



10,000 Steps Workplace Guide

**Resource for implementing 10,000
Steps programs and physical activity
initiatives in the workplace**

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10,000 Steps Workplace Guide

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CHAPTER 1: INTRODUCTION

1.1 Introduction to the 10,000 Steps workplace guide

The 10,000 Steps Workplace Guide has been designed to guide you through the planning, implementation and evaluation of a 10,000 Steps program to promote physical activity within your workplace. This guide highlights the benefits of promoting and supporting physical activity within your organisation and also the important factors to consider when planning and implementing your program.

Like any workplace program, your 10,000 Steps workplace program can be a simple low cost initiative (e.g. providing physical activity information, or creating a walking group) or a complex multi-level program (including informational approaches, behavioural interventions and environmental changes). The important thing is to develop a program that is suitable for and tailored to your organisation. The 10,000 Steps workplace guide has a number of resources that can be used alone or in combination to allow you to design and tailor a 10,000 Steps workplace program to suit your workplace needs and capabilities.

This guide is divided into five chapters. In Chapter 1 we discuss why it is important to promote physical activity and the recommendation of 10,000 steps per day. We also discuss why the workplace is an appropriate place to promote physical activity and the benefits that can be achieved from this.

Chapter 2 consists of steps to help you plan for your 10,000 Steps workplace program. We discuss things such as gaining organisational support for your physical activity program, employee and environmental needs assessments and a variety of approaches that you can utilise for your workplace program.

In Chapter 3 we discuss implementing your 10,000 Steps workplace program. We highlight the variety of 10,000 Steps strategies and resources you can use within your program.

Chapter 4 also discusses implementing your 10,000 Steps workplace program with a specific focus on Aboriginal and Torres Strait Islander workplaces. The chapter includes 10,000 Steps resources specific to Aboriginal and Torres Strait Islander workplaces, as well as additional resources for promoting physical activity in Aboriginal and Torres Strait Islander populations.

In Chapter 5 we discuss why it's important to evaluate your 10,000 Steps workplace program and the different types of evaluation that can be utilised.

Let's start by looking at why it's necessary to promote physical activity in general, and in the workplace.

1.2 Why promote physical activity?

National perspective

In Australia, it is recommended that Australian adults should participate in 30 minutes of moderate physical activity on most, preferably, all days of the week. [1] However, recent data shows that approximately 72% of Australians do not participate in adequate levels of physical activity. [2] This lack of physical activity decreases an individual's health, increases the prevalence of lifestyle diseases and results in increased health care costs. It is estimated that the cost of physical inactivity in Australia is \$719 million annually. [3] Furthermore, approximately 8,000 deaths per year can be attributed to physical inactivity.

At a national level, the promotion of physical activity is aimed at reducing the overall burden of disease and mortality attributed to physical inactivity.

Individual perspective

At an individual level, physical activity is promoted for the wide variety of health benefits! Participating in regular physical activity: [4-6]

- Reduces risk of chronic diseases (heart diseases, stroke, and diabetes).
- Reduces the risk of certain forms of cancer (breast and colon cancer).
- Assists in weight management.
- Increases muscle and bone mass.
- Increases circulation.
- Increases the ability of people with certain chronic, disabling conditions to perform activities of daily living.
- Improves balance and flexibility.
- Improves sleep.
- Boosts energy levels and improves mood.
- Reduces stress and tension.

1.3 Why 10,000 steps?

The '10,000 steps' per day goal puts a focus on the accumulation of all kinds of physical activity across the whole day, not just during organised sport and exercise. With workplaces becoming increasingly sedentary and the continual advances in technology it now takes a concerted effort to make physically active choices. It is sometimes easier to make these choices when you have a motivational tool such as a pedometer reminding you how many or how few steps you have done for the day.

10,000 steps is the recommended daily step goal for a healthy adult. The following pedometer indices have been developed to provide a guideline on how many steps are enough. [7, 8]

Steps Per Day	Activity Level
<5,000	sedentary
5,000 - 7,499	low active
7,500 - 9,999	somewhat active
≥10,000	active
≥12,500	highly active

The goal of 10,000 steps per day works in conjunction with the National Physical Activity Guidelines adult recommendation of 30 minutes of moderate physical activity per day. [1] Thirty minutes of moderate physical activity such as walking, is approximately 3,000 - 4,000 steps. Therefore to reach the 10,000 steps daily recommendation, a healthy adult would need to accumulate an additional 6,000 - 7,000 steps throughout the day. This can be done by making active choices while at work, and throughout the rest of the day.

1.4 Why is the workplace appropriate to promote physical activity?

As highlighted previously, the majority of Australians aren't participating in sufficient levels of physical activity; therefore we need to find ways to promote physical activity which will reach a large portion of the population. The workplace is an appropriate place to promote physical activity for a variety of reasons: [9]

- Adults spend a large portion of their adult life at work, so the workplace can be a good place to target healthy behaviours.
- Workplaces are comprised of a relatively stable population to reach with health or physical activity programs.
- The workplace is made up of a broad demographic of people, which can make it easier to access hard to reach groups, e.g. males, people with lower socioeconomic status. These groups are generally less likely to participate in physical activity.
- There are well established communication channels and administrative facilities for promoting and conducting physical activity programs.
- In some workplaces, expert health staff can be available on site for employees and to conduct programs.
- There is readily available social support to engage in appropriate health behaviours (from work colleagues).

Also, our workforce and the way we do our work has changed a lot over the past few decades. The following changes in the workforce have impacted our ability to be physically active: [2]

- Longer working hours.
- Higher percentages of women in the work force, and more common to have work outside the home, creating more home-work conflicts (and less perceived time for physical activity).
- Limited leisure time at work.
- Aging population and workforce.
- Higher percentage of people working in part-time jobs or multiple part-time jobs.

