

# i4We Invest for Wellness

Implemented in 5 factories of Nien  
Hsing Textile, Lesotho

The Final Project Report  
Submitted by

**Swasti Health Catalyst**

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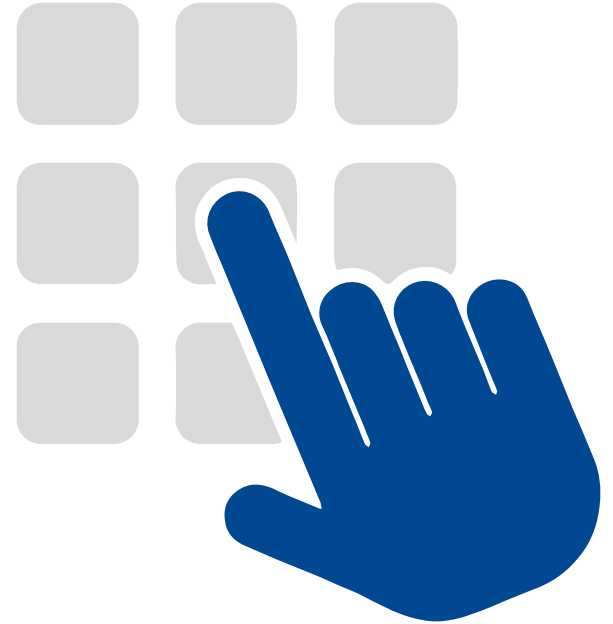
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# 1

## About Project and Partnerships

*This section provides information about Swasti's partnership with Kontoor and Nien Hsing (NH) to implement the Invest for Wellness (i4We) initiative in the supply chains of NH to deliver primary health care services to the workforce.*



# The i4We Program

***'A Unique and Validated Program to Power Brand Responsibility, Worker Wellbeing and Factory Productivity'***

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Swasti leveraged its 15 years of learning and expertise to incubate the “i4We Program, a comprehensive health and wellbeing model that aims to empower factories to enhance ‘employee wellness and business wellness’ in the global supply chain: 400+ factories partnership with 22+ brands in 12 countries.

The aim is to enhance the productivity and wellbeing of workers at factories. It operates through three key strategies, (i) screen and treat high burden health conditions (such as; anemia, blood sugar, blood pressure, lung disease etc) (ii) treat a range of expressed illness (iii) prevention and promotion of health.

Swasti has been implementing this initiative in several workplaces across three countries; India, Lesotho and Zambia.







## Project Overview

Nien Hsing Textile and Kontoor have collaborated with Swasti to enhance the health and wellbeing of 10,000 workers at Nien Hsing Textile, which is located in Maseru, Lesotho. The i4We programme was implemented across Nien Hsing factories in Lesotho Region from 2019 to March 2021.

***Nien Hsing Textile** is a global textile and garment manufacturing company that is committed to improving health and wellbeing of its workforce and their community.*

***Kontoor Brands** is a global lifestyle apparel company, with a portfolio of some of the world's most iconic denim brands. It is committed to empowering its supply chain to enhance health and wellbeing the workforce through its investment and strategic inputs.*

# Aim and Objectives of the Project

*This project aimed to establish a vibrant and functional health clinic that delivers knowledge, products and services related to health.*

## Objectives

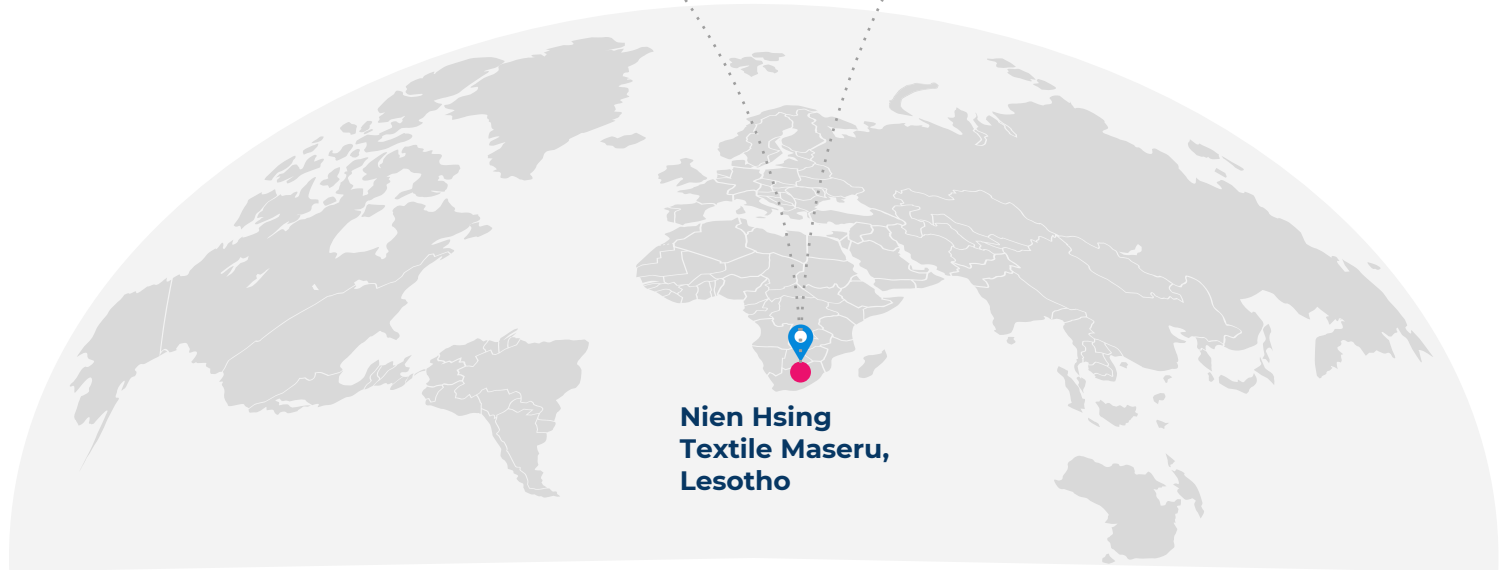
- 1. Provide access to quality, primary treatment and care for factory workers:** Workers can access primary treatment and care locally (within the factory) during factory working hours. Care is responsive, friendly, quality assured, affordable and accessible.
- 2. Promote prevention of key illnesses/conditions:** This will be achieved using data on treatment, active screening methods, behaviour change and working on key determinants (Sanitation, Water, Food etc)
- 3. Build the capacity, systems and mechanisms** within the Factory to delivery quality health care in a sustainable manner.
- 4. Build capacities of the workers** in the factory to become aware of health priorities and needs and promote their own wellness through behaviour change.



