and authentic leadership and transparent communication contributes to a culture of health, safety, and well-being by addressing all dimensions of health – physical, mental, social, and financial. Organizations that understand the importance of life-work balance prioritize these factors and intentionally create an environment where employees feel connected, valued, and motivated to contribute their best efforts. This leads to a more safe, dynamic and sustainable work culture.”



How does the workplace environment affect the workforce population?

“The workplace environment can profoundly impact employees' professional and personal lives. A supportive environment promotes a learning mindset, affords opportunities for growth and development, and can set the tone for inclusion. This improves collaboration and encourages experimentation, thereby enhancing creativity and innovation. It can also boost retention, job satisfaction, and overall well-being.”



Why does sequencing matter in creating a healthy workplace environment?

“Sequencing is fundamental to understanding the critical path and is crucial for managing the transformation of a workplace culture towards excellence in health, safety, and well-being.

It provides a structured approach to managing change, tasks and risks, dependencies, time, and resources, ultimately developing a clear road map to deliver project objectives successfully.”



Given the shift to remote or hybrid work environments, how can employers continue to influence workplace environments?

The principles influencing a healthy remote work environment are the same as those of an in-person one. Stating differently, the why and what has remained the same; in many instances, the 'how' has changed. The COVID-19 pandemic offered an unparalleled natural experiment where we learned from our mistakes and successes.



What has changed in remote workplace environments:

- Establishing boundaries between work and personal life so one does not roll into the other and impact the life-home-work balance.
- Human factors review of the remote work environment culminating in offering training and appropriate technology, tools, and equipment, including ergonomic workstations and training.
- Be intentional and inclusive about continuing social interactions and team conversations. Create virtual opportunities to simulate water cooler or corridor conversations, team meetings, and employee input into work plans.



What has changed in remote workplace environments:

- Be firm on work deliverables yet flexible and inclusive on how and when it is achieved, as no two people have the same issues.
- Be cognizant of different personality types and purposefully encourage all employees to participate in virtual meetings.
- Be agile and willing to adapt and adjust on short notice.



What has **not** changed in remote workplace environments:

- Clear and open communication and expectations from the supervisor.
- Team building, social interaction, staff recognition, and appreciation on a planned basis.
- Regular check-ins with staff for support, guidance, concerns, and work deliverables.
- Feedback continually regarding the pros and cons of working in a remote environment and addressing them via policies or processes.



A NEXTpert's tips on incorporating a healthy workplace environment workplan:

- **Use a project management approach:** I suggest a project management approach to a culture change of this magnitude. I would begin by imagining and painting a picture of the future desired state with clear objectives and drivers, stakeholders' value propositions, and performance indicators. A key in this step is employee voice – serious employee engagement and contribution prospects, thereby increasing ownership.



A NEXTpert's tips on incorporating a healthy workplace environment workplan:

- **Consider a SWOT analysis:** Next, a SWOT analysis of the current state and a gap identification exercise. The SWOT helps preserve the strengths of the organization whilst highlighting change opportunities.
- **Communication is key:** Another area where I have seen derailment is the lack of adequate and/or appropriate communication throughout this journey. To me, a fit-for-purpose communication plan is the lynchpin for success.



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