



How to **choosewell** at work: An Employer's Guide





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Introduction

What is Healthy U @ work

Healthy U @ work is an important part of the provincial *Healthy U* initiative, a public information and education campaign to encourage Albertans to make healthy eating choices and be physically active. The campaign was initiated by the Government of Alberta and launched in January 2003 in response to the first recommendation of the report of the Premier's Advisory Council on Health – to stay healthy. *Healthy U @ work* was developed to assist ministries and employers in initiating a workplace health program.

Healthy U @ work was launched at Alberta Health and Wellness in April 2003 to support its employees to become more physically active and make healthy eating choices.

The guidebook is based on the early experiences at Alberta Health and Wellness and is intended to help others develop a *Healthy U @ work* initiative appropriate for the culture and needs of their organization.

Promoting health in your workplace doesn't have to be complicated, expensive or time-consuming. Any organization, large or small, can make plans to promote healthy eating and active living as a starting point for a more comprehensive workplace health program.



Why establish a workplace health program



Changes in the pace of work and stress levels experienced by employees, combined with the rising cost of health care and benefits, have convinced many employers that investing in employee wellness makes good business sense. Statistics Canada reports that an estimated \$12 billion is lost to workplace absenteeism each year. Stress, smoking, the inability to balance work and family, and feelings of loss of control over workplace schedules and environments are some of the major health issues facing today's workforce.

Two-thirds of Canadians over age 15 are employees and, on average, they spend about 60 per cent of their waking hours at work. Therefore, the social and physical workplace environment can have a significant impact on health. Research shows that most employees believe the workplace is an appropriate and effective place to promote health and well-being issues. The workplace is also an effective setting for increasing active living because of the potential policy and environmental impact, increased social support, use of mass media and the use of individually-based interventions. Other assets of the workplace setting are the size and stability of the target population, the lack of time and travel barriers to participation, peer pressure and peer support, and a "captive" audience. The workplace also has previously established channels of communication, existing support networks and opportunities to develop corporate norms of behaviour.

Not only is the workplace viewed as an effective place to promote health, it is increasingly recognized that the environment at work influences health. The health of employees, in turn, influences productivity, and ultimately, an organization's bottom line. Evidence suggests a return on health and wellness investment for Canadian businesses:

- the first six months of the *Metro Fit* program in Toronto, active municipal employees missed 3.5 fewer days than employees not in the program;
- BC Hydro employees enrolled in the fitness program had a turnover rate of 3.5 per cent compared to a company average of 10.3 per cent;
- the Canadian Life Assurance Company found that the turnover rate for fitness program participants was 32.4 per cent lower than average over seven years.



Workplace health programs: what are the benefits to employers and employees



Employer

- Improves corporate image.
- May help attract active employees with high self-esteem, self-efficacy and determination – attributes that may be linked to motivation and performance in the workplace (may be seen as an employer of choice).
- May improve energy and attentiveness, worker satisfaction and positive attitudes towards work.
- Evident concern for the health of employees may reduce conflict between management and staff.
- Decrease in absenteeism; healthy employees may be sick less often and recover from illness faster.
- Reduction in the costs of hiring, training and lost productivity resulting from turnover.
- May result in lower costs for chronic diseases and disability (including Workers' Compensation Board costs and claims against group benefit plans).
- Addresses increased liability for employers regarding employee health.
- Workers who are strongly committed to the organization or highly satisfied with their jobs are at work more often than those with weak commitment and low satisfaction.

Employee

- Improves fitness and health.
- Improves employee morale and the company may be perceived as a better place to work.
- May provide an opportunity to commit to a group and provides social reinforcement and group identification (social support tends to have more impact on women's participation in health programs).
- Participation in physical activity has been linked to improvements in other health-promoting behaviours such as lower consumption of alcohol, annual medical check-ups and non-smoking behaviour.
- May reduce the effects of tension and strain.
- May be seen as a form of support.
- Employees may find that they are more efficient, energetic, alert, and more able to manage stress. Encourages a higher quality of work, more creativity and better client service.
- Healthy people feel more in control of their lives, providing positive benefits on and off the job.
- Increased control and recognition in the workplace.



Why are healthy eating and active living important ?

