



CPH-NEW

Center for the Promotion of Health
in the New England Workplace

Total Worker Health Toolkit: The CPH-NEW Healthy Workplace Participatory Program

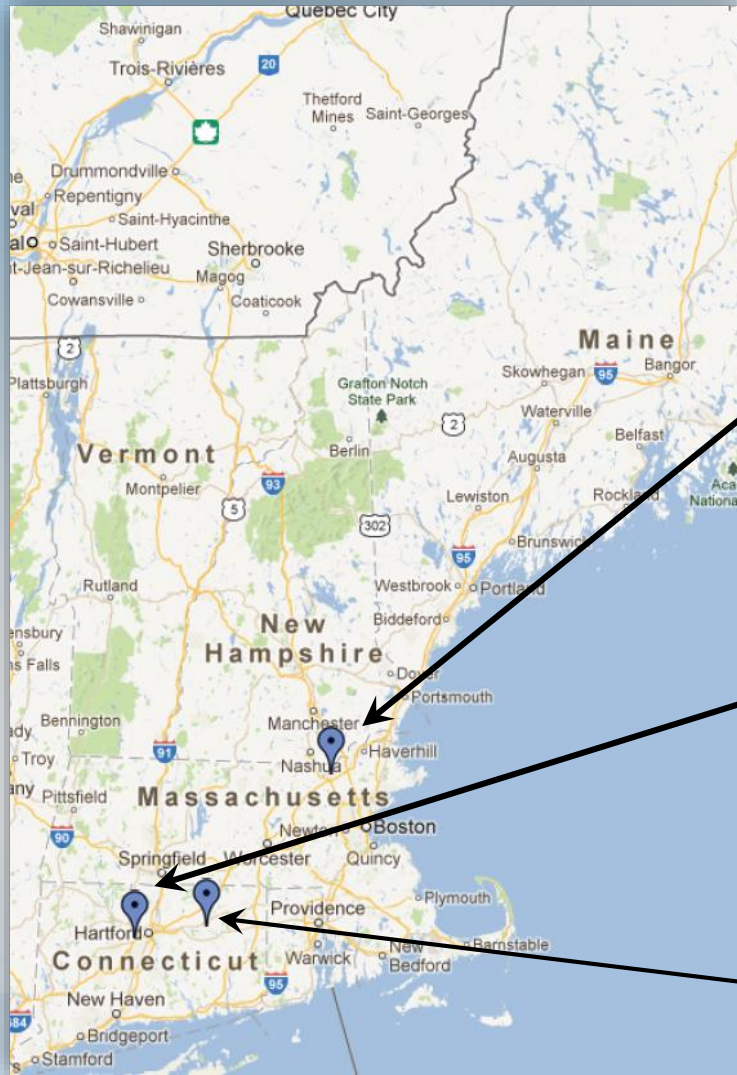
Jennifer Cavallari, ScD, CIH

Assistant Professor, UConn Health

Connecticut River Valley AIHA 2017 All-Day Conference

CPH-NEW is a NIOSH Center for Excellence in *Total Worker Health*[®]

CPH-NEW: Who We Are



University of MA Lowell

- Occ. Health & Safety
- Epidemiology
- Biostatistics
- Economics
- Nursing



UConn Health

- Ergonomics
- Medicine
- Health Policy
- Industrial Hygiene



UConn

- Psychology
- Health Promotion

Designing Workplaces for Worker Wellbeing through *Total Worker Health*[®]

- What is *Total Worker Health*[®]
- Why *Total Worker Health*[®]
 - Evidence for integration
 - Role of work organization
- How to implement a *Total Worker Health*[®] Program
 - CPH-NEW's Healthy Workplace Participatory Program
 - Simple tips and resources

WHAT DOES WELL-BEING MEAN TO YOU?



WHAT DOES WELL-BEING MEAN TO YOU?

“Health”

....a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.

World Health Organization, 1948

HOW DOES YOUR WORKPLACE SUPPORT WELL-BEING?

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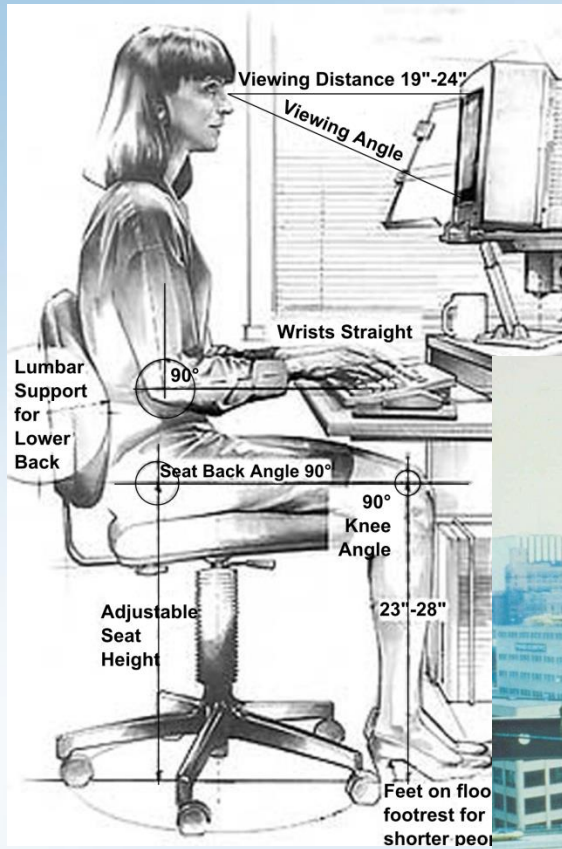


