

# HOSPO HEALTH CASE STUDY

## 2024-25



**HOSPO HEALTH**



Tasmanian Hospitality Association

## OVERVIEW

In 2024 - 25, the Tasmanian Hospitality Association's (THA) HOSPO Health Program placed a strong focus on leadership development and the integration of a wellbeing culture, driven by the insights and evidence gathered over previous years.

Central to this initiative was a structured wellbeing pilot conducted across four hospitality venues - two regional and two/three city-based. This pilot formed the foundation for a case study designed to inform the future direction and priorities of the HOSPO Health Program. The overarching goals were to implement a practical wellbeing framework, enhance leadership capabilities, and drive sustainable cultural change within diverse hospitality businesses.

The pilot focused on three distinct business types: hotels, restaurants, and regional accommodation properties. Each business engaged in a comprehensive leadership and wellbeing program, comprising the following core activities:

- Leadership development workshops, including Emotional Culture.
- Tailored staff wellbeing initiatives.
- Workplace wellbeing audits.
- Leadership and staff surveys to establish baseline data and measure progress.

This case study report outlines the strategy, implementation, and early outcomes of the wellbeing pilot, offering a detailed account of its impact and learnings for broader application across the Tasmanian hospitality sector.



## PARTICIPATING BUSINESSES

- Hadley's Orient Hotel and The Old Woolstore Apartment Hotel (City-based) – Two distinct hotels with a diverse staffing mix across departments, these were counted as one property for the purpose of this case study due to ownership and executive team covering both hotels.
- Iron Creek Bay Estate (regional) – a growing regional property with a close-knit team and limited on-site health resources.
- Brewlab (city-based) – a contemporary hospitality venue with onsite microbrewery, restaurant, bar and a small function room, this relatively new property has a relatively young team, owners working in the business, and a creative and fast-paced culture
- Freycinet Lodge (regional) – a remote premium tourism destination navigating transient and seasonal workforce changes.

## THE PURPOSE - WHY WE DID IT

The hospitality industry is known for its high-pressure environment, fluctuating rosters, and limited access to structured wellbeing support.

Our ongoing consultation and liaison with industry since establishing HOSPO Health has highlighted key areas of need:

- Accessible, practical wellbeing initiatives that engage staff at all levels
- Leadership-driven approaches, which are essential to embed cultural change
- Statewide inclusive models that work in regional and metro areas



## WHAT WE DELIVERED

A comprehensive rollout of the HOSPO Health Program, centred around the Wellbeing Framework, was tailored to each site and delivered in flexible, interactive formats:

- Leadership onboarding and introduction to the Wellbeing Framework
- Emotional Culture Deck Workshops, using Riders and Elephants cares, with leadership teams
- Wellbeing Roadmapping Sessions with all staff
- Play and Learn Workshops on Nutrition and Healthy Eating - some properties opened these to all staff while others kept to leadership and middle-management groups
- Play and Learn Workshops on Sensory Mindfulness for both staff and leaders
- Leadership Roundtables to review progress and embed accountability – conducted between April and June 2025, these provided opportunity for leadership teams to share insights, strategies and collaborative ideas as well as provide feedback on the program. These discussions are an independent evaluation and gather evidence and recommendations for the program's future evolution.



## WHY THIS APPROACH WORKS

- Co-design approach ensured the program felt relevant to the properties, not imposed
- Blended delivery model was flexible for rosters and shifts
- Leadership visibility sent a strong cultural signal to staff across each business, and the sector more broadly
- Practical, non-intimidating content ensured smooth engagement
- Clear alignment with broader safety and HR goals meant the program added much needed value to business requirements.



# THE DATA – WHAT WE HEARD AND MEASURED

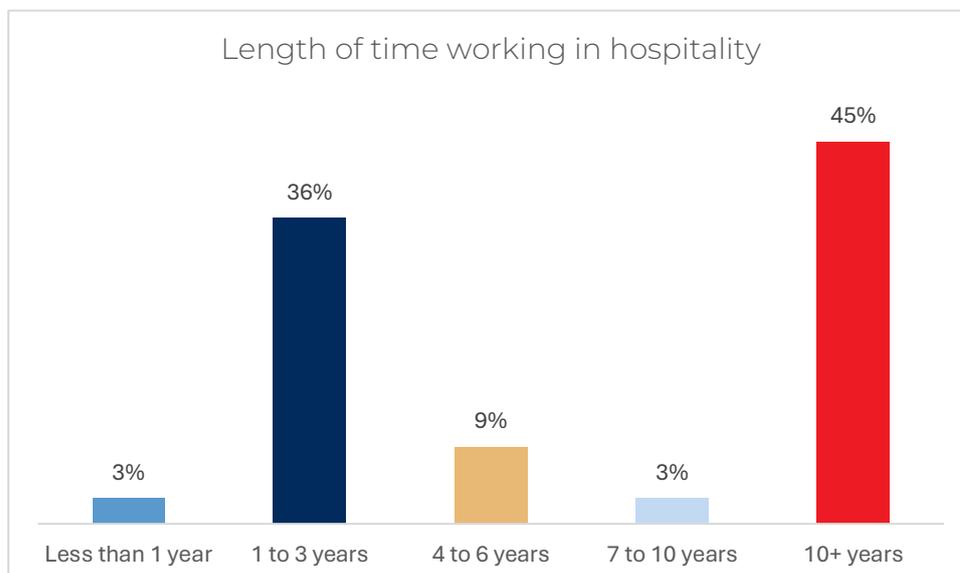
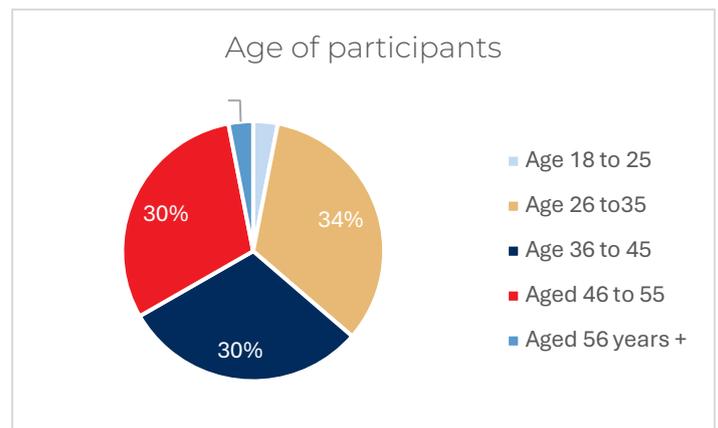
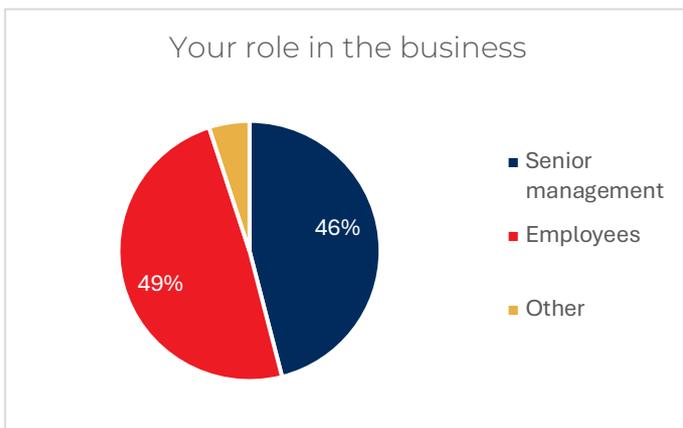
All properties in the case study were given a comprehensive survey to be completed by participants in the program. While much of the program was focused on leadership teams, some activities were opened up to all staff / wider staff groups and these people were also encouraged to complete the survey.