Chronic diseases, such as heart disease, diabetes, cancer and chronic obstructive lung disease, are the leading causes of death in Alberta, and the greatest drain on our health care resources. These chronic diseases are linked by common risk factors, including unhealthy diets and physical inactivity. By making healthier choices such as eating healthier foods and increasing physical activity, Albertans can reduce their risks of developing chronic diseases and improve their mental well-being.

Research shows that physical inactivity can cause premature death, chronic disease and disability. People who are not active have a higher risk of heart disease than people who are regularly active. In fact, cardiovascular disease, cancer, chronic lung disease and type 2 diabetes are major causes of morbidity and premature mortality in Alberta contributing to millions in direct and indirect costs. The majority of Albertans are not physically active enough to experience health benefits. Because of sedentary lifestyles, most Albertans are at risk of developing preventable chronic diseases such as cardiovascular disease and type 2 diabetes.

Being physically active reduces stress, strengthens the heart and lungs, increases energy levels, helps maintain and achieve a healthy body weight, improves muscular strength and endurance - and it improves a person's outlook on life.

Canadian Physical Activity Guidelines for Adults recommend accumulating at least 150 minutes of moderate to vigorous intensity of physical activity in bouts of 10 minutes or more. An example is 30 minutes, 5 days a week.

Mounting evidence indicates that a diet high in vegetables and fruit plays a key role in reducing the risk of cancer and cardiovascular disease, which account for 130,000 deaths in Canada every year.

Healthy eating meets nutrient needs and may help to protect against cancers of the throat, stomach and colon, type 2 diabetes, cardiovascular diseases and osteoporosis. Healthy eating would mean a reduction in personal costs, in terms of pain and lost opportunities and a decrease of economic burden on the health care system. More importantly, it would mean enhanced health to the individual in greater energy and zest for life.

Our health is greatly affected by gender, age, personal health practices and coping skills, social support, living and working conditions, the physical environment and early childhood experiences. Some of these are within our control; others are not.

The ability of individuals to make healthier choices is strongly influenced by the environments in which people live, learn, work and play.



Resources for planning

A variety of resources can help establish a workplace health program for employees depending on the size and location (urban or rural) of your organization.

HealthWorks: A "How-To" For Health And Business Success

http://www.hc-sc.gc.ca/ewh-semt/pubs/occup-travail/healthworks_guide/index-eng.php

This resource was prepared for the owners or managers of small businesses. The booklet provides a simple five-step process for improving business and employee health that can help companies reap substantial rewards without spending a lot of time and money.

Making it Work With Active Living in the Workplace

http://www.cchalw.ca/english/info/Making_It_Work_Eng%20_2.pdf

The information offered in this manual assumes the reader has been given the go-ahead from management to begin the task of designing and implementing a workplace active living initiative. The information is also relevant to programs undergoing revision to take on an active living approach.

Corporate Health Model – Medium or Large Businesses

<http://www.hc-sc.gc.ca/ewh-semt/pubs/occup-travail/model-guide-modele/index-eng.php>

This is a guide to developing and implementing a comprehensive health program to help employees maintain or improve their health in medium and large businesses.



Small Business Health Model

www.hc-sc.gc.ca/hecs-sesc/workplace/publications/smallbusiness_guide/sb401.htm

This guide outlines seven steps required in developing and implementing a comprehensive health program to help employees maintain or improve their health in companies with up to 100 employees.

Physical Activity at Work

<http://centre4activeliving.ca>

Improve your workplace by bringing physical activity into the workday. This user-friendly website helps employers, employees, workplace wellness coordinators and human resources advisors encourage physical activity at work.

National Quality Institute

www.nqi.ca

The National Quality Institute (NQI) is a not-for-profit organization that is a source of workplace wellness and health information.

Stepping Toward Health and Success in Your Farm Business

www.hc-sc.gc.ca/hecs-secs/workplace/publications.htm

This document was adapted from the booklet “HealthWorks: A “How-to” for Health and Business Success.” It has been modified to reflect the unique issues and needs of the farming community.



What are the key success factors in planning a workplace health program?