# Project Location and Reach

**5**  
Factories

**10,000+**  
Workers



Nien Hsing  
Textile Maseru,  
Lesotho



# 2

## i4We Implementation at Nien Hsing Textiles

*This section summarises the steps of implementation of the Invest for Wellness (i4We) programme. It details the process of program design, needs assessment, implementation, monitoring and tracking of program metrics, outcome and impact assessment, sustainability and scale up plan*





# Key Activities & Carried Out



## Design and Launch

Project Kick-off and Launch  
Project Implementation road-map  
Scoping and Baseline Study  
Formation of Implementation Team and the Project Steering Group



## Implementation Phase

Orientation of Senior Leadership and Middle management about the project  
Map services and establish linkages with service providers  
Health System (Clinics) Strengthening through Clinics Assessment, Training of Clinic Staffs  
Screening and Treatment of health conditions and follow-up support  
Development of Health Facilitators  
Preventive Health Trainings for Workers  
Establish partnerships with local organisations and Govt Departments  
Hand-holding and technical assistance to implement the project



## Evaluation and Scale Up

Endline / Impact Study  
Sustainability Plan

# Highlights



Photo Courtesy: Nien Hsing Textile

## Program Launch

The official launch of the i4We was conducted at Nien Hsing Textile, Lesotho in July 2019. Around 50 guests attended the event from all five factories.

The Chairman of Nien Hsing, Emmanuel from Kontoor Brands, The project lead from Swasti along with factory senior management were present at the launch event.

The senior representatives from other brands also were presented at the launch event; from Levi's, Michael Kobori, the Vice-President, Sustainability, Sustainability team from Children's Place and representatives from WRC. mention this in the slide.

The event was marked by a traditional dance to commemorate the initiation of the i4We program.

The Chairman of Nien Hsing addressed the gathering and encouraged his factory leaders to implement the program and provide their support to achieve health and wellness for the workforce at NH.

This event served to create visibility of the i4We project across all factories of Nien Hsing Textile and enhanced buy-in and engagement of the management of the cross level at the factory.

# Highlights



## Baseline Study

Swasti conducted a baseline study to generate and analyse data to understand the health needs of the workforce and to identify baseline indicators before initiating the programme.

The baseline study was conducted in June 2019 in 4 factories of Nien Hsing Textile- (1)NH International, (2)Formosa Textile, (3)Global Garments and (4)C&Y Garments by Swasti in order to identify the needs of the factory workers in relation to health and wellness.

A total of 320 workers (203 women & 117 men), representing 3% of the workforce, were surveyed as part of the baseline study.

The study aimed to identify the needs of the workforce at NH and their knowledge, awareness and practices on health and wellness in order to inform the design the intervention accordingly.

A team of researchers and specialists in worker well-being from Swasti conducted the study. It was assisted by a team of local researchers engaged in the processes.

The findings of the baseline study were used to design an intervention for NH to strengthen their health systems and delivery primary care to the workforce at the factory doorstep.



# Highlights

## Management Sensitization

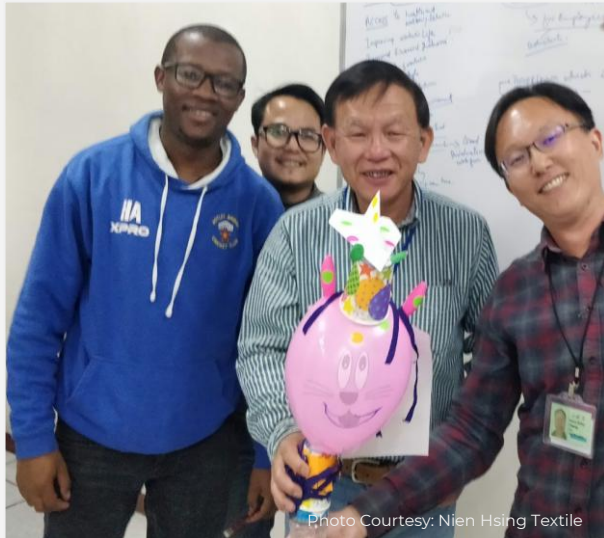


Photo Courtesy: Nien Hsing Textile

At the beginning of the programme, Swasti conducted half a day vision building workshops for the senior and mid-level managers also to introduce the i4We program to them. This workshop helped them to reflect on the workers health issues and also having healthy workers for better productivity and business.

