



**Healthy Workplace
Participatory Program**

A toolkit for advancing Total Worker Health®

IDEAS STEP 2

Develop Measurable Objective and Solution Activities





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F Facilitator Preparation

To do:

1. **Watch:** training videos and access downloadable DT meeting materials. Decide whether to show the video during the DT meeting. **IDEAS Step 2 Training Video - Develop Objective and Activities (6:30):** <https://www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/generate-solutions/develop-objective-activities.aspx>
2. **Review:** Facilitator Preparation, Facilitator Agenda, and DT handouts
3. **Prepare:** copies of the completed IDEAS Step 1 Worksheet and/or Fishbone diagram to bring to the meeting.
 - a. **Optional** – look over the Resources for Intervention Planning document to become familiar with sources of information for the specific issue of concern
<https://www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/get-ready/identify-priorities/>
4. **Prepare:** (i.e. print, copy) DT handouts
5. **Be prepared to explain how Step 1 relates to Step 2**
6. **Send the DT a friendly reminder of the meeting date and time** at least 2-3 days before the upcoming meeting

To bring:

- Flip chart paper and markers**, or laptop and projector if using IDEAS worksheets
- IDEAS Step 2 DT handouts**
- Copies of the Completed Step 1 Worksheet and/or completed Fishbone diagram**

To know:

This IDEAS step may require 2 meetings. Duration will vary depending on the complexity of the health and safety concern, the size of the group and the length/frequency of the DT meetings. The meeting plan is planned for 90 minutes. If your meeting time is only 60 minutes, you should plan for two full meetings on this step.

Key Definitions

Major Health, Safety, and Well-being Objective	An overall statement of the desired outcome related to the safety, health, and well-being concern identified in Step 1. For example: Decrease employee coffee burn by 50% in one year.
Solution	A more specific, targeted objective for what could be done to accomplish the major health and safety goal, making it easier to come up with ideas specific solution activities.
Activities	Specific actions that would bring the organization closer to achieving a solution.
Interventions	A set of solution activities designed to initiate workplace change to benefit employee health and safety. An intervention should ideally take an integrated, TWH approach and encompass a variety of activities, that together, improve organizational policies/practices as well as encourage employee health and/or safety behavior.

Activity 1: Clarify how IDEAS Step 1 relates to IDEAS Step 2

- a. Step 1 dealt with describing why the Health & Safety concern is occurring.
- b. Step 2 identifies ways to address the root causes of the Health & Safety concern identified during Step 1.
- c. This step should not be rushed because the quality of the intervention planning that follows will depend this step.

Activity 2: Create the Major Health, Safety, and Well-being Objective

- The Major Health and Safety Objective and solutions should be “SMART”: Specific, Measurable, Achievable, Realistic, and Time-oriented (refer to example in handout).
- **Tip:** Help the DT avoid getting bogged down in “wordsmithing” when they are creating the major goal/objective. Encourage the team to focus first on the main objective and what they feel would be a realistic and meaningful magnitude of improvement. Keep them focused on the “big picture”; you can help with wording later.

Activity 3: Create a list of solutions with activities *(see example in handout)*

- This will be their first opportunity to brainstorm ways to make things better for themselves and their co-workers. Encourage the team to think creatively and avoid ruling out ideas at this point. There will be an opportunity to do that later.
- You can help organize the brainstorming discussion by asking the DT to focus on one sub-issue at a time.
- It may be helpful to ask the DT if every sub-issue is equally important, or if one or two areas are more important contributors to the HS&W concern. If the latter, then encourage the DT to focus on these areas first.
- When starting the discussion, help the DT understand the difference between “solutions” and “activities.”
- Solutions are more specific, targeted objective for what could be done to accomplish the major health and safety goal. Solutions often, but not always, are developed by paraphrasing the sub-issues identified in Step 1.
- Activities are the things that will be done to achieve the solution.
- When summarizing the discussion, invite DT members to take a “birds eye view” of the notes. Ask them if they see any areas of overlap or duplication. This may be an opportunity to clarify differences or consolidate solutions.

Post-meeting to do:

Complete *(i.e. fill out)* IDEAS Step 2 Worksheet.



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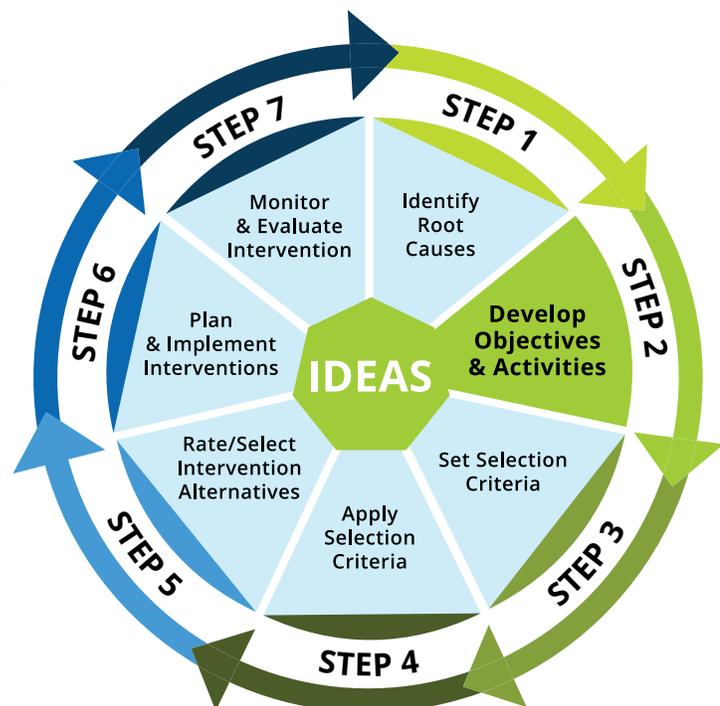
F Facilitator Agenda