- **Commitment and participation from management, including CEOs, deputy ministers, company presidents, senior managers.**
- **Employees want the program and are involved in its planning and organization.**
- **Internal resources, including employee time and financial support.**
- **The program is integrated into the organization through its mission and policy statements.**





Five steps in planning a program

1. Build commitment
2. Learn about the situation
3. Put together a plan
4. Put activities in place
5. Follow up and revise the program and activities





1. Build commitment

An individual or group must believe in the need for a workplace program and be committed to making it happen. These people should work with senior management to gain their support for the program.

Attaining buy-in at the highest level

In order to convince the senior management of the need for a workplace health program, a business case may help. The business case may include:

- reasons the organization should consider the idea (workplace culture, costs of ill health, morale issues, recommendations for a survey to determine employee needs);
- benefits of physical activity, healthy eating or other healthy living programs;
- costs of physical inactivity (specific costs to your organization such as statistics on absenteeism, turnover, recruitment);
- benefits to employers/employees (links to productivity, reduced operating costs);
- principles to guide the program's development (overall company health policy, leadership and staff requirements, strategies, evaluations);
- recommended scope and objectives of the program (in-house facilities, group activities, length of program; education/marketing activities);
- cost of the recommended program;
- projected cost/benefit analysis (cost vs. absenteeism changes, turnover rates, health and dental claims, Workers' Compensation Board costs);
- measures, outcomes and evaluation;
- anticipated overall results (quality of life, improved employee health and productivity);
- a vision and mission statement; and
- terms of reference for committees.

As much as one half of the decline in physical function between the ages of 30 and 70 can be attributed not to aging itself, but rather to a sedentary lifestyle.



Identify a program manager or leader

A person with project management skills and enthusiasm for healthy living, and who relates well to employees and management needs to be designated as program manager or leader. The program manager should report to a senior executive in the department or organization who is responsible for the initiative.

Establish a coordinating committee

The role of the coordinating committee is to:

- develop a mission, objectives and strategy for the program;
- discuss potential program components;
- make decisions about what activities to include;
- determine who is eligible to participate;
- decide on the method of assessment;
- and act as a decision-making body.

Since at least one meal a day is eaten at work, and snacks are often a means to relieve pressure and take breaks throughout the workday, food eaten at work contributes significantly to the day's total intake.

The committee members help the program manager organize a program launch and ongoing activities, provide leadership for those activities and serve as an advisory body.

Ideally, the coordinating committee should be made up of a variety of representatives from the organization (a senior manager, the program manager, representatives from occupational health, finance, facilities, safety, human resources, communications, chairs of the various working committees and interested employees). A committee of three to ten members is a manageable size.



2. Learn about the situation

A workplace environment assessment is recommended to identify important factors before the program is planned and implemented, such as management and employee commitment, size of workplace and facilities available for physical activity and healthy eating.

Assessing and understanding employees' needs and preferences is also an essential part of the process. A successful workplace program must reflect what employees themselves consider important to their health and wellbeing.

Multi-site workplaces are a challenge, but with some solid planning, there are ways to keep these employees informed.

Methods of gathering information

An important step in engaging employee support and assessing potential interest within an organization is to conduct a needs and interest survey. There are many ways to get input from employees and in some workplaces, more than one method may have to be used due to a variety of factors such as location of employees, job type, hours of work, time available to get input and equipment availability.

Research consistently shows that Canadians recognize the need for lifestyle changes and cite the need to increase their physical activity. At the same time, they say the biggest barrier to increasing their level of physical activity is lack of time.

When designing a survey or choosing an existing one, an issue that may need to be addressed within the planning committee beforehand is which programs and services the organization is or is not prepared to provide. It may be good to know that employees want an on-site fitness centre, but if the company is not willing to, or for financial or other reasons unable to provide one, then it's best not to include it as a survey question. That way employees will not develop unrealistic expectations.

Privacy is an important consideration in any survey. Employees like to know that their comments are heard, but some want to know it is confidential. Steps may have to be taken to ensure privacy such as sealed envelopes to be opened only by selected individuals, and provision that names will not be used in the summary document. With new privacy legislation, it is important to know what questions can be asked of a more personal nature.



There are many ways to gather information from employees. Some suggested methods for formal or informal surveys are as follows:

- telephone survey;
- structured focus groups of selected employees;
- question cards and suggestion boxes located in strategic places;
- email questionnaire (ensure instructions are specific as some individuals are unfamiliar with completing online surveys which can result in blank returns!);
- paper and pen surveys via individualized mailings or to department heads for distribution;
- random samples of employees' feedback based on proper research principles.