The regional operational head of Nien Hsing was part of the workshop along with all the factory and department heads. This workshop translated in enhancing the senior and middle managers buy-in and ownership towards the project

Apart from orienting the senior and middle managers, Swasti also sensitised the floor supervisors and production team to ensure all the key leaders will have better understanding about the project and their role in implementing the the program

The orientation aimed to create an enabling environment and to ensure that the mid-level management became partners for change in achieving health and wellbeing among workers.

# Highlights

## Management Sensitization



Photo Courtesy: Nien-Hsing Textile

Swasti introduced an 18-hour-long training curriculum to train supervisors and mid-level management on how to enhance workplace relationships. About 100 supervisors have been trained so far on this curriculum.

This training curriculum covers self analysis, understanding workers' issues, empathy, workplace communication, work relationships and leadership skills, which enable the creation of positive workplace relationships and the reduction of conflicts in the workplace.

Swasti used its own curriculum, which is designed based on adult learning principles and participatory methodologies that enable supervisors to learn, reflect and internalise the learnings.

The internal team of 24 wellness facilitators were trained using the Training of Trainers approach to train supervisors and middle management in their respective factories.

# Highlights

## Health Service Mapping



Photo Courtesy: Nien Hsing Textile

Swasti mapped the local health service providers, including both government and private service providers along with the factory management. The Swasti team provided a briefing on the i4We program to all the identified health service providers and explained about the importance of Primary Health Care for factory workers. This exercise was conducted during the initial state of the programme.

Linkages were established with 2 Network hospitals in Maseru City in order to facilitate access to secondary health care for the workers.

Swasti supported NH to establish linkages with the Department of Health to improve the infrastructure of the clinic and procure medicines. Swasti and the NH RS team jointly made several attempts to influence the Primary Health Care Department Director to expand the scope of factory clinic services from HIV and TB to other primary health areas.

Swasti facilitated a meeting with agencies and organizations who run the clinics in NH factories. The objective of the meeting was to encourage the inclusion of primary health care and HIV care in the clinics. A total of 8 representatives from 3 organizations, including the Director, Primary Health Care Department (Govt of Lesotho) and Emmanuel from Kontoor, attended this meeting.



# Highlights

## Strengthening Clinics

### Capacity Building for Clinic Staff and Clinic Assessment

Swasti used a local agency called LeBoHA (Lesotho Boston Health Alliance) for strengthening clinics in NH factories through capacity building, technical inputs and guidance for factory team to deliver primary health care. During this process, LeBoHA engaged the clinic team strategically, made 7- 8 visits to monitor the clinics. A WhatsApp group has been created among the team to help clarify doubts and / seek additional inputs as and when needed.

Based on the recommendations provided by Swasti and LeBoHA, NH factories made corrective actions to address the gaps, such as installing hand-wash stations in clinics, following proper medical waste management procedures, introducing clinical serviced at Glory International, providing patient waiting space at the clinic, providing a private place for physical examinations, procuring medicines and others.

LeBoHA conducted a series of workshops, including refresher trainings, to build the capacities of 13 factory clinic staff on primary health care.

The trainings were focussed on helping clinic staff understand primary health care needs, root cause analysis, risk assessment, screening, primary treatment and follow-up procedures.

# Highlights

## Development of Health Facilitators



Photo Courtesy: Nien Hsing Textile

As part of the illness prevention and wellness promotion strategy of the i4We project, 24 internal staff underwent capacity building to become Health Facilitators (HFs) using the Training of Trainer (ToT) approach.

A total of 6 days of TOT was conducted to train the selected internal team to be wellness champions that promote health awareness among workers in their respective factories through awareness sessions and trainings.

These HFs were selected from across the five factories based on selection criteria shared by Swasti to ensure that HFs are motivated to be part of the wellness journey. The selection criteria includes self motivation, volunteer to support their peer-workers, good interpersonal communication skills, proven leadership skills and a mix of male and female employees.

The TOT was facilitated by the Swasti team and the key focus of TOT was to train HFs on basic health content, adult learning principles and methodologies and facilitation skills. The TOT also emphasized developing facilitation skills through demonstration and peer-reflection.

The reading materials and training modules were shared with all participants to enable them to prepare prior to the TOT.

# Highlights

## Health Education for Workers



Photo Courtesy: Nien Hsing Textile

The trained Health Facilitators imparted health education to workers in their respective factories through formal training sessions.

Topics covered included: (i) basics of health, which includes Water, Sanitation, Hygiene, Menstrual Health Management, Family Planning, Food and Nutrition; (ii) Balancing work life; self esteem, stress and time management, and; (iii) Communication.

Swasti provided tested training curriculum to the Health Facilitators to roll out trainings in their respective factories.

In order to roll out trainings, Swasti assisted factory implementation core group to develop a factory wise training calendar, provided batch calculators to develop training plan.

The implementation core team conducted review meetings with the trainers to understand the progress, identify implementation bottlenecks and develop a solution together to continue to roll out training.

Workers reported benefits from the training and shared their learning with their family members and neighbours.

By the end of the program period, the Health Facilitators had trained **10,760** workers across the 5 factories of NH.

These Health Facilitators were engaged in raising awareness among the workforce on COVID-19 prevention and management protocols by the factory management.