Surveys were anonymous and deliberately did not ask respondents to indicate where they worked – for smaller properties this would possibly have inhibited responses.

Following is a detailed insight into the four properties in the case study.

## Demographics

- Approximately half of the respondents were in senior-management roles.
- The vast majority were aged between 26 years to 55 years
- Almost half have been working in the hospitality industry for over 10 years, with another 36% for between one and three years.



## Health of participants – self rating

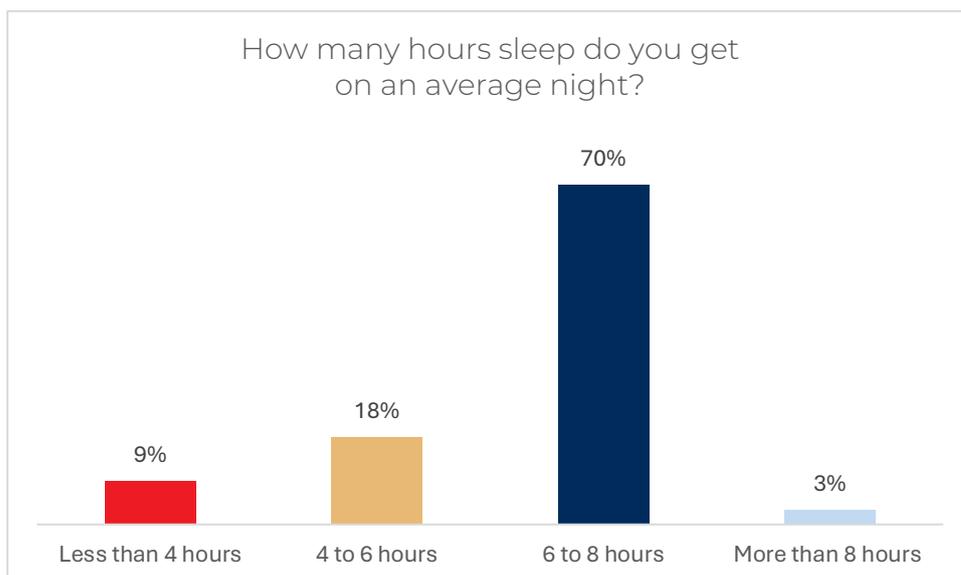
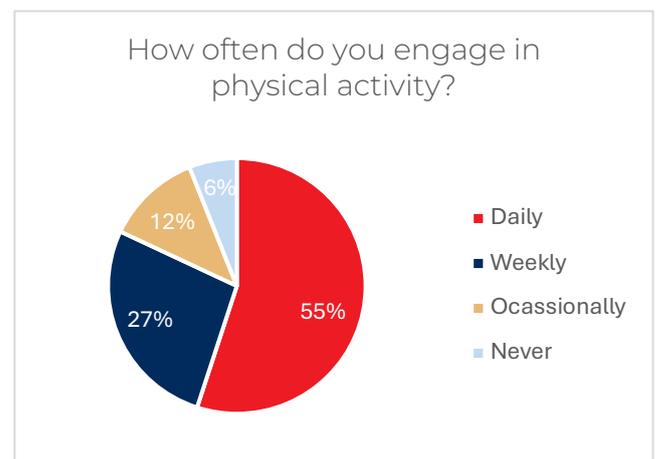
Respondents were asked to rate their overall health on a scale of 1 to 10, with 10 being the best possible:

- Average rating of 7.4 out of 10
- Lowest rating was 1.5
- Highest rating was 10 out of 10
- Only two people rated themselves as less than 5 out of 10

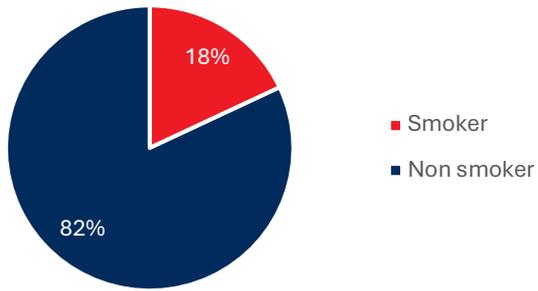
When asked to rate their energy levels at work on a scale of 1 to 10, with 10 being the highest:

- Average rating of 6.9 out of 10
- Lowest rating was 2 (two people indicated this)
- Highest rating was 10 out of 10
- Five people rated their energy at work as less than 5 out of 10

Respondents were also asked to provide insights into their levels of stress, physical activity, sleep and whether they were a smoker. Responses are provided following:

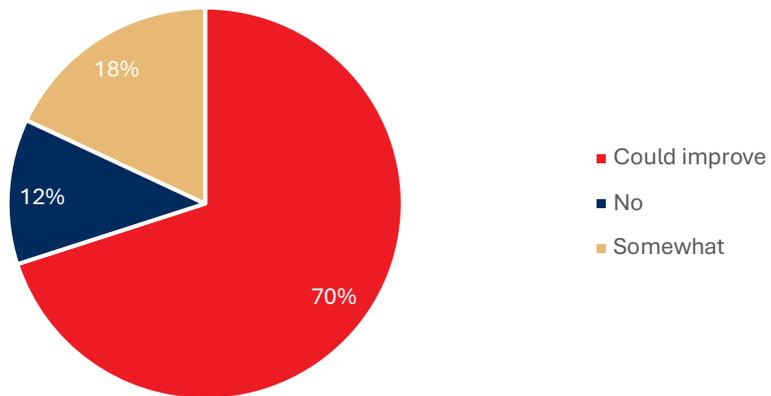


Do you smoke?

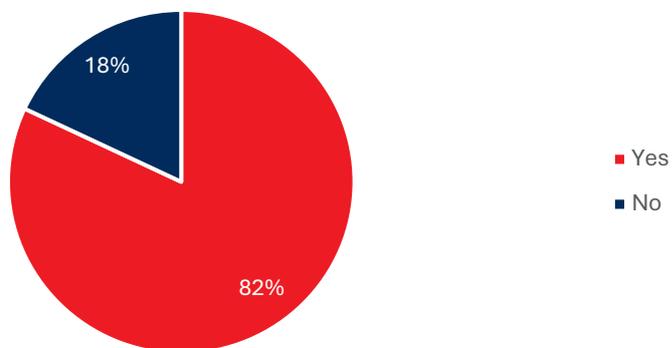


Of those who said they were a smoker, 100% said yes when asked 'Do you want to give up?'

Do you think your eating habits could improve?



Would you like to be more informed about health and wellbeing?



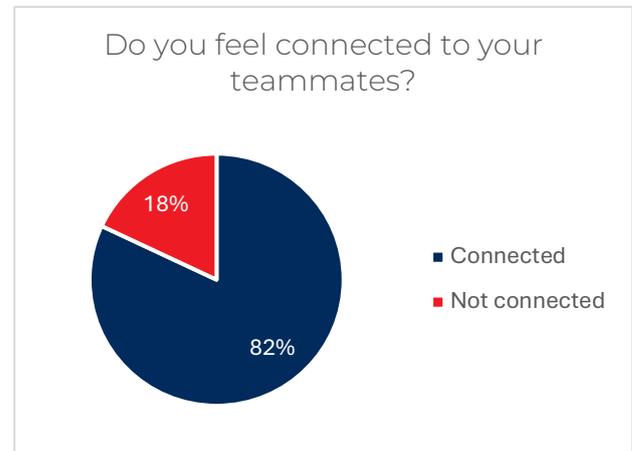
## Your work, team and workplace culture

When asked how satisfied they were with their job on a scale of 1 to 10, with 10 being the highest:

- An average rating of 7.7 out of 10
- Lowest rating of 5 out of 10
- Highest rating was 10/10 and three people responded with this

When asked how they feel their team communicates at work:

- An average rating of 7.5 out of 10
- Lowest rating was 4 out of 10
- Three people indicated a rating of 10 out of 10 (only one of these people had given 10 out of 10 for their job satisfaction)



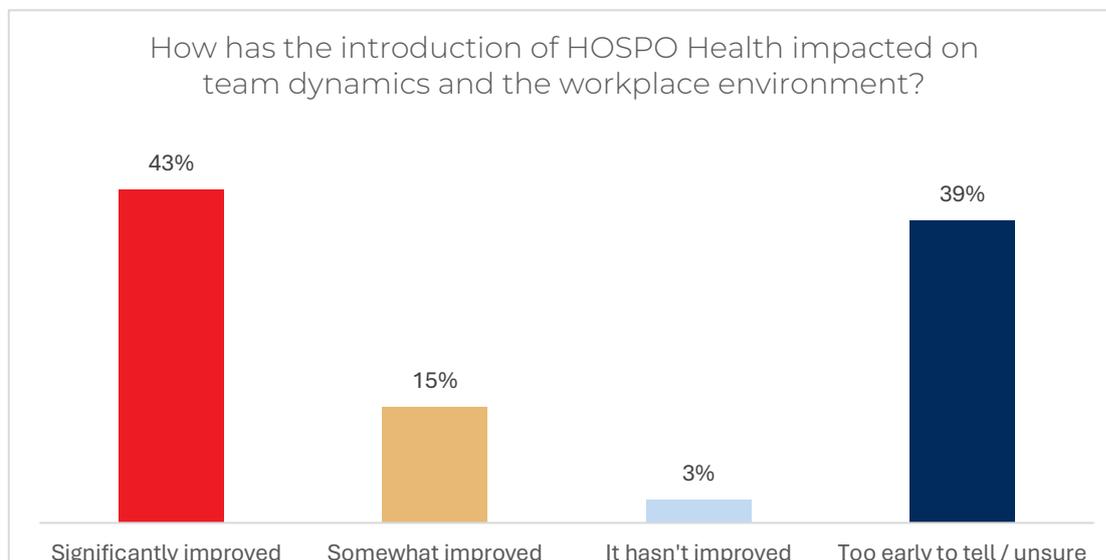
When asked “Do you think it’s important that your workplace prioritises health, wellbeing and teambuilding activities?” – all except one respondent said YES.