Finally, our jobs are becoming more sedentary. Recent research has shown that time spent in sedentary behaviours (e.g. sitting at work, computer use, TV viewing) can have a negative impact on health that can not be overcome by physical activity participation. Sedentary behaviour has been related to an increased risk of overweight and obesity, metabolic disease, type 2 diabetes, cardiovascular disease and some cancers. [10-13] One recent study has shown that male employees who sit at work for six hours or more per day are much more likely to be overweight or obese than men who sit for 45 minutes or less per day. [14]

Therefore, physical activity promotion in the workplace is appropriate to increase physical activity levels and to reduce the amount of sedentary time spent in behaviours such as sitting at work. Both will have a positive impact on your employee's health and wellbeing.


1.5 Benefits of a physically active workplace

The benefits of a workplace supporting and promoting physical activity go beyond the individual health benefits listed above. Other benefits of being a physically active workplace may include:

- Improved productivity and morale
- Improved job satisfaction and team spirit
- Reduced absenteeism and staff turnover
- Reduced stress and ergonomic injuries
- Reduced workers compensation claims

Being a workplace that promotes and supports physically active can also:

- Improve your corporate image, and
- Increase your workplace's ability to attract and retain staff
- Improve industrial relations



People want to work for and work with organisations that are committed to their staff's health and wellbeing.

Furthermore, the benefits of being a physical active workplace can have an impact on your organisation's bottom line. In Australia, it is estimated that the direct labour loss due to physical inactivity is equivalent to 1.8 working days per worker per year. Considering the average Australian worker, this equates to a cost of \$458 per employee annually. [3]

CHAPTER 2: Planning your 10,000 Steps Workplace Program

2.1 Your plan outline

Now that you understand why it's important to promote physical activity and are aware of the benefits to individuals and workplaces you can begin to plan your 10,000 Steps workplace program.

Below are some steps to guide you in your planning:

1. Identify your workplace champion.
2. Establish a working group.
3. Obtain organisational support to develop a 10,000 Steps workplace program.
4. Conduct employee and environmental needs assessments.
5. Develop your 10,000 Steps workplace program.
6. Obtain organisational support to implement your 10,000 Steps workplace program.
7. Implement your 10,000 Steps workplace program.
8. Evaluate your 10,000 Steps workplace program.

This chapter will discuss steps 1 – 6 in more detail to help you plan and gain support for your 10,000 Steps workplace program. It will also highlight the types of approaches you can include when developing your 10,000 Steps workplace program. Step 7 is discussed in Chapter 3 of the guide and more detail on step 8 can be found in Chapter 5.

Action Plan

Action plans are beneficial so that tasks, timelines, resources and responsibilities are clearly laid out. To help you plan your project, 10,000 Steps has developed an example 10,000 Steps action plan highlighting the steps in planning and implementing a 10,000 Steps workplace program in more detail. You can utilise and amend this action plan to suit your organisations' priorities and actions.

View the example action plan for the 10,000 Steps workplace program on the 10,000 Steps website: <http://www.10000steps.org.au/providers/workplace-guide-chapter-2/>

2.2 Getting started – CHAMPIONS!

The importance of a champion (the 10,000 Steps Provider/Coordinator) cannot be underestimated when implementing a 10,000 Steps workplace program. They may be formally employed in a role responsible for promoting workplace physical activity and health or they may simply be a person with an interest and/or passion in this area. Either way, this person has probably generated the initial interest in the program, and will generally be responsible for planning, implementing and evaluating the program. The champion's enthusiasm and motivation is often the key to a successful workplace program. At the end of the day, these programs would not run without them!

2.3 Working groups/committees

Within most organisations, it is useful to have a working group/committee to assist the champion with running the 10,000 Steps workplace program. This can be a formal committee or an informal group of people with the common view of creating a physically active workplace. Workplaces participate in physical activity programs for a variety of reasons and this may influence who is part of the working group. It may be human resources staff, occupational health and safety staff, members of social committees, or any

other groups of interested staff. However, a successful working group should be large enough to be representative of your staff but small enough to be manageable.

2.4 Organisational support

One of the most important factors influencing the success of your 10,000 Steps workplace program will be having the support of top management. Securing management's commitment to the program will generally result in increased staff interest and participation. Ensure that employees can openly see the value that management places in the program and it's even better if management are willing to lead by example.

A pledge from one of your top managers to personally participate in the workplace program would be beneficial in promoting the workplace program to the wider, general workplace employees and will help in securing support.

How to get organisational support:

- Be serious with your proposal.
- Educate management about the importance and benefits of promoting physical activity in the workplace including:
 - The benefits of physical activity (in general).
 - The benefits of physical activity in the workplace.
 - The detriments of a sedentary workplace.
 - The productivity costs of having an unhealthy workplace.
- Propose your program.
 - Develop a case for the program and outline the purpose, objectives, actions, and the roles and responsibilities involved.
 - Highlight time and resources required (including budget).
 - Highlight that the benefits of the program (to the workplace and employees) far outweigh the costs involved.

2.5 Budgets

When planning your 10,000 Steps workplace program it is important to keep your budget in mind. Different approaches and strategies have different costs associated with them so you will need to be mindful of these when planning your program.

Informational and policy approaches generally have the least cost with the only requirements being staff time and the printing costs associated with any informational resources (posters, booklets etc). Behavioural and social approaches and environmental approaches vary in cost depending on the type of strategy, and the size of your organisation.

To aid your program, 10,000 Steps provides a lot of informational resources for free. However, there will be costs associated to your organisation in the implementation of a 10,000 Steps workplace program.

Things to consider in your budget are:

- Staff time attributed to the program.
- Pedometers.
- Promotional materials.
- Incentives.
- Any additional program resources e.g. signage, equipment etc.
- Evaluation costs.

2.6 Employee and environment needs assessments

When planning and designing your 10,000 Steps workplace program you will need to consider your current staff and workplace environment. You want to make sure that the program you design addresses the issues and needs of the employees and workplace.

To determine the current physical activity needs of your workplace you can conduct an employee needs assessment and/or an environment needs assessment. The next sections will discuss these types of assessments and provide examples for you to utilise in your workplace.

Employee needs assessment

An employee needs assessment is used to inform you of your employees' views, knowledge and needs relating to physical activity. This assessment can be done formally through a survey or informally through chats with a representative sample of staff.