Swasti also observed the training sessions, that providing quality assurance and feedback to improve the quality of training



# Highlights

## Training for Supervisors

Swasti trained the internal team of NH factories on relationship management aspects to enable them to roll out trainings for supervisors in their respective factories.

The trained Health Facilitators of respective factories trained the supervisors on empathy, communication, stress and anger management and also leadership skills.

The team used an internal translator while training the Chinese supervisors as there was no internal resources available to train Chinese employees in Mandarin language.

Swasti provided tested training curriculum for factory trainers to train supervisors. This curriculum has been developed keeping the adult learning principles and participatory methodologies which will enable participants to engage, discuss, reflect and adapt the learnings

Supervisors and mid-level management staff have been trained on leadership skills from 5 factories.

These trainings have lead to enhanced positive interpersonal relationships between local workers, local supervisors and the chinese supervisors.



# Project Outputs

**100**

Supervisor and mid-management trained on relationships management

**24**

Factory staff and workers trained as Health Facilitators

**10,000**

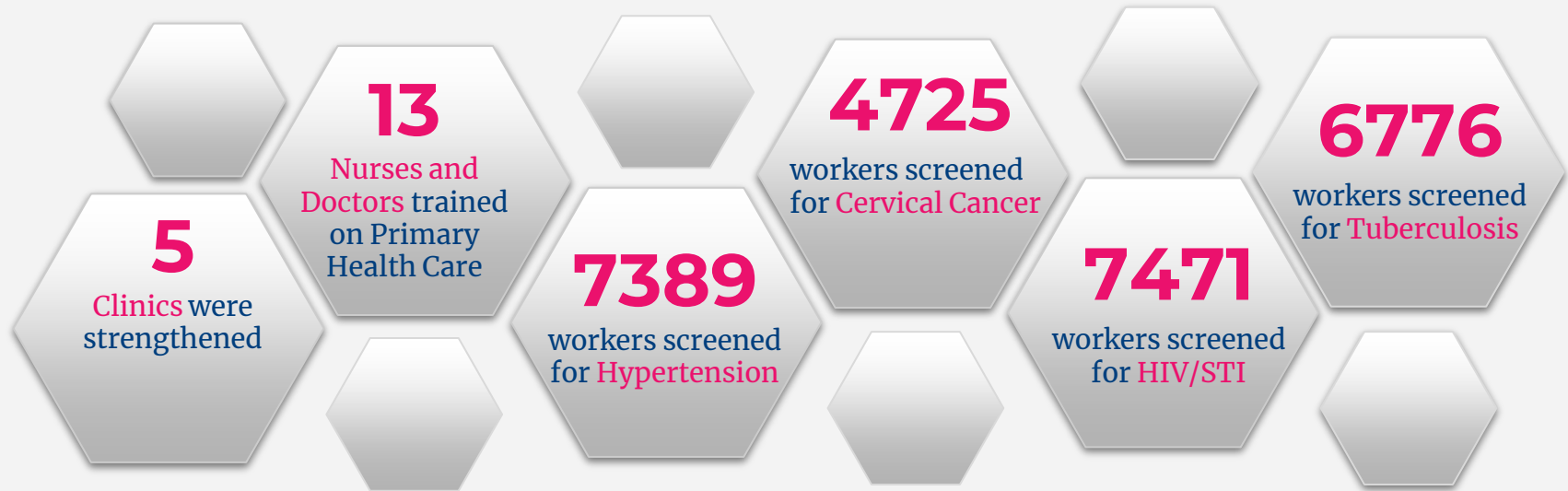
Workers trained on health, communication and balancing work and life module

**250**

Senior, Mid-management staff and supervisors were sensitised on workers health and wellbeing

# Project Outputs

The i4We intervention placed a strong focus on health screening. Workers underwent screening for high burden health conditions through health camps organized in the factory. Workers were screened for priority health conditions based on their need.



Data source: NH Textile, MIS

# 3

## Outcomes and Impact

*This section summarises the project outcomes and impact of the i4We project that was measured through baseline and endline study and also impact stories captured from workers and management.*

*It describes the changes (as compared to the baseline) in knowledge, awareness, systems and practices related to health and wellness post the i4We intervention.*





# Study Design



Swasti measured the project impact through baseline and endline studies in four factories of Nien Hsing Textile

The endline study was conducted after 20 months of project implementation.

Assuming a population of 10,000 across the factories, the total sample was approx. 320 for the baseline study and 324 for the endline study. The sample for each of the factories was decided based on PPS (population proportionate sampling).

The study aimed to measure the impact of the i4We project implemented in NH factories

A team of researchers and specialists in worker well-being from Swasti conducted the study.

Sampling was done at the programme level, with the following assumptions: 90% confidence level, 7% error rate, 50% dropout rate, 20% no response and 1.2% design effect.

The baseline and endline study employed a pre-post longitudinal design wherein the same workers were interviewed along key output, outcome and impact indicators during the baseline and endline.