Images from wikipedia

HEALTH AND WELL-BEING PROGRAMS – TO REDUCE LIFESTYLE RISKS

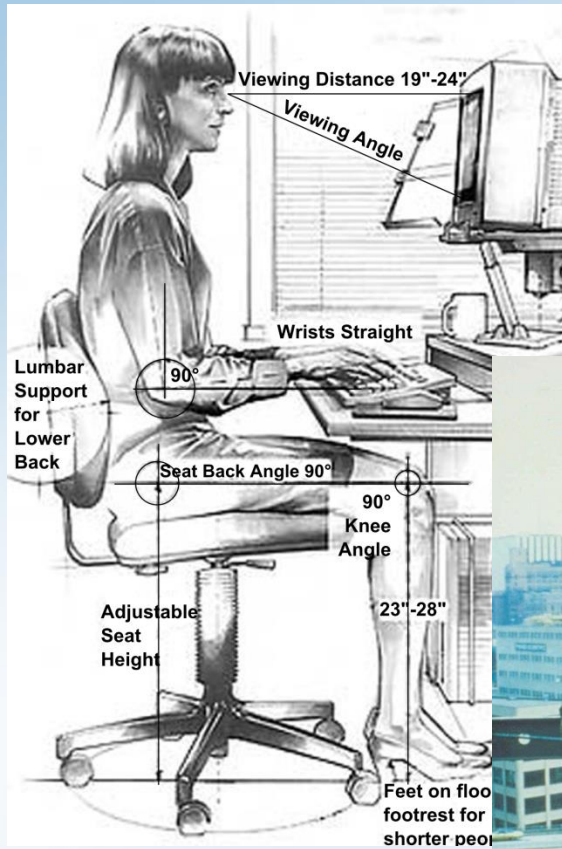


HOW DOES YOUR WORKPLACE SUPPORT WELL-BEING?



Images from wikipedia

HEALTH AND SAFETY PROGRAMS: REDUCE WORK HAZARDS AND EXPOSURES



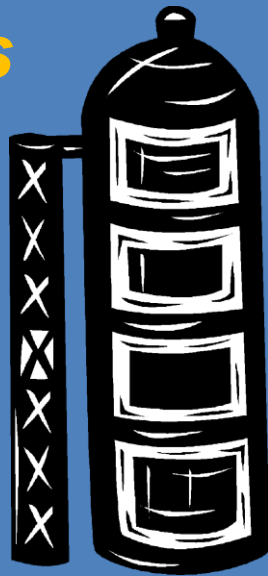
Images from wikipedia

Traditional Program Approach: Silos, Top-down

Safety and Health

*Reducing hazards
and exposures*

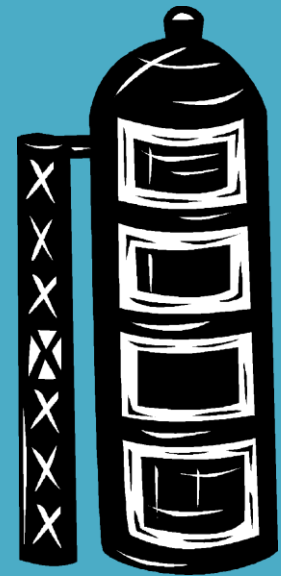
at work to
prevent injury
and illness



Health/Well-being

*Reducing lifestyle
risk factors*

to prevent
disease



WHAT IS *TOTAL WORKER HEALTH*®



Total Worker Health

...policies, programs, and practices that integrate protection from work-related safety and health hazards with promotion of injury and illness prevention efforts to advance worker well-being.

NIOSH, 2015
www.cdc.gov/niosh/twh

What does TWH look like?