Once collected, the planning committee should be able to sort the data into various demographic groups such as age, gender, department, worksite location, job type, level within the organization, etc.

When sending out surveys or any notice of programs, consider the method carefully. Some employees who receive surveys in their paycheque envelopes may view that as an invasion of privacy.

And finally, remember that employees like to know the outcome of surveys, so communicating the results and actions should be a part of the survey planning step.

There are daily opportunities for point-of-sale nutrition education in the workplace cafeteria, vending machines and work-sponsored events.



Rural or multi-site workplaces

Rural or multi-site workplaces pose special challenges, and may require the following strategies:

- programming may need to vary in rural or remote worksites to reflect their cultures and available activities;
- local community resources should be identified and used to support the program;
- partnerships should be established with other companies in the same location or other employers within the same office building;
- champions and key communication contacts should be recruited in each location. Where it's unlikely that there will be strong participation given the nature of the work (such as forest officers), employees should at least be aware that materials are available for them on the various initiatives. Information could be mailed to employees at their homes. It is difficult to reach all employees in diverse work environments, but keep information flowing to them;
- input should be gathered from employees in multi-site locations;
- headquarters should develop an ongoing communications plan with the regional sites and coordinate delivery of materials and promotional products so that employees receive them at the same time regardless of their location;
- field committees should be set up; and
- newsletters should be utilized.

**More than 15 million
Canadians spend half
their waking hours
at work.**



3. Put together a plan

Develop a mission statement

The function of a mission statement is to guide the process and progress of a healthy living program. It should provide an obvious link to the organization's overall mission statement reflecting a shared vision and values. An example would be "to create a workplace environment that encourages and supports employees in making healthy choices."

Establish goals and objectives

In order to facilitate program planning, and ultimately demonstrate accountability to the organization, it is important to document specific short and long term goals for the program. As with any program goals, they should be very specific, measurable, action-oriented and realistic based on budget and other resources including time. Organizations and their shareholders want to ensure that money has been invested wisely.

Establish a budget

Whether it be a capital or operational budget, a big or small program, it is essential to be realistic in planning expenditures and to monitor the budget carefully. Start with a projection of expenses and revenues. Depending on the size of the program, some organizations may want to develop a cost/benefit rationale to demonstrate a return on investment and a positive impact on the organization's bottom line. It may mean analysis of costs for absenteeism, disability, worker's compensation, benefits and more.

Develop a slogan and logo

This is always a fun part of the planning. Try to develop a catchy slogan that works well with a visually strong logo. Think ahead to costs such as printing on t-shirts and other items; this may influence design considerations such as the number of colours in the logo. Some organizations like to have competitions among employees in order to generate employee involvement.

Plan an evaluation

To demonstrate accountability and thereby ensure program sustainability, a program evaluation is an essential step in the planning process. To be able to report on the effectiveness and success of the program, the necessary baseline data must be collected at the beginning and throughout the project.



There are many reasons to evaluate a program including the cost/benefit analysis, identifying the programs that best met the employee/company needs, determining future plans of action including possible program expansion, reporting to management, and finding out what worked and what didn't in terms of programs and program promotion.

There are also many ways to conduct an evaluation. Other data could consist of participation numbers, program costs, and employee comments.

As an option to the overall planning process, an organization may wish to hire an independent contractor who specializes in workplace programs to develop, implement and/or evaluate the program. This works best when a company has few or no internal resources to dedicate to a program or no expertise in the area of workplace health.



To get the best results use a combination of the following types of activities:

Awareness

Awareness-building activities give employees the information they need to make informed choices. These activities alone will not change people's behaviour, so they need to be combined with skill-building activities and supportive environments.

Education

Education strategies seek to provide people with the information they need to make active living choices. These might include screening and assessment of health and fitness, information sessions on various healthy living topics or a resource library. People want to know the benefits of an active lifestyle and its relationship to other health issues.

Skill-building

Opportunities for hands-on learning are a great way to encourage people to change their behaviour.

Group and social activities

Group activities such as walking programs, contests and challenge events, stretch breaks, team sports or participation in local, provincial or national events provide motivation and reinforcement.