# Impact Areas



## 1) Key Prevention Practices

*The findings focus on the improvement of prevention practices such as hand hygiene practices, dietary practices, usage of PPEs etc. due to the sensitization and awareness sessions provided as part of the i4We program*

## 1) Access to Health Services and Products

*The finding suggests that the access to health services and products such as first aid kits have significantly improved due to the program implementation.*

## 1) Health Status

*The findings focuses on improvement in healthy days, feeling of well-being etc due the health interventions and awareness sessions.*

## 1) Factory Systems

*The findings have shown significant improvement with regards to hygiene at the factories due to the sensitization and training sessions for OSH officers and workers.*

## 1) Clinic Services

*The findings shows an improvement in the quality of clinic services at the factories due to the program*



## **Findings: Key Prevention Practices**

# Hand Hygiene Practices



26



22

percentage point increase in hand-washing using soap “all the time”



The endline findings indicate an improvement in the habit of washing hands with soap after the i4We intervention.

- While 79% of men stated that they wash their hands with soap during the baseline, 98% of men respondents stated the same during the endline. The habit of handwashing among the women respondents improved from 96% to 99% of respondents. The findings indicate more awareness on the importance of hand washing with soap among women than men both before and after the intervention.
- In the baseline, 41% of the men workers and 50% of the women workers reported that they wash their hands with soap all the time. In the endline, the practice improved to 67% for men workers and 72% for women workers.
- The health training imparted to the workforce improved their knowledge of washing their hands with hand wash liquid. Concurrently, there was a decrease in the practice of washing hands with water alone among both men (21% to 3% ) and women (4% to 1%) between the baseline and the endline.
- The workers reported that availability of soap and water is consistent within the factory ever since the implementation of the i4We program.



# Food and Nutrition



37

percentage point  
increase in the  
practice of eating  
fruits daily among  
women workers



22

percentage point  
increase in the practice  
of eating fruits daily  
among men workers



- During the **baseline assessment 31% of men and 25% women** said they eat fruits daily. The session on nutrition sensitized the respondents on the importance of eating fresh fruits and vegetables. With improved knowledge, the practice of eating fruits increased **at the endline**, to **53% men and 62% women** reported that they eat fruits daily.
- Supervisors reported that due to the i4We program trainings workers now are aware of how to follow a balanced diet and well
- Health Facilitators also reported that due to the trainings, some of the workers have started growing vegetables at their own backyards.

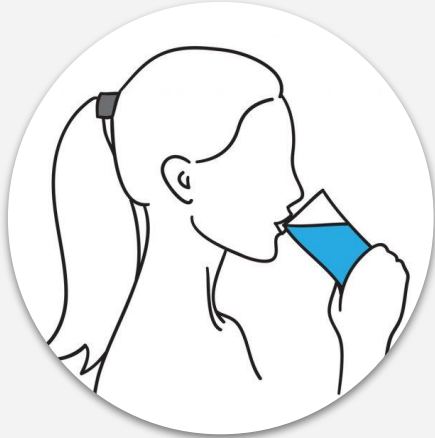


## Tissetso, Factory Kitchen Staff



*The session on nutrition enabled us to understand the concept of correct diet and as kitchen staff it is important to know that you are what you eat!*

# Safe Drinking Water (at home)



**5**  
percentage point increase  
among  
workers of consuming  
treated water at home

- The i4We intervention enhanced workers' awareness on the importance of health products that can improve the quality of their life.
- As a result, the endline assessment showed that the number of respondents consuming treated water at home increased by 5 percentage points among men (1% to 6%) and women (3% to 8%).
- Tap water remained the most commonly consumed source of water among men and women.
- Workers expressed that they learnt on the importance of treated water in order to maintain good health

# Personal Protective Equipments



15

percentage point increase  
among men workers for  
using PPE

- During the endline, a majority of the workers (97% men and 100% women) reported using Personal Protective Equipment at the workplace. This number increased from 82% of men and 98% of women at the baseline.
- Factory management took the initiative to sensitize the workforce on usage of PPEs through the Public Announcement systems during the pandemic and as a part of the health trainings, which improved the usage of PPEs to a great extent among the workforce.





## **Findings: Access to Health Services and Products**

# Access to First-Aid Kit (at home)



9

percentage point increase in having access to a first aid kit at home among women workers



12

percentage point increase in having access to a first aid kit at home among men workers

- 2% of men respondents reported access to a first aid kit at home during the baseline, and 3% of women respondents did the same. These figures increased to 14% of men respondents and 12% of women respondents in the endline.
- The health trainings built awareness among the workforce on the need and importance of having first aid kits at home for any small emergencies. Improved awareness was reflected in the endline study as an increased number of women and men respondents stated that they have a first aid kit at home.
- Workers have reported that due to the i4We program trainings, they can now help and support their daughters during their menstrual cycles at home. They are now able to speak to them regarding menstrual health issues and how to best approach it

# Access to Govt Health Services



**22**

percentage point increase in access to govt. health services among men workers



**11**

percentage point increase in access to govt. health services among women workers

- The percentage of respondents who reported accessing government hospital or clinic **increased among men (33% to 55%) and women (41% to 52%).**
- NH established a connection with the District Health Management Team (DHMT) for assisting NH with clinic infrastructure, providing medicines for the clinic and transferring staff to the identified two hospitals (Mofedeng Hospital & Berea District Hospital) for the treatment of COVID-19.
- NH established a network with the nearest Maseru Private Hospital for COVID-19 testing.
- Establishment of networks with Govt and private hospitals has improved access to health services for the workforce of NH.