The following is a list of topics that could be considered in an employee needs assessment:

- Demographic profile of current staff (gender, age, background).
- Current physical activity levels.
- Staff attitudes towards physical activity.
- Staff knowledge about physical activity.
- Physical activity needs/preferences.
- Current health status of staff. Are there physical conditions that may impair staff from participating in certain types of physical activity strategies?
- Past experience with physical activity programs and the strengths or weaknesses of previous programs.
- Barriers towards physical activity participation.
- Physical activity participation at work.
- How staff travel to and from work (e.g. car, walk, cycle, public transport).

View the example employee needs assessment on the 10,000 Steps website:
<http://www.10000steps.org.au/providers/workplace-guide-chapter-2/>

Your needs assessment should be tailored to your organisation's requirements. Consider the purpose of the assessment and only include those topics that will be useful to your organisation in either designing or evaluating your workplace program.

Once you have conducted your needs assessment, use the results to guide your program and which strategies you adopt. For example: If physical activity knowledge is low, you may like to conduct an information session to educate staff about physical activity and the benefits of participation.

Environment needs assessment

Next, consider if your workplace environment is supportive of physical activity. Do you have the equipment or facilities employees need to be physically active? Does your workplace environment present opportunities to be physically active? An environment assessment is a review of the physical environment at your workplace to determine how supportive it is of physical activity. Like an employee needs assessment, it will provide you with information about your workplace to aid your decision about what strategies to adopt in your 10,000 Steps workplace program. It can be conducted formally using a checklist or informally by observing the current environment and making notes about what can be improved.

Things to consider in an environment assessment:

- Posters/Notices boards displaying physical activity information.
- Accessibility of stairs.

- Showers/Changing facilities.
- Availability of Equipment (e.g. pedometers).
- Equipment storage facilities (e.g. lockers, bike racks).

It's also important to consider the environment outside the workplace that may have an influence on physical activity, such as:

- Active travel opportunities (e.g. walking paths, bike racks, bus/train routes).
- Nearby sporting facilities (e.g. parks, sporting clubs, gyms).
- Nearby facilities which employees may walk to at lunch, before and after work (e.g. shops, cafes/restaurants).

View the example environment needs assessment on the 10,000 Steps website:
<http://www.10000steps.org.au/providers/workplace-guide-chapter-2/>

If your workplace environmental needs are not met it makes it difficult for your employees to participate in physical activity. Critically assess the results of your environment needs assessment to determine areas in which you could improve the workplace environment.

See Chapter 3: Implementing your 10,000 Steps workplace program for strategies that you can implement to improve the workplace environment to help facilitate participation in physical activity.

Employee and environment needs assessment summary

Performing employee and environment needs assessments, either formally or informally, will give you a better idea of the current status of workplace physical activity. These assessments will allow you to tailor your 10,000 Steps workplace program to the needs of your employees and mesh with your surrounding work environment. They can also be used as a baseline measure for evaluating the effectiveness of your program, and if performed annually they can inform you of your program progress.

2.7 Physical activity approaches

There are generally three types of physical activity approaches that you can include in your 10,000 Steps workplace program: informational approaches, behavioural and social approaches, and, environmental and policy approaches. Each have their specific purpose in promoting physical activity. Within each approach there are many different strategies that you can incorporate into your program.

The most effective workplace programs will use a combination of all three approaches. However, this is the ideal standard. With the 10,000 Steps workplace program you can begin by implementing one or two strategies from these approaches.

The following section will briefly discuss the three approaches. In Chapter 3: Implementing your 10,000 Steps workplace program we will discuss various strategies you can adopt within each approach and highlight the 10,000 Steps resources that you can use to implement your strategies.

Informational approaches

Informational approaches provide physical activity information and education to your workplace employees. These approaches raise awareness for physical activity and its benefits and also the risks associated with physical inactivity, rather than increase physical activity levels. Informational approaches are an appropriate first step to get people to 'consider' being physically active, particularly for those employees who currently have no interest in physical activity or are unaware of the benefits it presents. These approaches

can also be used in conjunction with some behavioural and environment approaches to increase physical activity levels.

Behavioural and social approaches

Behavioural and social approaches aim to change your employee's behaviour (i.e. physical activity participation) and provide and/or increase social support for that behaviour. Behavioural approaches should provide individuals with the opportunity to be physically active. These may include pedometer challenges, walking groups or exercise classes.

It is also important to increase employee's social support for being physically active – this comes from work colleagues, family and friends. Social support is a significant motivator for physical activity participation. Therefore where possible develop programs that build social support by allowing employees to participate with their peers and work colleagues. Alternatively, you could provide programs that can be taken home to family and friends.

Overall, behavioural and social approaches are very successful in raising awareness and increasing physical activity levels. However, results can be short term and behaviour can quickly return to pre-intervention levels. Therefore, it's good to schedule multiple or annual strategies. Again, support this with some policy and environmental approaches which will make your 10,000 Steps workplace program more sustainable. See Section 3.4 for more information about maintaining and sustaining your workplace program.

Environment and policy approaches

Environment and policy approaches aim to change the workplace environment and develop workplace policies to encourage physical activity. Implementing these approaches ensures that promotion of physical activity in your workplace is sustainable over a longer period of time. These types of approaches will assist in creating a workplace culture and environment that is supportive of physical activity.

Prioritising your approach

This section highlighted the three main types of approaches you can include within your 10,000 Steps workplace program. However, there are a multitude of physical activity strategies that could be implemented within each of these approaches. They cannot all be implemented at once and you may only have the resources to implement a few of them. Therefore, it's important to prioritise your use of the strategies based on:

- The overall aim of your workplace program.
- The outcomes of your employee needs and environment assessments.
- The resources you have available.

2.8 Evaluation planning

You should also consider whether you will evaluate your workplace program during the planning phase. This will affect how you plan your 10,000 Steps workplace program and what information you need to collect during the program. Evaluation can be beneficial as it allows you to assess the impact of the program and its effectiveness in the workplace. Often management will require some kind of evaluation/report to justify the program, budget expenditure or similar. Therefore it's important to understand evaluation and ensure you do it correctly (so it's not just a waste of time).