Social networks already exist which can be very beneficial for encouraging participation and providing support.

Supportive work environments

Policies that demonstrate employer support send a strong message about employer commitment to health in the workplace.



4. Put activities in place

Ideas for promoting physical activity

- Promote active commuting to work and provide bicycle racks, showers and changing facilities.
- Introduce stair-walking campaigns or challenges that measure the height of the stairs, tally up the number of times you climb the stairs as a workforce and complete a virtual climb of Mount Everest.
- Educate staff on exercises they can do at their desks. Tips on proper ergonomics are useful. Suggest small changes that get staff moving around the office.
- Organize a physical activity fair to introduce employees to new activities such as canoeing, kayaking, orienteering, sailing, golf, or horseback riding at a local country park. Employees who are active in these activities can be the representatives at the fair.
- Organize walking groups at convenient times and with different destinations.
- Organize challenges for the total number of steps and post the results on an intranet or bulletin board.
- Provide fitness testing on-site by a qualified professional (or arrange through local resources, eg. Be Fit For Life Centres).
- Offer stretch breaks with volunteer employees being trained to properly lead the routine.
- Offer lunch-hour presentations on various active living topics.
- Provide a listing of local road run/walk races.
- Organize a virtual walk across Canada. Provide staff with pedometers and ask them to record their pedometer steps in a log book or on an intranet.
- Hold a staff sports day.
- Organize a physical activity picnic.
- Organize a bowling night, a soccer, baseball, or volleyball game or a golf tournament.
- Conduct classes in salsa dancing, belly dancing, line dancing, step aerobics, aerobics, yoga, stretching, Pilates, Tai Chi (or promote local classes).
- Co-ordinate a video library of fitness routines for people to borrow and get the benefits of trying out a new exercise video at home.

The cost of physical inactivity is estimated at \$5.3 billion (\$1.6 billion of direct costs and \$3.7 billion indirect costs) and the cost of obesity in Canada at \$4.3 billion (\$1.6 billion of direct costs and \$2.7 billion of indirect cost) in health care expenditures.



Ideas for promoting healthy eating

- Have a refrigerator and microwave at the work site so people can bring healthy lunches from home.
- Provide access to chilled water for staff.
- Provide separate areas for lunch/snack breaks that are clean, bright and smoke-free.
- When food or drinks are provided at meetings, be sure to provide healthy choices recommended in *Eat Smart Meet Smart* at www.healthyalberta.com
- Offer nutritious choices in vending machines.
- Arrange for workplace cafeterias to offer a range of healthy food choices for every meal.
- Provide nutrition information at points of purchase.
- Provide points-of-decision prompts such as stickers on foods that are low in fat.
- Invite speakers to lunch-hour learning sessions.
- Arrange for a group to attend a weight management program together, or have the program come to your office at a convenient time.
- Promote local produce.
- Hold a healthy recipe cooking competition.
- Contact your local supermarket and ask them to come into your workplace to offer a taster session (they may be keen to do this to promote their own brand of healthy foods).
- Organize a potluck lunch at work featuring healthy food choices.
- Compile a recipe book of healthy, low-fat dishes and distribute it to all staff.
- Provide cooking demonstrations or cooking tips for preparing healthy foods.
- Post a list of local restaurants that offer balanced healthy food menus.
- Have theme weeks or months.
- Provide a way for staff to share healthy recipes with each other through an intranet or e-mail.

Through workplace health programs, there is potential to reach lower socio-economic groups that would not normally participate in health programs.



When offering nutrition information at the workplace, be sure to offer a wide range of options. Topics for sessions may include:

- understanding the basics of healthy eating;
- weight management and body image;
- fad diets;
- fats and cholesterol;
- salt reduction;
- planning balanced meals for the family;
- making smart choices while grocery shopping;
- programs for specific health conditions (diabetes, heart conditions, etc.);
- healthy eating on the run;
- vegetarian eating; and
- reading and understanding food labels.

Studies increasingly show that physical activity is as essential to good health as a balanced diet and avoiding tobacco products.

You can find more information on all of these topics at www.healthyalberta.com.