## Voices from workers



*Ntaoneng, is from the sewing department of C&Y Garments. After the i4We health training, Ntaoneng has witnessed a remarkable change in health awareness among her peers. She happily stated that they are more aware of their health and their environment. She says, “Workers, particularly women are more aware of occupational health and menstrual hygiene. Workers who have been trained are sharing lessons learned and key messages with their families and community.*



## **Findings: Health Status**

# In general, how is your health?



**25**  
percentage point increase in  
reporting that their health is  
“excellent” among men  
workers

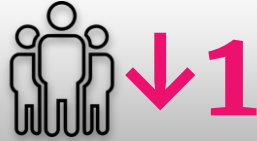
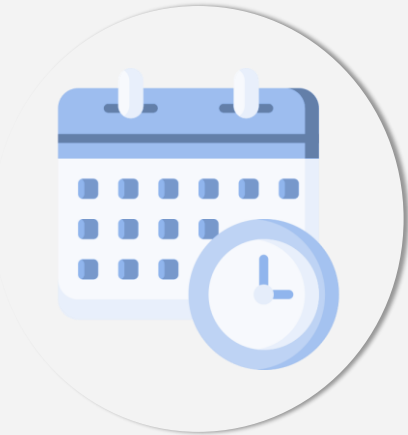


**19**  
percentage point increase in  
reporting that their health is  
“excellent” among women  
workers

- To the question of how good is your health in general, the percentage of male respondents who reported that their health was excellent increased from **17% during the baseline to 42% at the endline**. Similarly the percentage of women who reported excellent health increased from **16% to 35%**. The endline study also showed a decrease in the percentage of respondents reporting that they have “poor” health. It decreased from 3% to 1% in the endline assessment among men and 9% to 3% in the endline assessment among women.
- The endline survey indicated that with workers being able to access better health care, support and services, their health condition has improved.
- The health systems were strengthened, as part of i4We, by capacitating health staff and providing adequate infrastructure. The factory clinic was able to deliver quality and affordable health services to the workforce across all units of NH. Once the factory resumed operations post the lockdown, stringent protocols and guidelines were followed to prevent infections at the workplace.



# Healthy Days



Δ number of days of poor physical health/month

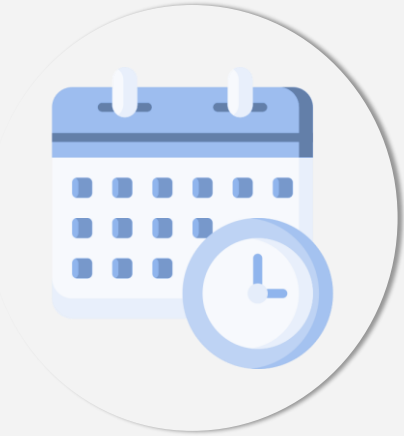
Change in average # of days of poor physical health among men workers



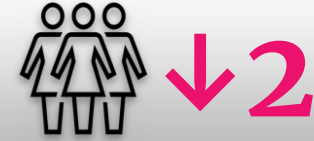
Change in average # of days of poor physical health among women workers

- The average number of days of poor physical health, which includes physical illness and injury decreased from 1 day per month at the baseline to 0 days per month at the endline among men respondents. The average number of days of poor health per month among women respondents decreased from an average of 2 days per month to 0 days per month.
- The results shows that the health awareness sessions, health screening and treatment has increased the no of healthy days among the workforce
- Workers reported that they are able to take care of themselves and their families better since the commencement of the i4We trainings which has led to an improvement in absenteeism rate.

# Feeling of Well-Being



$\Delta$  number of days/month  
when workers felt sad, blue  
or depressed

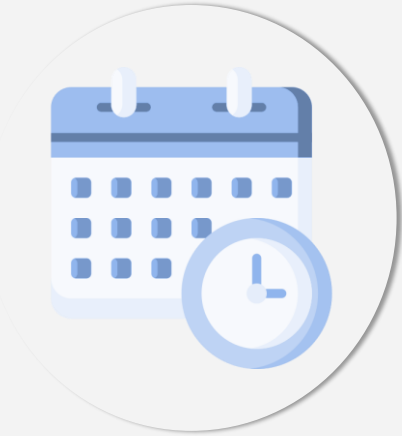


Change in average # of days of where  
men workers felt sad, blue or depressed

Change in average # of days of where  
women workers felt sad, blue or depressed

- The average number of days per month where workers have felt sad, blue or depressed decreased from 1 day per month at the baseline to 0 days per month at the endline among male respondents. Similarly, the average number of days where women felt the same decreased from an average of 2 days per month to 0 days per month at the endline.
- The results shows that the health awareness sessions, and counseling support provided by the clinic staff have led to an improved feeling of mental wellness among the workforce.
- HR Managers reported that there is an improved feeling of well-being among workers as they are able to properly manage their stress because of the trainings.

# Improved Stress Management



**1**

Δ number of days/month when workers felt worried or tensed

Change in average # of days of where men workers felt worried or tensed



**1**

Change in average # of days of where women workers felt worried or tensed

- The average number of days per month where workers have felt worried or tensed decreased from 1 day per month at the baseline to 0 days per month at the endline among men. Similarly, the average number of days where women workers felt worried or tense decreased from an average of 1 day per month to 0 days per month at the endline.
- The health trainings focused on improving the stress management skills of workers, and the adopted practice is reflected in the endline where both male and female workers have reported an improved ability to manage stress in their lives both at home and the workplace.
- Health Facilitators reported that through the trainings workers were able to adopt stress management practices which had significantly decreased the stress and conflicts.