When asked to rate their team’s overall morale on a score of one to ten, with ten being the highest:

- An average rating of 7.5 out of 10
- Two people rated less than 3 out of 10

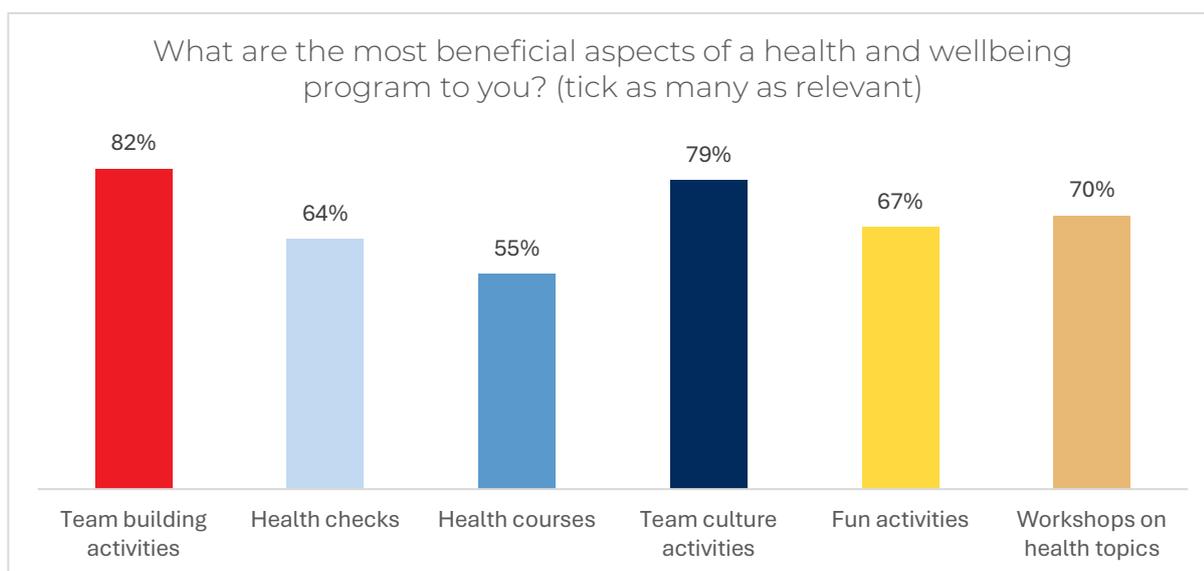
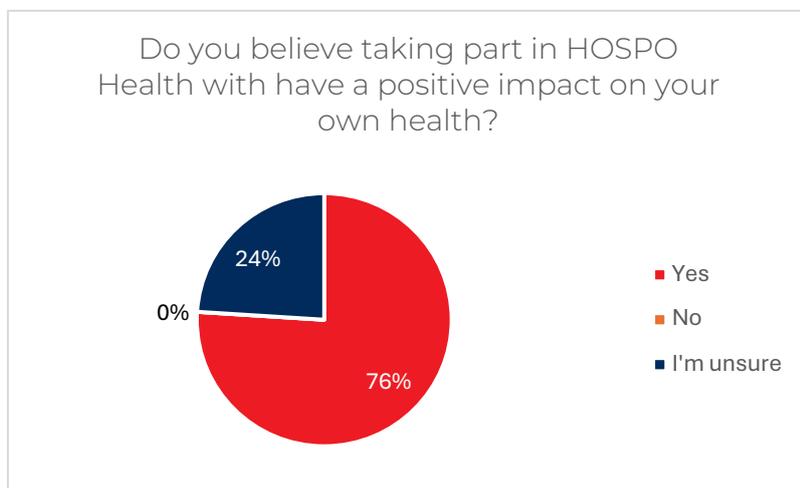
When asked how important they felt team building activities are for improving workplace culture and collaboration,

- 79% said very important
- 21% said somewhat important
- No one ticked the ‘Not important’ box



When asked to rate how likely they are to recommend the HOSPO Health program on a scale of one to ten, with ten being the highest:

- An average of 8.9 rating
- One person rated 3 out of 10
- One person did not answer
- Most respondents rated between 8 and 10, with 15 rating 10 out of 10

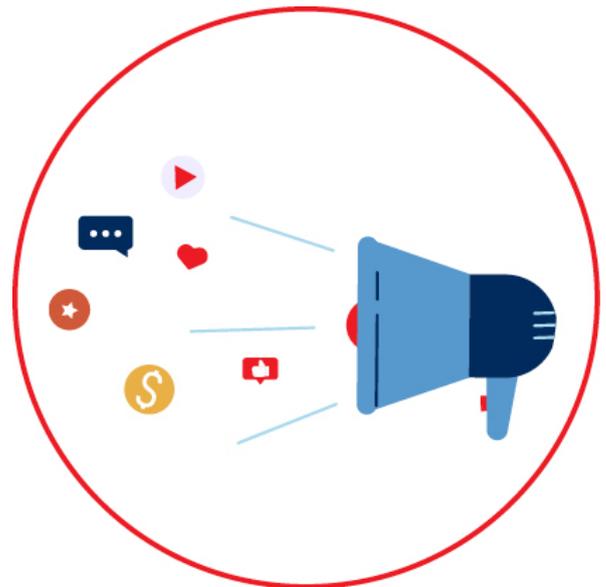


Participants were asked what changes they would like to see from participating in HOSPO Health. Here are a few of the many responses:

- I'd like to improve my own health and wellness and lower my stress levels. I need to be better at regular exercise too.
- More sessions for leadership to get better engagement
- Overall understanding of a holistic well-being inclusive of mental and physical health
- More energy. Better engagement.
- Team esprit de corp, communication