For more information on evaluation, see Chapter 5: Evaluating your 10,000 Steps workplace program – which highlights the types of evaluation you can conduct and gives some examples of evaluation you can use for your 10,000 Steps workplace program.

2.9 What makes an effective health/physical activity promotion program

Finally, to aid your development of a 10,000 Steps workplace program it is important to consider what makes an effective physical activity program and what are some of the barriers you may encounter.

Incorporating the following generally lead to a more effective physical activity workplace program:

- Multi-level approach (incorporating informational, social & behavioural, and environmental and organisational approaches).
- Having organisational support (from top management).
- Allow employees input into the program and activities so that the program meets the needs and priorities of the workplace.
- Tailor the program for the workplace.
- Enhance social support (work colleagues and family).
- Use incentives.
- Include self-monitoring activities, peer comparison and feedback on behaviours.
- Intensity of intervention – the more intense (i.e. the more strategies you implement and the more often employees are exposed to the program), the greater the outcomes.

Barriers to an effective workplace physical activity program:

The major barriers to implementing a physical activity program in the workplace are low participation and retention rates. In general, the employees most likely to participate will be:

- Those that are already physically active.
- Women.
- Higher educated.

Tailoring the program to the needs of the workplace and using incentives are some ways to increase participation and maintain motivation for the duration of the program. Try to be novel with your approaches, and incorporate those that appeal to a wider variety of participants. But don't be too hard on yourself, even the most successful physical activity programs have difficulty engaging the 'hard to reach' groups.

CHAPTER 3: Implementing your 10,000 Steps Workplace Program

3.1 Program administration

Planning for a sustainable and effective program is essential from the very beginning of your project. You should aim to organise a central location for the administration of your program to avoid duplication and allow for a coordinated campaign between the program champion and the organisation working group.

When recruitment for your program begins, setup a useful contact database that can be categorised for efficient mail out communications and update this regularly instead of leaving it until it becomes a long and tedious task! Try to encourage the use of email communications as this is an efficient way to disseminate newsletters and regular updates.

When keeping track of your program, remember to regularly keep track of any information required for your evaluation. Regularly updating this information throughout your program will make evaluation a lot easier than trying to find it retrospectively once the program is complete.

3.2 10,000 Steps strategies and resources

We previously mentioned the three types of approaches that could be adopted in your 10,000 Steps workplace program. This section will highlight a variety of strategies you can use and the 10,000 Steps resources available to support them.

To access these resources view the 10,000 Steps Resources pages within the Provider section of the 10,000 Step website. Resources marked with an asterisk (*) are available within the 10,000 Steps online Step Log.

Informational approaches

10,000 Steps Strategies	10,000 Steps Resources
Use of physical activity promotional materials around the workplace to promote physical activity to your workers.	<ul style="list-style-type: none">• 10,000 Steps bookmarks (Active Lifestyles, Workplaces, or Communities) http://www.10000steps.org.au/providers/order-forms/• 10,000 Steps posters (Active Lifestyles, Workplaces, or Communities): http://www.10000steps.org.au/providers/order-forms/• 10,000 Steps Aboriginal and Torres Strait Islander posters (Active Lifestyles, Workplaces, or Communities) : http://www.10000steps.org.au/providers/resources-informational-atsi-posters/• 10,000 Steps editable information displays and posters: http://www.10000steps.org.au/providers/resources-informational-editable-posters/
Include articles on physical activity in workplace communication such as newsletters, mailing lists, notice boards, staff break rooms, payslips.	<ul style="list-style-type: none">• General articles on physical activity• A-Z articles on physical activity• A-Z articles on nutrition: http://www.10000steps.org.au/library/

Have a workplace physical activity presentation on the benefits of physical activity to all staff.	<ul style="list-style-type: none"> 10,000 Steps Workplace Presentation: http://www.10000steps.org.au/providers/resources-informational-workplace-presentation/
Ensure the staff delivering the physical activity information to your workplace employees are well trained.	<ul style="list-style-type: none"> Professional Guide to Physical Activity: http://www.10000steps.org.au/providers/resources-informational-professional-guide/

Additional informational approaches are:

- Educating your employees on the benefits of physical activity with informational booklets.
- Lunch room signage to encourage lunch time physical activity.
- Physical activity/health month to promote physical activity.

Tip: Informational approaches work best when they are tailored to the specific audience. So take the time to consider your employees (see Section 2.6) and provide information that is relevant to them.

Behavioural approaches

10,000 Steps Strategies	10,000 Steps Resources
Encourage employees to use a pedometer and the 10,000 Steps website to monitor and track physical activity levels.	<ul style="list-style-type: none"> 10,000 Steps online Step Log* http://www.10000steps.org.au/my-steplog/
Conduct and/or encourage employees to participate in a pedometer walking challenge.	<ul style="list-style-type: none"> 10,000 Steps Workplace Challenge: http://www.10000steps.org.au/providers/resources-behavioural-workplace-challenge/ 10,000 Steps ExtraStep Challenge: http://www.10000steps.org.au/providers/resources-behavioural-extrastep-challenge/ 10,000 Steps I-Challenges (individual challenges)* http://www.10000steps.org.au/my-ichallenges/
Engage a health professional to do personal physical activity assessment and counselling with employees	<ul style="list-style-type: none"> GP and Health Care Professional Resources: http://www.10000steps.org.au/providers/resources-behavioural-gps/
Encourage employees to find a walking buddy to maintain social support.	<ul style="list-style-type: none"> 10,000 Steps Walking Buddies* http://www.10000steps.org.au/my-friends/
Use incentives to encourage physically active employees	<ul style="list-style-type: none"> 10,000 Steps merchandise such as stress balls, hats, water bottles and shirts: http://www.10000steps.org.au/providers/order-forms/
Encourage the use of health assessments to help maintain program commitment.	<ul style="list-style-type: none"> 10,000 Steps Health Assessments* http://www.10000steps.org.au/my-health/
Encourage the use of realistic and achievable goal setting to increase motivation to be physically active.	<ul style="list-style-type: none"> Use the 10,000 Steps website for regular goal setting * http://www.10000steps.org.au/my-goals/
Encourage employees to share their personal stories.	<ul style="list-style-type: none"> 10,000 Steps Share Your Story (Discussion section)* http://www.10000steps.org.au/forum/

Additional behavioural and social approaches are:

- Establish a walking group for employees before, after or during work.
- Increase participation by subsidising any costs involved (e.g. the cost of pedometers).
- Provide access to group-based physical activity (exercise classes, sporting teams).
- Subsidise the cost of nearby physical activity facilities such as local gyms to help increase participation and long term maintenance of the physical activity.
- Promote and encourage participation in local physical activity opportunities, and sporting events.