## Health Facilitator



*After the training on stress management, workers are more capable of managing stress, by talking to their trusted sources. Workers go through a lot of stress at home and work, now they are able to release the stress by using the techniques they learnt at the trainings.*



## **Findings: Factory Systems**

# Hygiene at Factory



14

percentage point increase in the perception of factory toilet cleanliness among women workers



11

percentage point increase in the perception of factory toilet cleanliness among men workers



- The i4We intervention combined with robust COVID prevention and management guidelines resulted in regular sanitization of the workplace. As a result, the hygiene across all factories has improved as indicated by the endline.
- **As compared to 82% of men respondents and 78% of women respondents at the baseline, a higher number of respondents – 93% men and 92% women - agreed during the endline that the toilets in the factory are clean and sanitary. The endline assessment also showed an increase access factory toilets whenever the workers wanted (95% in the baseline compared to 98% in the endline reported by men and 96% in the baseline compared to 99% in the endline reported by women.)**
- The endline indicates that workers have access to clean toilets, which would contribute to their overall hygiene and health at the workplace.
- Workers reported that soaps are issued regularly at the toilets and it is kept clean.
- Health Facilitators reported that there is an improved usage of toilet papers within the factory.





## Health Facilitator



*There has been an improved supply of toilet papers within the factory. Earlier there was always a shortage of toilet papers. Since the i4We training, it is always in stock, in case it runs out, the workers would not hesitate to ask for it.*

# Hygiene at Factory



- According to the respondents at the endline, the factory canteen cleanliness and hygiene has improved. Whereas 11% of men and 12% of women respondents reported that the factory canteen maintains cleanliness and hygiene during the baseline, 22% of men and 59% of women stated the same during the endline. It is to be noted that more women than men reported that the canteen is clean and hygienic.
- The i4We health trainings emphasized the need for adequate nutrition and cleanliness of the canteen. The factory also conducted regular sanitization and cleaning of the factory canteen as part of COVID-19 prevention and management guideline implementation, which further contributed to a healthy environment in the canteen.
- Since the i4We training, on COVID-19 safety guidelines, workers are now provided with masks on a regular basis. Sanitizers are also available to them at all times and across the factory floor.
- HR Managers also reported that the workers themselves take the initiative to keep their surroundings clean since attending the i4We trainings. There has been an overall improvement in cleanliness and decreased littering. Workers now also report and communicate any grievances regarding the cleanliness to the factory management.



## Health and Safety Officer



*The session on occupational health and safety in particular has been an eye opener for us. We didn't even learn these things in schools. The staff are paying more attention to their hygiene and sanitation. We could notice that the toilets are cleaner as well.*



## **Findings: Clinic Services**

# Doctor visits at the Factory Clinic



24

percentage point  
increase in the doctor  
visits at the factory clinic  
as reported by women  
workers

- Through the i4We intervention, the factory health staff were capacitated on primary health care and COVID-19 response. The factory management ensured the presence of a doctor to provide consultations to workers, and support with screening for health conditions. The health staff were involved in imparting health awareness to the workforce.
- During the endline, the visibility of the health staff improved and 45% of men respondents and 47% of women respondents said that a doctor visits the factory clinic for health consultations, compared to the 17% of men and 23% of women who stated the same during the baseline.
- Doctor reported that the trainings conducted for the clinic staff was very relevant and useful. It was reported more such trainings need to be organized every six months for the clinic staff to be updated on the protocols and guidelines for newer infections and NCDs.
- The doctor also reported that workers are more willing to approach the clinic after the implementation of the i4We program. The clinic staff is able to diagnose, refer and help other workers to manage NCDs. Since the onset of the pandemic, there has been more demand of services at the clinic.



## Voices from workers



*There has been a significant improvement in the capacities of the clinic staff since the i4We program. The clinic infrastructure has also improved. Most of the workers now access the clinic services, especially in treating Hypertension, Diabetes etc.*



# Quality treatment at the factory clinic



26

percentage point increase in reporting of “good” treatment services at the factory clinic among men workers



19

percentage point increase in reporting of “good” treatment services at the factory clinic among women workers

- The endline assessment is indicative of the factory clinic providing good services; 61% of men respondents and 75% of women respondents agreed that they received good treatment services in the factory clinic. Only 35% of men and 56% of women agreed the treatment at the factory clinic was good during the baseline
- This improvement is due to the efforts of the factory management in onboarding external experts to build networks with the Government health service providers to ensure that appropriate treatment is provided to the workers.
- HR Managers reported that there is an increase in the capacities of the clinic staff. Workers reported that the behaviour of the clinic staff towards the workers has improved significantly. The clinic staff guides and provides treatment to the workers with utmost care. Workers are able to openly discuss their health concerns with the clinic staff.
- Health Facilitators reported an increase in collaboration between the health facilitators and the clinic staff to disseminate information to workers on prevention and management of health conditions.

# Quality of facilities provided at the factory clinic



28

percentage point increase in reporting of “good” facilities at the factory clinic among men workers



18

percentage point increase in reporting of “good” facilities at the factory clinic among women workers



- Similar to the findings on provision of good treatment by the clinic, respondents indicated the factory clinic has good facilities during the endline assessment.
- The percentage of respondents who agreed that that factory facilities are good increased from 33% of male respondents and 55% of women respondents at the baseline to 61% of men respondents and 73% of women respondents at the endline
- Workers reported that there is an increase of access to family planning services, they now have access to free condoms at the factory clinic, and can avail them due to the increased awareness regarding family planning and its practices. There is an increase in testing for high burden health conditions at the factory clinic due to the implementation of the i4We program. They also reported that the introduction of self-testing methods for HIV has been very beneficial.
- HR Managers reported that there is an increase in availing of clinic services by the workers for high burden health conditions due to the awareness sessions and trainings. It was also reported that the workers inform the management whenever there is a shortage of medicines, unlike earlier. This helps the Health and Safety Officers to take immediate actions.