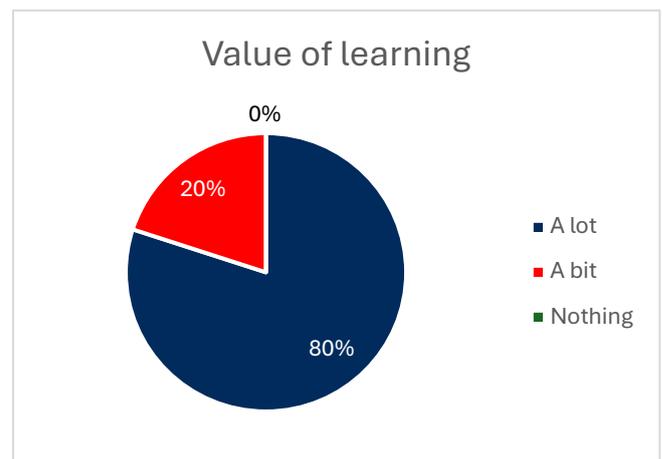
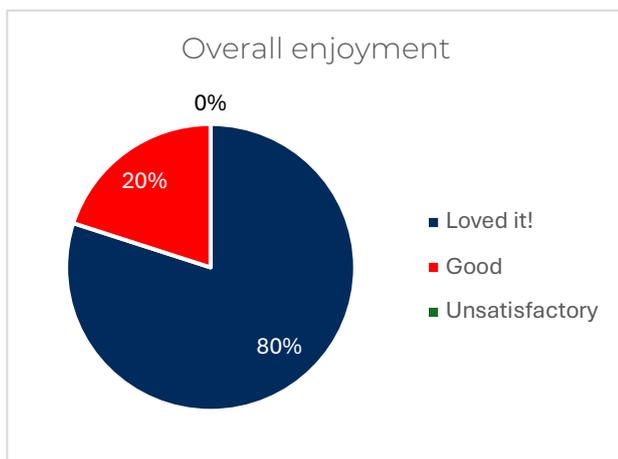
Finally, we asked participants what they thought could be improved in the HOSPO Health program. This was an open field, below are some responses from the main themes:

- I really loved the hands on workshops - would be good to do some more of these.
- Awesome that we get to do this with our teams at work.
- I think we could communicate the program better in our workplace, but that's on us, not HH. The more practical the program, the better.
- Maybe just more time allocated for the sessions.
- Ask attendees to not bring phones. Get unplugged 😊 Also it's not great when attendees take their phones out and take photos inside the session without asking
- Nothing - I have found the program great!
- Nothing its really comprehensive
- inclusivity activities for diverse work environments
- More frequent workshops



## Emotional Culture Deck Workshops Feedback

The Emotional Culture Sessions were designed to help leaders better understand how emotions shape team dynamics, drive workplace culture, and influence business outcomes. The session focused on values-based leadership, emotional literacy, and how to intentionally shape a positive culture through honest reflection and shared experiences.



Participants were asked to list their top takeaways from the session – a few samples below:

- A sense of alignment between leaders on values and team care.
- Insights into how emotional culture is shared and reinforced within teams.
- The importance of team communication and mutual understanding.
- Reinforcement that the business is “on a good track.”

And to indicate their favourite element/s of the session (as many as relevant):

- Group discussions – 80%
- Understanding their team better – 60%
- Recognising the leadership role in culture shaping – 40%

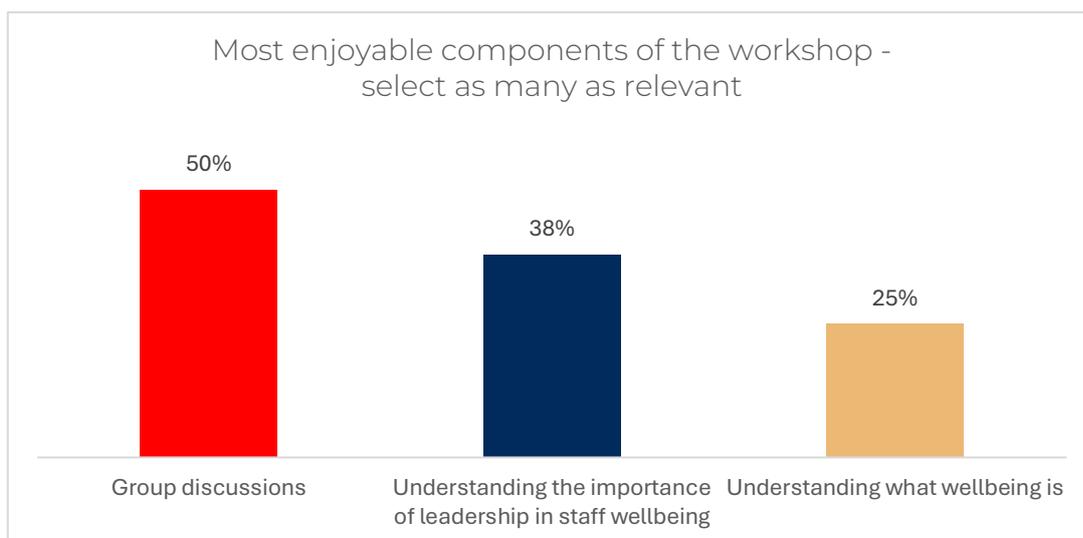
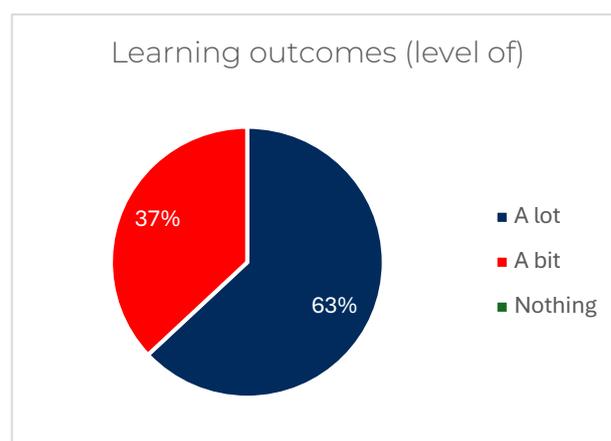
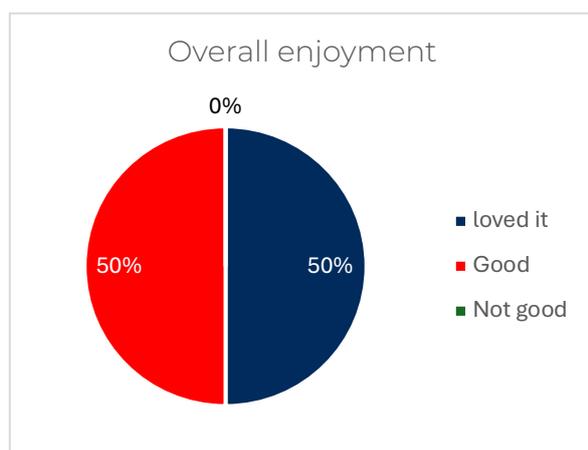
Finally, we asked participants to list any ‘intended actions’ from the workshop:

- Heighten awareness of emotional triggers and team needs.
- Create more opportunities for team connection and cohesion.
- Use the emotional culture mapping tool (desired and undesired feelings) to create a cultural motto.

## Wellbeing Framework Workshops Feedback

The purpose of these workshops is to support leaders in understanding the practical value of embedding wellbeing strategies into their teams and workplace culture. The session highlighted core principles of habit formation, leadership responsibility in modelling wellbeing, and the role of small actions in creating meaningful change.

The feedback was gained through a short pulse check survey post workshop.



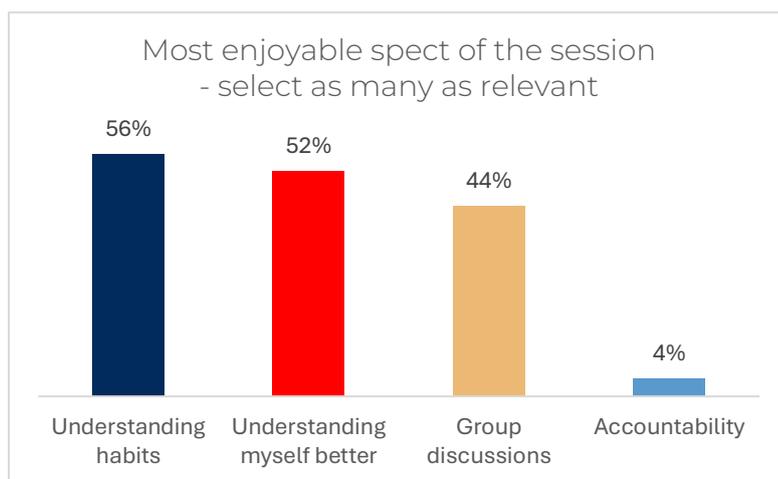
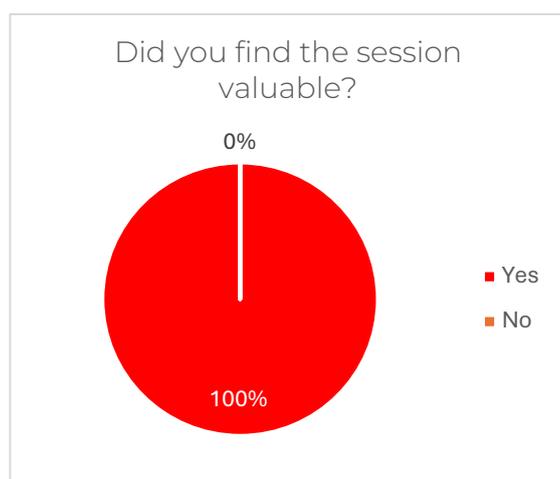
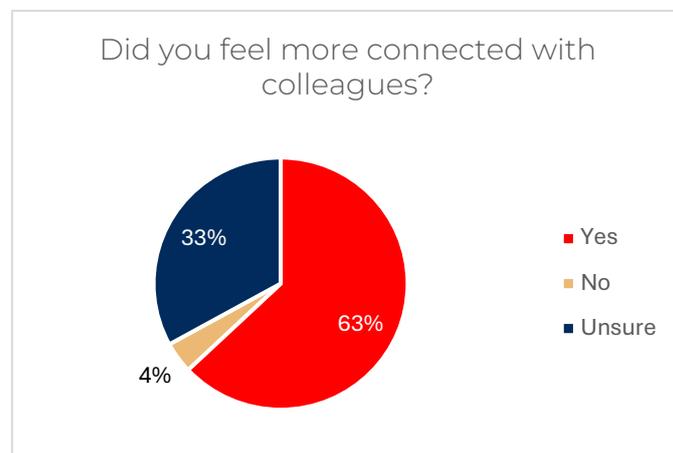
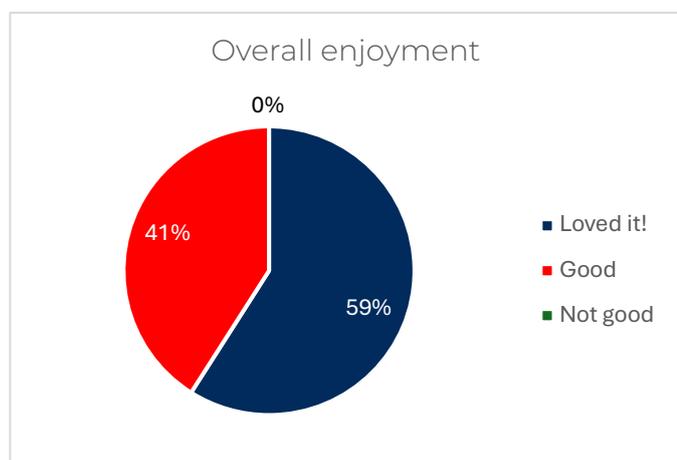
100% of participants indicated that they felt the workshop would be a benefit in future to their workplace.