Tip: The 10,000 Steps workplace challenge is the ideal place to start for any workplace program. It can be tailored to your organisation and suits both small and large workplaces. There are options to conduct the challenge online or paper-based depending on the resources available to your workplace. Best of all it can be supported by both informational and environmental and policy approaches to create an effective multi-level physical activity program.

Environmental approaches

10,000 Steps Strategies	10,000 Steps Resources
Place point of decision prompts to promote engagement in physical activity around the workplace.	<ul style="list-style-type: none"> • 10,000 Steps “Take the stairs” point of decision prompt poster • 10,000 Steps “Take a walk during your lunch break” point of decision prompt poster: http://www.10000steps.org.au/providers/resources-podp/
Promote and encourage the use of active transport to and from work (e.g. walking or cycling).	<ul style="list-style-type: none"> • 10,000 Steps “Walk or cycle to work” point of decision prompt poster http://www.10000steps.org.au/providers/resources-podp/
Use signage along regularly used walkways and pathways.	<ul style="list-style-type: none"> • 10,000 Steps Walkway Signage: http://www.10000steps.org.au/providers/resources-environmental-walkway-signage/ • 10,000 Steps General Steps Template: http://www.10000steps.org.au/providers/resources-environmental-general-template/
Install walking paths around the workplace.	<ul style="list-style-type: none"> • 10,000 Steps Walkway Signage http://www.10000steps.org.au/providers/resources-environmental-walkway-signage/

Additional environment strategies include:

- Providing access to physical activity equipment (lighting, bicycle racks, shower facilities, physical activity equipment).
- Improve the accessibility to facilities such as showers or change rooms.
- Ensure there is sufficient equipment storage facilities within the workplace environment, whether in the workplace buildings or just on the workplace grounds.

Tip: If you are limited for resources, putting up point of decision prompts encouraging employees to take the stairs or posters highlighting the number of steps between various locations within the workplace are a simple and cost effective method of changing the workplace environment to support physical activity.

Policy approaches

10,000 Steps Strategies	10,000 Steps Resources
Develop a physical activity policy and circulate to employees	<ul style="list-style-type: none">• Example organisational physical activity policy: http://www.10000steps.org.au/providers/workplace-guide-chapter-2/

Additional policy strategies include:

- Implementing flexible work hours or time off in lieu to accommodate physical activity participation.
- Developing policies that encourage physical activity within the workplace (such as limiting use of passive communication e.g. emails/phone calls).

Tip: When developing a physical activity policy, try to include the following key items:

- Declaration – emphasising your organisation's general ambitions and attitudes to physical activity in the workplace.
- Objectives – what you would like to achieve by promoting physical activity in the workplace or from your 10,000 Steps workplace program.
- Actions – the methods your organisation will use to achieve the corresponding objectives.
- Roles and Responsibilities – outlining what is expected of managers and employees.
- Policy Communication – how the policy will be disseminated to ensure staff are aware of the policy.
- Policy Review – how frequently the policy will be evaluated for further development.
- Executive Verification – acknowledging the support of executive and management personnel towards physical activity in the workplace.

View the example organisational physical activity policy on the 10,000 Steps website: <http://www.10000steps.org.au/providers/workplace-guide-chapter-3/>

Case reports

The 10,000 Steps program has been implemented by many organisations across Australia aiming to increase awareness and participation in physical activity. View the case reports developed by other workplaces for further information on how you can use the 10,000 Steps program and resources to promote physical activity.

The case reports can be accessed in the Library/Articles section of the 10,000 Steps website: <http://www.10000steps.org.au/library/case-reports/>

3.3 Promoting your 10,000 Steps workplace program

As mentioned previously workplaces are set up with a variety of communication channels which can be used to promote your 10,000 Steps workplace program. These include: email distribution lists, notice boards, lunch/break rooms, newsletters etc. Utilise the resources you have available and use multiple avenues for promoting the program. The more exposure your employees have to the program the more likely they will be aware of it and participate.

To assist your promotion you may like to use some of the following 10,000 Steps promotional resources:

- Posters (Active Lifestyles, Workplaces or Communities).
- Aboriginal and Torres Strait Islander Posters (Active Lifestyles, Workplaces or Communities).
- Editable information displays and posters.
- Point of decision prompts.
- Bookmarks (Active Lifestyles, Workplaces or Communities).

- Media articles (for notice boards/newsletters/email).
- Physical activity information articles.

You may also like to purchase some of the following materials to use as incentives and/or prizes for participation:

- 10,000 Steps Water bottles.
- 10,000 Steps Stress balls.
- 10,000 Steps Bucket hats.
- 10,000 Steps Polo shirts.

As a 10,000 Steps Provider you also have permission to use the 10,000 Steps logo to develop your own promotional materials and incentives as long as it is used in accordance with the 10,000 Steps Style Guide. If you have any concerns about the use of the logo, please contact the 10,000 Steps Project Office.

The 10,000 Steps logos can be accessed in the Provider section of the 10,000 Steps website: <http://www.10000steps.org.au/providers/logos/>

3.4 Maintaining and sustaining a physically active workplace

The challenge for any workplace implementing a 10,000 Steps workplace program is maintaining awareness and participation in physical activity after the initial strategies have been implemented. For example, while undertaking the 10,000 Steps workplace challenge is a good strategy to get your workplace more physically active it is not practical for such a challenge to run year round. Therefore, plans need to be put in place to ensure employees are continually made aware of physical activity. Below are some ideas and strategies to help you maintain and sustain a physically active workplace.