## Medical Doctor, C&Y



*Earlier the clinic only provided services for PLHIV (People living with HIV), ever since the i4We program, it has moved from an AIDS-only clinic to a primary care clinic that provides all services. Nurses are able to treat all patients. Workers are more willing to approach the clinic now as compared to earlier. During the pandemic, workers continued to access the clinic services*



## Impact on Workplace Relationships



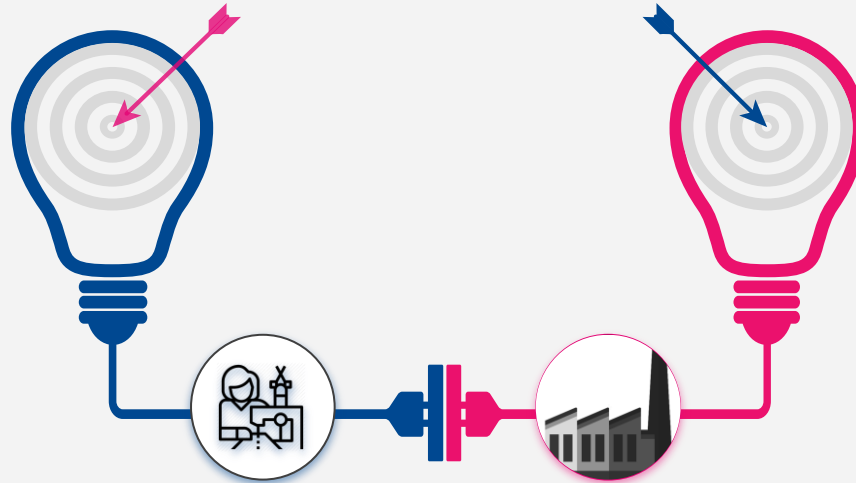
**Workers:** *“Improved interactions between us and our supervisors after the i4We training, our supervisors are more amiable now. Earlier the supervisors would shout and use inappropriate words at the workers to get the work done. Since the implementation of i4We program, supervisors are polite in their requests and responses”*

**Supervisors:** *“We understand workers and their concerns, we resolve conflicts politely and appropriately. We treat them with respect and utmost care”*

# Outcomes

## Workers

1. Improved health and wellbeing of among workers
2. Decreased in unhealthy days (from 1 to 0 among men workers and 2 to 0 among women workers)
3. Increased diagnosis of undiagnosed health conditions
4. Increased in health seeking behaviour
5. Improve hygiene practices (hand hygiene, sanitation etc)
6. Increased access critical health products
7. Improved Stress Management



## Nien Hsing

1. Enhanced systems to address health needs of workers within the factory
2. Strengthened capacities and internal resources to drive and sustain workers health and wellbeing efforts
3. Improved hygiene at factories
4. Increased ownership among workers towards the factory
5. Established partnerships and relationships with local agencies (private and public)

# 4

## Success Factors and Learnings

*This section summarises the learnings from the initiative, challenges encountered during the course of implementation and success factors that enabled Swasti and Nien Hsing to successfully complete the project*





# Success Factors



- ✓ Senior Leadership engagement and commitment of Nien Hsing Textiles led to successful implementation of Swasti i4We project and improved wellness experiences among workers
- ✓ Having a dedicated co-ordinator/point of contact person to coordinate the project led to smoother implementation and achievement of the desired outcomes and results of the project.
- ✓ Active engagement, inputs and guidance from the Kontoor Brands helped Swasti and Nien Hsing implement the project.
- ✓ The involvement of factory management (at different levels) in the planning and execution of the objective created road map for successful implementation
- ✓ Self-motivated Health Facilitators that were supported by the factory management helped roll out preventive health trainings for workers.
- ✓ Linkages with the local govt health system enabled workers to access health services.
- ✓ Continuous training and engagement through LeBoHA (the local agency) helped in building the competency among nurses to deliver primary health care to workers

# Learnings



- 💡 The successful implementation of the i4We program shows that, workers health and wellbeing agenda should be an integral part of factories system, business and operational plan in order to have 'healthy workers and healthy workplace'.
- 💡 Vision for workers health and wellbeing among decision makers which translated into effective implementation and led to the achievement of the desired outcomes of the project.
- 💡 The senior management have seen value in the program and perceive it as a tool for empowering workers.
- 💡 The dedicated resources is critical in factories to drive the workers health and wellbeing initiatives
- 💡 Champions (Health Facilitators) leading implementation of health trainings which has led to impact among workers personal life as well as workplace.
- 💡 Adequate knowledge transference among workers is leading to adoption of lessons from the program.
- 💡 Clinic managed by agencies or self-managed clinics by factories that has public health expertise would help enable the factories to focus on workers health issues beyond HIV and TB
- 💡 Leveraging the local resources and partnerships enabled us to adapt the program to the local context and culture and also enabled us to achieve the desired results of the project.

# Photo Gallery



Photo Courtesy: Nien Hsing Textile

# Thank You

*“You don’t build a business... You build people...  
and then, people build the business” - Ziglar*



[www.swastihc.org](http://www.swastihc.org)