When asked what actions or changes they will make following this workshop, responses included:

- Manage stress better
- Implement some of the action items discussed
- Team building / Team activities

## Wellbeing Roadmapping sessions

The roadmapping sessions were practical sessions, and were extended beyond the leadership groups. Some properties made these open access to all staff, while others included the management and supervisory level roles. The sessions included practical tools, such as SMART goals and breather work, self-reflection, as well as group discussion and interaction.



Participants were asked what actions they will take, with responses including:

- Hold myself accountable
- Work on physical health and implement daily tasks
- Self-discovery
- Use breathing techniques
- Use the SMART goal map
- Accepting I need to do more for my mental health

When asked if they had any recommendations for the future, responses included:

- Nutrition would be a great next session
- Group chat and small group discussions work well

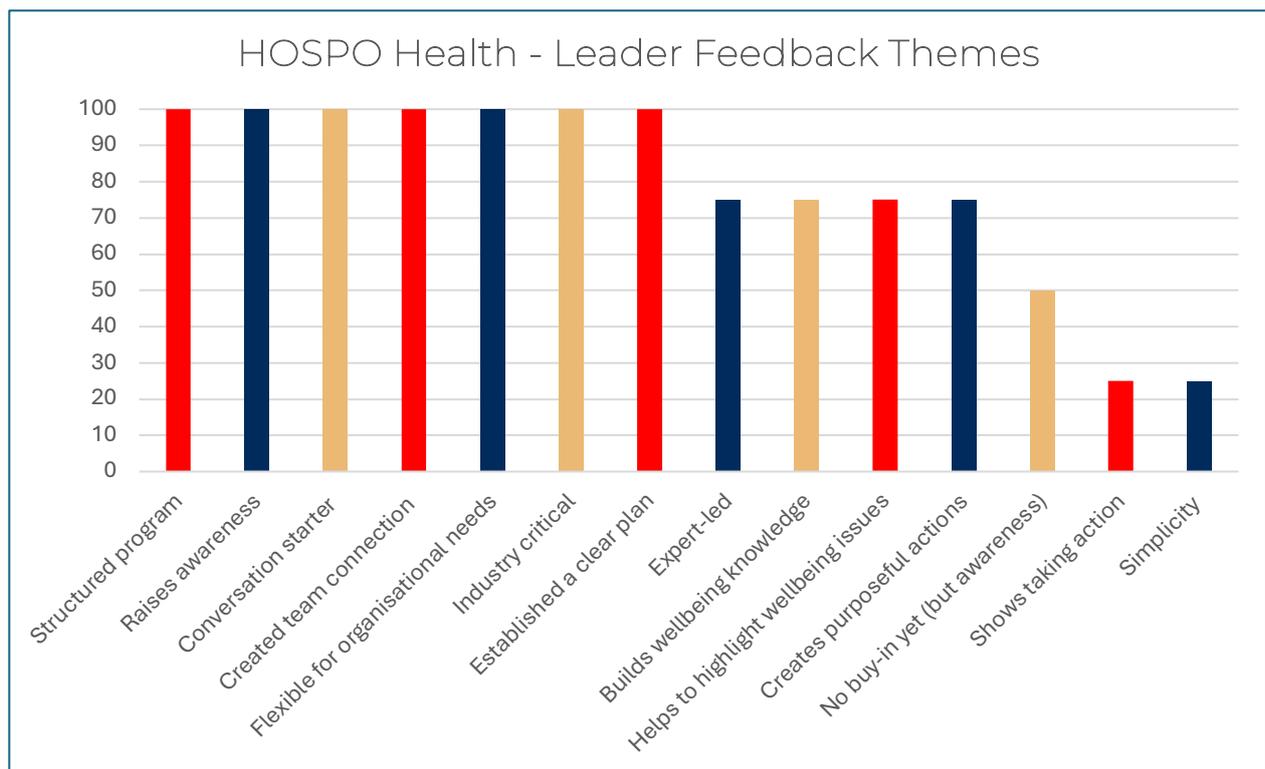
## Sensory Mindfulness Pulse Survey Highlights

- 100% said they "Loved it"
- Most valuable learnings – open field answers:
  - Being in the moment
  - Eating slowly
  - Mindful breathing
- Most enjoyed:
  - Playful elements
  - Group connection
  - Hands-on learning
- Participant feedback:
  - 10/10 workshop
  - Loved it – do more please!

# Leadership Roundtable Evaluation and Feedback

An independent evaluation meeting was held with leadership teams from each of the businesses participating in the HOSPO Health case study program. Each discussion followed a neutral process, asking consistent open-ended questions without referencing prior themes, allowing leaders to share genuine observations and priorities. This approach ensured authentic feedback, which was later aggregated to highlight key areas for leadership focus.

Feedback from the evaluation discussions has provided a sound basis new initiatives and adaptations for the 2025-26 HOSPO Health program. Key findings and reflections of these sessions are outlined below.



The above graph is a summary of key themes and priority areas that leadership teams raised. 100% of the teams agreed that the following themes were relevant and that the program:

- Is well structured and aligned with the needs of the hospitality industry.
- Raises awareness of the importance of caring for both individual and team wellbeing.
- Is a great conversation starter about the importance of wellbeing and how to create a positive culture for leadership and their teams.
- Improved team connection and team dynamics.
- Was ideally flexible to meet organisational needs.
- Is critical for the hospitality industry.
- Enabled and helped leadership team to create a clear plan around positive workplace culture and improving individual and workplace wellbeing.

The roundtable discussion topics also provided a deeper insight into how the program was, and is, received by the leaders at these properties.

Across all discussions there was unanimous positivity, and reference to the breadth of the program:

- Participants praised the program's relevance and depth, addressing topics not traditionally linked to workplace wellbeing.
- It effectively opened conversations about previously hidden or uncomfortable issues like mental health and burnout.
- Leaders valued the thought-provoking content that challenged norms and encouraged reflection.