Workplace Physical Activity Plan

It can be valuable to create an overall plan on how you will continually promote physical activity in your workplace. Consider your priorities, and the various approaches that you would like to include and develop a physical activity plan for the next 12-24 months. Consider scheduling regular events (e.g. monthly or annually) so that physical activity is consistently and continually promoted.

Champions

One key aspect of maintaining your physically active workplace through a workplace program is the continued presence of the champion (the 10,000 Steps Provider/Coordinator). This champion as well as the original working group of employees can keep the physical activity and health issues which prompted the program in the limelight. They can also recruit new employees into your 10,000 Steps program - whether they are employees who did not participate in the original program or are literally new employees to the organisation.

Institutionalising your 10,000 Steps workplace program

Another way to help maintain your physically active workplace is for your 10,000 Steps workplace program to become 'institutionalised'. This means that the program becomes a part of your organisation's regularly provided and ongoing programs rather than a one off event. This institutionalisation can be developed through the use of physical activity policies as well as the continued promotion and implementation of physical activity strategies (as per your workplace physical activity plan). Incorporating policies and plans ensures that physical activity promotion stays on your organisation's agenda. It will also allow your programs to be sustainable in the event of staff turnover.

Environmental changes in the workplace

Environmental changes to the workplace are another way to sustain your physically active workplace. If you have implemented any of the aforementioned environmental approaches such as point of decision prompts, encouraging active transport usage, or walkway signage in and around your workplace these will help maintain the promotion of physical activity after your initial program has finished. This is because the environment will continue to generate awareness and provide physical activity opportunities for your employees. Having a workplace environment that supports physical activity can also encourage new employees to become physically active. Environmental changes are long term improvements that will allow employees see that you are dedicated to maintaining physical activity within the workplace.

10,000 Steps Strategies to maintain your active workplace

One of the simplest strategies you can use to maintain physical activity in your workplace is to promote the continued use of the 10,000 Steps website and online Step Log. This requires limited resources from your workplace and ensures that your employees have constant access to physical activity information and resources. The 10,000 Steps online Step Log has been designed to include many interactive features which will aid motivation to participate in physical activity.

Some of the 10,000 Steps Step Log features to promote to your employees are:

- Monthly I-Challenges.
- Walking Buddies.
- Health Assessments.
- Daily reminder emails.
- Online discussions and Share your Story.

Particularly if you conduct a 10,000 Steps workplace challenge it is beneficial to let employees know that they can continue using the website after the completion of your challenge. Many employees are simply not aware that they can continue utilising the website or the great features available.

CHAPTER 4: Implementing your 10,000 Steps workplace program in Aboriginal and Torres Strait Islander Workplaces

4.1 Why promote physical activity in Aboriginal and Torres Strait Islander (ATSI) workplaces?

Recent data indicate that 75% of Aboriginal and Torres Strait Islander people participate in no or very low levels of physical activity. [15] Furthermore, Aboriginals and Torres Strait Islander people generally have higher prevalence of lifestyle diseases, such as cardiovascular disease and diabetes, which can be reduced with physical activity participation. [16] Therefore, there is a need to promote physical activity within this population to increase physical activity levels and overall health. The success of workplace programs suggest that workplaces are one setting that holds great potential for the delivery of physical activity interventions to ATSI populations.

4.2 10,000 Steps in ATSI workplaces

10,000 Steps has examined the use of the 10,000 Steps program and more specifically the use of the 10,000 Steps workplace challenge in urban ATSI Workplaces. Overall, it was found that the:

- 10,000 Steps concept is applicable in urban ATSI workplaces.
- 10,000 Steps program was thoroughly enjoyed by the participants.
- 10,000 Steps workplace challenge was very motivational.

This research highlighted some important things to consider when implementing the 10,000 Steps program in ATSI workplaces:

- Gain management support for the workplace program. This will strongly encourage employee participation. See Section 2.4 for information on how to get management support.
- Encourage the development of a physical activity organisational policy to highlight the organisations commitment to being a physically active workplace. See Section 3.2 for information on how to develop a physical activity organisational policy.
- Ensure there is a 'champion' (the 10,000 Steps Provider/Coordinator) to implement, manage and sustain your 10,000 Steps program. This person's dedication and enthusiasm is invaluable in maintaining motivation and participation the 10,000 Steps program.
- Use promotional materials and incentives to promote the program and maintain participation.
- The 10,000 Steps Challenge is a strategy that works well in ATSI workplaces. Participants enjoy participating in teams and the competitive nature of the challenge provides consistent motivation.
- Implement a 10,000 Steps workplace program that is sustainable, so participants maintain their physical activity participation. See Section 3.4 about creating a sustainable workplace program.

For more information about the research, view Paper 7 from the 10,000 Steps Working Paper Series: 10,000 Steps Workplace Program for Aboriginal and Torres Strait Islander Workplaces. Please note: this research was conducted in urban ATSI workplaces and the results may not be applicable to rural or remote workplaces.

The working papers can be accessed in the Library section of the 10,000 Steps website: <http://www.10000steps.org.au/library/working-papers/>

4.3 10,000 Steps ATSI resources

To help you implement a 10,000 Steps workplace program in your Aboriginal and Torres Strait Islander workplace, 10,000 Steps has provided the following resources that can be specifically tailored to this population, in addition to the strategies and resources highlighted in section 3.2.

Promotional Materials

Use the Aboriginal and Torres Strait Islander promotional materials to promote your 10,000 Steps program. These include:

- 10,000 Steps ATSI Active Lifestyles poster
- 10,000 Steps ATSI Active Workplaces poster
- 10,000 Steps ATSI Active Communities poster
- 10,000 Steps editable ATSI Promotional poster

The promotional materials can be accessed in the Provider Workplace Resources section of the 10,000 Steps website: <http://www.10000steps.org.au/providers/resources-informational-atsi-posters/>

10,000 Steps challenge

The 10,000 Steps challenge concept worked very well in Aboriginal and Torres Strait Islander Workplaces. Participants enjoyed participating in teams and found the competitive situation very motivational. Therefore, a 10,000 Steps challenge would be an ideal strategy to implement in ATSI workplaces.