Ideas for point-of-decision prompts

Point-of-decision prompts are cues posted at strategic locations where individuals can make a choice. Post signs in elevators, washrooms, and lunchrooms encouraging employees to remember to make healthy choices such as using the stairs instead of the elevator, eating healthfully, walking during the lunch hour, and using a log book to track progress.

Launching the program

A launch event creates employee awareness of the program, demonstrates management commitment and encourages participation. A launch event could be held as employees arrive at work in the morning, over the noon hour or after work, or at a staff retreat, annual general meeting, or social event.



Communication

An intranet site, public address announcements, newsletters, in-house e-mail, union publications, and bulletin boards are useful tools to:

- help employees see the workplace as an opportunity rather than an obstacle to the practice and achievement of physical activity and healthy eating goals;
- motivate and celebrate success;
- help employees feel they are part of a community of people who are trying to achieve healthy eating and physical activity goals;
- direct employees to other sites with useful information; and
- help employees feel that their employer values their health.

Contents may include:

- new developments and stories of interest;
- discussion boards where employees can exchange physical activity information, healthy eating information, and post the number of steps on their favorite walks;
- physical activity and nutrition tips that change every week;
- profiles of employees who are participating in the program and have set physical activity and nutrition goals they are trying to reach; and
- links to useful Web sites.

Shift workers on day shifts eat lower-calorie meals and lower-fat foods than afternoon and night shift workers, often because the latter groups have fewer healthy options available.



5. Follow up and revise the program and activities

It is important to know what is working and what is not. Reviewing your activities can help improve what you are already doing and justify continuing or expanding programs. The following may be helpful in assessing your program:

- determine whether you have met your objectives;
- get feedback from employees;
- keep track of how many people participate;
- re-evaluate and readjust the plan if needed; and
- compare program costs with absenteeism changes, turnover rates and health claims.

An informal program evaluation form is available on the *Healthy U* Web site (www.healthyalberta.com) for the use of planning committees. These and other questions may be helpful in assessing your program.





Questions

About making healthy choices

- *What would motivate you and others to get started on increasing your physical activity and eating more healthfully?*
- *What would help to keep you going?*
- *What are some of the obstacles or barriers that get in the way of you being more physically active and eating healthier foods?*
- *Are there employee perceptions about physical activity and healthy eating that a campaign might need to address and overcome?*

Questions

About the launch event

A launch event can generate interest and encourage employees to attend to receive a start-up "kit." There are many items that could go in the kit or be staggered throughout the year.

- *How much information should go in the kit the day of the launch?
How can other items be staggered throughout the year?*
- *The launch should spark interest in getting going.
What should follow the launch to help continue the momentum?*

Questions

About what should happen throughout the year

- *What are some upcoming events throughout the year that could highlight active living and healthy eating?*
- *When and how often should events occur?*
- *What information do you feel you need in your role to help others get going and keep going?*
- *How would you like to get this information?*
- *What topics (related to physical activity or healthy eating) would you want to hear or read more about? What are some ways you would like to get that information?*



Community supports and Web sites

| Topic | Source |
|--|--|
| Healthy living | <i>Healthy U</i> Web site |
| Physical activity | Alberta Centre for Active Living |
| Health information | Health Link Alberta |
| Active living at work | Public Health Agency of Canada |
| Active living & physical activity <ul style="list-style-type: none"> • Fitness assessments • Workplace programs | Be Fit For Life Network (Centres in Grande Prairie, Fort McMurray, Edmonton, Vermilion, Red Deer, Calgary, Lethbridge, Medicine Hat & Lac La Biche) |
| Active living, parks, sport | Alberta Sport, Recreation, Parks & Wildlife Foundation |
| Healthy eating | Dietitians of Canada |
| Healthy eating | Alberta Milk |
| Healthy eating | Canadian Produce Marketing Association |
| Healthy eating and safety | Canadian Centre for Occupational Health |



| | Web site |
|--|--|
| | www.healthyalberta.com |
| | www.centre4activeliving.ca |
| | www.healthlinkalberta.ca |
| | www.activelivingatwork.com |
| | www.provincialfitnessunit.ca/about-bffl/ |
| | www.asrpf.ca |
| | www.dietitians.ca |
| | www.moreaboutmilk.com |
| | www.cpma.ca |
| | www.ccohs.ca |

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