A catalyst for change and personal growth

- The program inspired individual self-awareness and actionable change, benefiting both leaders and teams.
- Structured content and facilitation helped participants translate intent into meaningful actions.
- Leaders reported significant personal and professional improvements, including enhanced wellbeing practices.

One of the leaders reflected the timing of HOSPO Health coming after a busy period was perfect, as it highlighted to them the things they could, and should, be doing to improve their mental and physical wellbeing high season. This leader made changes directly as a result of participating in the program, and indicated they would not have done so otherwise.

One HR leader also noted *"If I had to think of these things myself, we wouldn't be doing it."*

Strengthening leadership connection and cohesion

- Sessions fostered empathy, trust, and collaboration among leaders by addressing shared challenges and vulnerabilities.
- This connection reinforced leadership cohesion, creating a positive influence on workplace culture.

One participant reflected, *"For us to be able to reflect and realise that a lot of other people in our team are thinking about the same things was really powerful."*

Barriers to industry-wide adoption

- Concerns were raised about industry receptiveness due to prioritisation of productivity over wellbeing.
- Internal champions are essential to advocate for the program's value and sustain its momentum.
-

### Ongoing impact and organisational change

Leaders indicated the program leaves a lasting impression, and reported long-term discussions, actions, and changes stemming from the program, such as:

- Introducing standing desks and ergonomic assessments.
- Offering Mental Health First Aid training.
- Adding wellbeing as a regular agenda item in leadership meetings.
- Implementing practical initiatives like water bottles, healthy snacks, and team walks.

Planned future actions and ideas inspired by the program indicate that HOSPO Health is not just raising awareness, but also sparking action:

- Expanding the program to all employees.
- Creating “recovery rooms” and scheduling more social leadership events.
- Integrating health themes into internal communications.

Leaders were also asked to provide constructive feedback for improvement and enhancement, with responses including:

- More forward dates needed, ideally and annual schedule of activities.
- Clearer agendas for sessions.
- Simplified promotional messaging, potentially using videos.
- Focused sessions during quieter periods like winter.
- Be time realistic (for both sides) and allow enough time for the session.
- Ongoing leader support and post-session workshops for continuity.

In summary, the HOSPO Health Program has proven to be a very positive experience, and a transformative first step, for the leadership teams who participated – it succeeded in its aim to start meaningful conversations, build self-awareness, and create momentum for cultural change within the hospitality industry.

While the next challenge is ensuring that these insights filter through the wider workforce - and that support for leaders continues beyond the initial program - there is strong evidence that HOSPO Health has laid a solid foundation.

*As one participant put it: “I look at other programs we’ve done across the business, and the HOSPO Health program far exceeds them all.”*

## TESTIMONIALS FROM OUR PARTICIPANTS - MID PROGRAM

[Watch: Leadership impact – Iron Creek Bay Estate](#)

[Watch: Sensory mindfulness reflections - Brewlab](#)

[Watch: Leadership impact – The Old Woolstore Apartment Hotel & Hadley's Orient Hotel](#)

[Watch: Leadership impact 2 – Hadley's Orient Hotel](#)

"HOSPO Health checks have been so valuable to our team at Freycinet Lodge. We have a real focus on health and wellbeing - the personalised health checks have complemented this. It's enabled staff to have a deeper insight into their own health, and without even having to leave the property."

**TRENT THOMSON**  
GM - Freycinet Lodge

"Thank you so much for the incredible workshop! I've had wonderful feedback from the team - they absolutely loved it."

**MARIA LAVERDE**  
Human Resources / Sales / EA  
to Directors  
Iron Creek Bay Estate

"Mental and physical wellbeing in the workplace is so important. The HOSPO Health courses are a convenient way to learn, the videos set a good pace, and the content is tailored to our sector. It's also very easy to access."

**BEN TARGETT**  
CEO - Hadley's Orient Hotel  
& The Old Woolstore Apartment  
Hotel

## WHAT'S NEXT?

This pilot program has provided a strong, evidence-based foundation to strategically shape HOSPO Health's direction for the next three years, from July 2025 to June 2028, with an even greater focus on driving a culture of wellbeing through leadership.

Building on this momentum, HOSPO Health will implement a 12-month, top-down initiative aimed at driving cultural transformation and embedding sustainable wellbeing practices across Tasmania's hospitality industry. Targeting all people leaders within participating venues - from general managers to head chefs and department managers - the program will provide them with the tools, strategies, and insights needed to lead by example and nurture thriving workplace cultures.

### Program objectives

- Equip leaders with preventative mental health tools and inclusive leadership strategies
- Build values-driven, wellbeing-focused workplace cultures
- Improve resilience and leadership effectiveness across diverse hospitality settings
- Create sustainable change through reflection, action planning, and peer learning
- Sign up 10 to 15 businesses across Tasmania each year, totalling 30-45 businesses over 3 years

### New initiatives evolving out of the case study

The learnings from the case study have also provided impetus for introducing new initiatives within HOSPO Health over this coming period, including:

- Develop a HOSPO Health 2040 Vision
- Launch a THA HOSPO Health Symposium to engage wider industry
- Develop an online course in resilience, tailored to the hospitality sector – we will be exploring the opportunity to work with Tasmanian Hospitality and Tourism Academy (THTA) on this Resilience Course and Wellbeing Framework Course tailored for hospitality
- Facilitate Resilience Workshops for Hospitality Staff and Leaders
- Facilitate Preventative Mental Health Workshops for Hospitality Leaders
- Integrate neurodiversity themes into leadership training
- Introduce Gallup Strengths Assessments and 360 Feedback Tools for leaders
- The continuation of the Preventative Mental Health Training for Leaders through Lifeline Tasmania
- 'Every Opportunity', THA's online training in inclusive, diversity and unconscious bias, will integrate with HOSPO Health, and form a part of the leadership program