Tip: To increase interest and participation, create a custom challenge that is meaningful to your workplace. Employees are more likely to be involved if they consider the challenge interesting and meaningful. You can also use the custom challenge as an opportunity to promote Aboriginal and Torres Strait Islander culture in addition to physical activity. For example, you can create a challenge that that journeys through various tribal lands or is significant to Aboriginal and Torres Strait Islander history. One organisation created a custom challenge where the workplace formed teams of 3 people to walk the journey along the Rabbit Proof Fence.

For information about Aboriginal and Torres Strait Islander people to help you create your own custom challenge you can contact:

- Traditional owner groups.
- Land councils.
- Museums.
- State Library (E.g. Queensland State Library – Karul Dhagan section).
- National Native Title Tribunal website (www.nntt.gov.au).

You can access the 10,000 Steps Challenge resources in the 10,000 Steps Resource pages within the Provider section of the 10,000 Steps website: <http://www.10000steps.org.au/providers/resources-behavioural-workplace-challenge/>

Case reports

View the case reports developed by other Aboriginal and Torres Strait Islander Workplaces for further information on how you can use the 10,000 Steps program to promote physical activity.

The case reports can be accessed in the Library/Articles section of the 10,000 Steps website: <http://www.10000steps.org.au/library/case-reports/>

4.4 Additional resources

Additional resources for promoting physical activity in Aboriginal and Torres Strait Islander populations include Living Strong and Tomorrow People.

Living Strong

Living Strong is a healthy lifestyle group-based program for Aboriginal and Torres Strait Islander communities, formerly known as the *Healthy Weight Program*. The Living Strong program encourages participants to seek a healthy lifestyle through good nutrition and physical activity and teaches them life skills to be able to do this in their daily lives. Living Strong includes health screenings and 10 workshops that can be combined in a variety of ways to suit community and local group needs.



You can access Living Strong and contacts via the Lighten Up website:
<http://www.health.qld.gov.au/lightenup>

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http://www.health.qld.gov.au/lightenup/documents/living_strong_child.pdf

Tomorrow People

Tomorrow People is all about Aboriginal and Torres Strait Islander people being healthier and living longer – today, tomorrow and into the future. It is part of the *Measure Up* campaign, a joint Australian, State and Territory government initiative.



You can access the Tomorrow People website and resources here:
www.measureup.gov.au/TomorrowPeople

CHAPTER 5: Evaluating your 10,000 Steps workplace program

5.1 Why it is important to evaluate?

Evaluation of your workplace physical activity program is important to ensure that the program has achieved what it was supposed to. By evaluating your program you can also determine exactly what and how the program was delivered and whether this differed from your original plan for the program. Through your evaluation you will also discover any gaps that appeared between the design of the workplace physical activity program and the delivery of the program and therefore how to improve the program delivery for the future.

This enables you, as the program provider, to demonstrate your achievements, but it also allows you to consider aspects of the program which may not have worked as well as expected and to modify any future programs. Evaluation of a program means that you need to consider what information you will need to collect to demonstrate the effectiveness of your program. This section will provide a variety of points to consider when identifying how you will evaluate your project.

5.2 Types of evaluation

In the simplest form, evaluation is a systematic review of how your physical activity program went. This can be accomplished in a number of different ways, at a number of different levels and, often most importantly, at a number of different cost levels. Detailed below are the three main types of evaluation that could be utilised to evaluate your workplace physical activity program. All have a place in gathering evidence, but must be understood and implemented correctly.

- **Formative Evaluation** is carried out early in the life of the program. The results are used to determine the program delivery, or what approach the program should take. For example, when implementing a 10,000 Steps program in your workplace, you would set out to learn how and where information is disseminated within the organisation. This information would then be used to drive the program implementation.
- **Process Evaluation** focuses on determining how the program is delivered. Process evaluations are aimed at learning who used, or doesn't use the program, the breadth and depth of exposure to the program and the strength, value and delivery of the program activities. The driving question is 'has the program been delivered effectively'. It is often pointless to measure the outcome of a program that has not been delivered effectively.
- **Outcome Evaluation** is aimed at determining the final or ongoing effects of the program. It is common to assess short and/or long-term outcomes of a program. For example, in a workplace physical activity program, a short-term outcome could be a change in knowledge about the health effects of physical activity, or it could be a change in physical activity levels. A long-term outcome could be a decreased likelihood of dying from heart disease.

In workplaces, a process evaluation of your workplace physical activity program will be the most beneficial in terms of determining how well your program was planned and carried out as well as highlighting improvements that could be made before furthering the program.

However, it can also be beneficial to evaluate your workplace's physical activity programs outcomes to determine how successful you were in educating your employees about the benefits of physical activity, workplace changes and the continued change in their physical activity behaviour.

5.3 How to evaluate?

The following steps are a guide of how you can proceed with the evaluation of your workplace program: [17]

1. Plan for your evaluation.
2. Engage stakeholders of top management, working group and participants.
3. Assess resources for evaluation including staff and time, and if funds are needed, work out a budget.
4. Design the evaluation, questions that need to be asked and at which level they should be asked, e.g. participants vs. program working group.
5. Determine appropriate methods of measurement and procedures.
6. Develop a work plan and timeline for evaluation.
7. Data collection.
8. Data analysis.
9. Interpretation and dissemination of results and report your findings to top management.
10. Take actions from evaluation results.

5.4 Formative evaluation of your workplace program

Formative evaluation of your workplace program will be throughout the design and development process of your physical activity workplace program. The outcomes from your formative evaluation will help you amend your workplace program before it is implemented to your target audience.

An employee needs assessment is used to inform you of your employees' views, knowledge and needs relating to physical activity. A needs assessment is one type of formative evaluation that you can utilise to evaluate your workplace program during the design stage. Once you have conducted your needs assessment, you can use the results to guide the design and development of your program and which strategies you adopt.