Meeting Intent:

To create a list of possible solutions to address the root causes of the major health, safety, and well-being concern that were discussed during the previous meeting.

Desired Outcomes for IDEAS Step 2:

1. Clarity about the relationship between IDEAS Steps 1 and 2.
2. A written Major Health, Safety, and Well-being Objective to work towards achieving through the IDEAS process.
3. A list of solutions with activities that will address the Major Health, Safety, and Well-being Objective as completely as possible.





Facilitator Agenda

When	What	How
0:00 (6 min)	Arrival/ Check-in	<ol style="list-style-type: none"> 1. Show up, find a seat, settle in 2. Round-robin: <i>What animal do you feel like today?</i>
0:06 (1 min)	Approve meeting minutes	Facilitator asks Design Team members for any changes and then asks for a vote to approve meeting minutes
0:07 (3 min)	Review Meeting Plan	<ol style="list-style-type: none"> 1. Review Intent and Desired Outcomes for the meeting 2. Facilitator briefly reviews the agenda 3. Facilitator ask for a volunteer note-taker <p><i>Questions and comments after each step</i></p>
0:10 (5 min)	<ol style="list-style-type: none"> 1. Clarity on how IDEAS Step 1 relates to IDEAS Step 2 <p><u>Handout:</u> Definitions</p>	<ol style="list-style-type: none"> 1. Facilitator asks for a volunteer to read the definitions on Activity 1 handout: <ol style="list-style-type: none"> a. Major Health & Safety Objective b. Solution c. Activity 2. Facilitator explains the relationship between Steps 1 & 2 Clarifying questions, if needed
0:15 (15 min)	<ol style="list-style-type: none"> 2. Create a Major Health and Safety Objective <p><u>Handout:</u> Objective Statement</p>	<ol style="list-style-type: none"> 1. Facilitator introduces how to turn a H&S Concern from Step 1 into a Major H&S Objective in Step 2 <i>(Follow along on Activity 2 handout)</i> 2. Dialogue: <i>What is our Major Health & Safety Objective?</i> Volunteer records ideas on flip chart <p><i>Help the DT from getting too much in the weeds at first</i></p> <p><i>Keep them focused on the “big picture” when they are creating the major goal/objective and what they feel would be a realistic and meaningful magnitude of improvement</i></p> <p><i>Tell them you can help with wordsmithing later</i></p>



When	What	How
		<p><i>Check to make sure the objective and concern match, if not, redirect their attention to address the concern</i></p> <p><i>When the DT agrees on the overall objective, help them develop clear "SMART": Specific, Measurable, Achievable, Realistic, and Time-oriented language (refer to example)</i></p> <p>3. DT agrees on Major Health & Safety Concern <i>after final edits</i></p>
<p>0:30 (45 min)</p>	<p>3. Create a list of solutions with activities</p> <p>Handouts: Step 2: Develop Measurable Objectives and Solution activities example worksheet</p> <p>Completed IDEAS Step 1 fishbone diagram or Step 1 worksheet (Identify Root Causes)</p>	<p>1. Facilitator introduces concept of creating solutions with possible activities (follow along on Activity 3 handout)</p> <p><i>Remind them that solutions often come from paraphrasing the sub-issues identified in Step 1, but this is not always the case</i></p> <p><i>Remind them that solutions should accomplish some aspect of the Major Health and Safety Objectives</i></p> <p><i>Remind them that activities are the things that will be done to achieve the solution.</i></p> <p>2. Brainstorm: <i>What are some solutions and activities that can help us achieve the Major Health and Safety Objective?</i></p> <p>3. <i>What are the most important spines of the fishbone to address in the interventions we create? (Tip: Refer to IDEAS Step 1 materials for key sub-issues)</i> Volunteer records ideas on flip chart</p> <p><i>4. Encourage the group to not filter too much</i></p> <p><i>5. Encourage the generation of ideas- no idea is a bad idea</i></p> <p><i>6. Help the group differentiate between solutions and activities</i></p> <p><i>7. You might need multiple sheets of flip chart paper</i></p> <p>8. Clarifying questions, if needed</p>
<p>1:15 (10 min)</p>	<p>Next Steps</p>	<p>1. Facilitator reviews preparation for next meeting <i>Complete (i.e. fill) out IDEAS Step 2 Worksheet</i></p> <p>2. Generate/review other next steps, as needed</p>
<p>1:25 (5 min)</p>	<p>Check-out</p>	<p>Round-robin: <i>Is there anything on your mind that you did not have a chance to share?</i></p>
<p>1:30</p>	<p>Adjourn</p>	