An environmental assessment is a review of the physical environment at your workplace to determine how supportive it is of physical activity. Like an employee needs assessment, it will provide you with information about your workplace to aid your design of your workplace program. If your workplace environmental needs are not met it makes it difficult for your employees to participate in physical activity.

Things to keep in mind when evaluating your program

During your formative evaluation it is important to keep in mind:

- The other people involved in the design and development of the workplace program.
- One-on-one discussions and group discussions with the other people involved in the design and development of the program to get a better idea from them what they think is working well for the workplace program and which areas they believe need more attention.
- Ensure the questions asked in your evaluation are specific for more valuable feedback.
- Running a short trial of your physical activity workplace program with a select number of your target audience will enable some 'real program' feedback.

- Ensure you leave enough time to complete your formative evaluation and make any improvements to the design of your workplace program before you are due to start it.

5.5 Process evaluation of your workplace program

By ensuring that you return to your original outline for the workplace physical activity program you will be able to determine how closely your delivery of the program fit with your original view. Your original purpose, objectives and strategies all will give you insight into how your workplace physical activity program evolved and the improvements that may have occurred between your initial design and the implemented program.

Things to keep in mind when evaluating your program

During your process evaluation it is important to keep in mind:

- The people involved in the program implementation process.
- How the program was implemented compared to your design plan.
- Any unexpected or unplanned for occurrences which effected the implementation of the workplace program, including unforeseen costs or changes to budget.
- Determine if there were any correlation between the program components and the program itself (eg. Workplace environmental changes due to program implementation).
- Provide your top management feedback on the success of implementing your workplace physical activity program.
- Refine your program delivery plan.
- Program improvements for the future.

5.6 Outcome evaluation of your workplace program

As well as a process evaluation, an outcome evaluation may be beneficial once your workplace physical activity program is completed to determine short and long term outcomes and effects due to the implementation of the program. An outcome evaluation may also be more beneficial when reporting to your top management as it will show direct behavioural changes in your employees and demonstrate how useful a physical activity program was in your workplace.

Things to keep in mind when evaluating your program

During your outcome evaluation it is important to keep in mind:

- Did you achieve your workplace physical activity program outcomes, e.g. did you get 25% of your employees involved in the program?
- How well did you keep to your proposed budget for the running of the program?
- Gain understanding from any participants who did not participate or complete the workplace program.
- What changes occurred in your workplace as a result of implementing a workplace physical activity program.
- How will you improve your outcomes for future programs.

5.7 10,000 Steps resources for evaluation

10,000 Steps has a number of resources available to aid you in evaluating your 10,000 Steps workplace program. These are discussed in the sections below.

Checklist for evaluation

Below is a checklist of process and outcome measures that you can examine when evaluating the various approaches implemented in your workplace program. These

measures are a guide only and you can add or remove measures to suit the strategies you implemented.

Approaches	Level of Measurement	Process/Outcome Measures
Informational	Individual	<ul style="list-style-type: none"> • % of target population who receive an identified service from the workplace program (e.g. attend workshop, receive newsletters etc) • Identification of participants and non-participants in the target population in question • Degree of physical activity knowledge amongst participants
Behavioural	Individual	<ul style="list-style-type: none"> • Behavioural measures of physical activity. May be pre- post- measures using a variety of self report methods (subjective) or objectively assessed using pedometer counts over time periods in question • Participant satisfaction
Behavioural	Organisational	<ul style="list-style-type: none"> • % and representativeness of settings that adopt the various strategies and programs developed within your project. • Assessment of the barriers to adoption by various levels in the organisation • % of target population who completed the program versus those who did not complete the program • % of participants who continue to use the 10,000 Steps website
Environmental	Individual	<ul style="list-style-type: none"> • Assessment of the effectiveness of the point of decision prompts in the workplace
Environmental	Organisational	<ul style="list-style-type: none"> • % of participants who utilised existing or new walkways around the workplace • % of participants engaging in active transport
Informational / Behavioural /	Organisational	<ul style="list-style-type: none"> • Determine the extent to which the organisation adopted and delivered

Environmental		the program strategies as intended.
Policy	Individual and Organisational	<ul style="list-style-type: none"> Program-level measures of institutionalisation can be collected to evaluate how aspects of the project have become part of the organisational routine for the workplace.

10,000 Steps challenge participant evaluation

If you have implemented a 10,000 Steps workplace challenge, a resource that will be useful as part of your evaluation is the 10,000 Steps challenge participant evaluation. You can use this brief survey to conduct your own process evaluation on the challenge in your workplace. You could also use these questions to develop your own varied evaluation allowing you to capture additional information from your staff.

You can access the participant evaluation survey in the 10,000 Steps Resource pages within the Provider section of the 10,000 Steps website:
<http://www.10000steps.org.au/providers/resources-behavioural-workplace-challenge/>

Case reports

The 10,000 Steps case reports highlight the use of the 10,000 Steps strategies and resources by 10,000 Steps Providers. Each case report follows the same format presenting the Background, Partners Involved, Objectives, Implementation Strategies, Outcomes, Where to From Here, Lessons Learnt, Total Project Costs and Timeframes.

Your workplace may find it valuable to complete a case report to highlight the progress of your 10,000 Steps workplace program. It can be a simple, yet effective way of reporting the outcomes of your workplace program to top management. If you conduct regular strategies (e.g. annual challenges) and complete a brief case report after each one, you will be able to use the reports to track the progress of your program over time. You can also use the lessons learnt as a form of process evaluation to help improve the program in the future.

Furthermore, you can submit your case report to the 10,000 Steps project office and have it published on the 10,000 Steps website. This will assist other Providers implementing similar programs in the future.

Alternatively you can view the case reports developed by other workplaces for further information on how you can use the 10,000 Steps program and resources to promote physical activity.

The case reports can be accessed in the Library/Articles section of the 10,000 Steps website: <http://www.10000steps.org.au/library/case-reports/>

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