Examples of integrated approach

- Respiratory protection that comprehensively addresses tobacco use
- Ergonomic consultations that also discuss arthritis management strategies
- Stress management efforts that first seek to diminish workplace stressors, and only then work on building worker resiliency



NIOSH, 2009

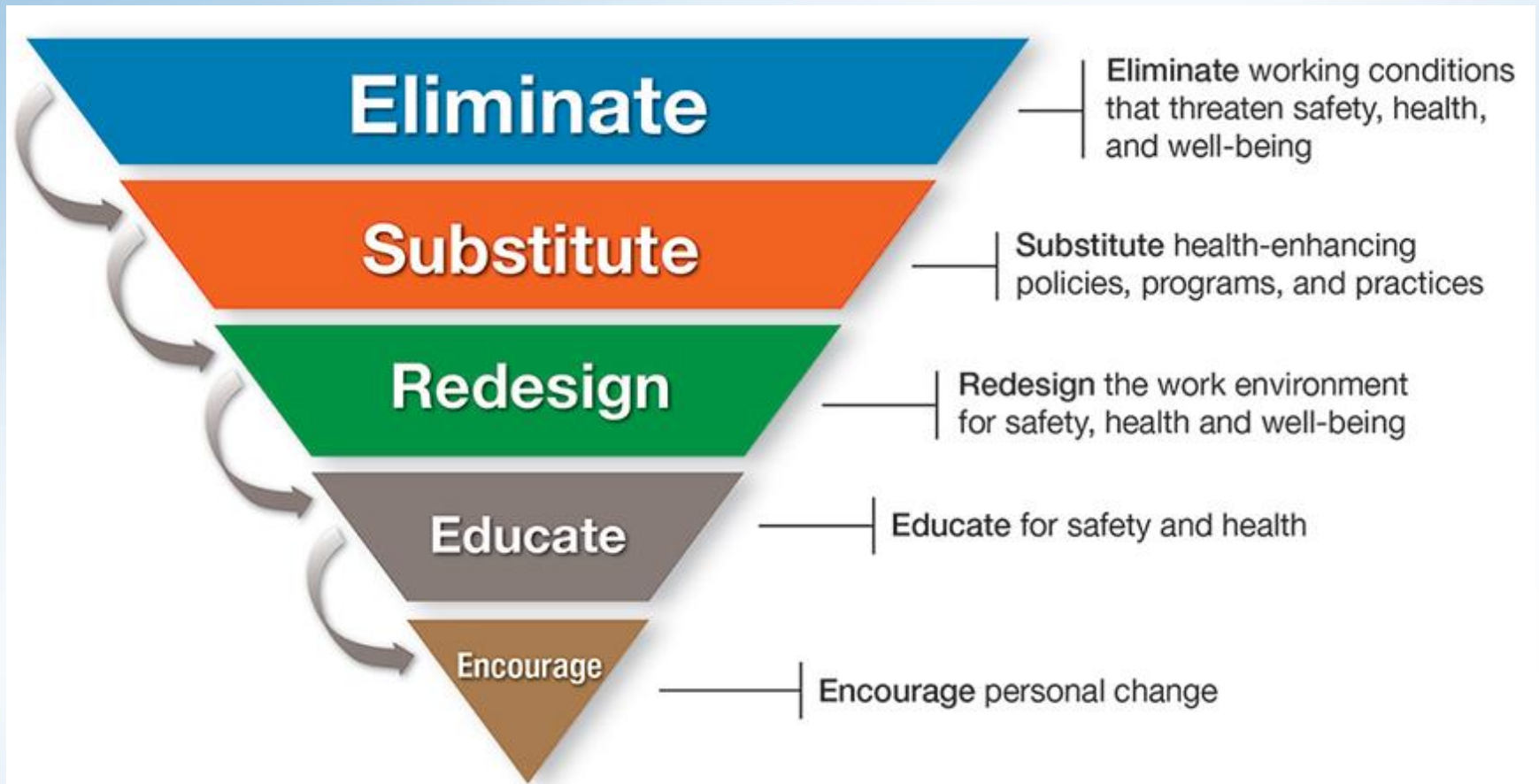
Fundamentals of *Total Worker Health*®

NIOSH DEFINING ELEMENTS

1. Demonstrate leadership commitment to worker safety and health
2. Design work to eliminate or reduce safety and health hazards and promote well-being
3. Promote and support worker engagement throughout program design and implementation
4. Ensure confidentiality and privacy of workers
5. Integrate relevant systems to advance worker well-being



Hierarchy of Controls applied to Total Worker Health



Issues Relevant to *Total Worker Health*

Issues Relevant to Advancing Worker Well-being Through Total Worker Health®

Control of Hazards and Exposures

- Chemicals
- Physical Agents
- Biological Agents
- Psychosocial Factors
- Human Factors
- Risk Assessment and Risk Management

Organization of Work

- Fatigue and Stress Prevention
- Work Intensification Prevention
- Safe Staffing
- Overtime Management
- Healthier Shift Work
- Reduction of Risks from Long Work Hours
- Flexible Work Arrangements
- Adequate Meal and Rest Breaks

Built Environment Supports

- Healthy Air Quality
- Access to Healthy, Affordable Food Options
- Safe and Clean Restroom Facilities
- Safe, Clean and Equipped Eating Facilities
- Safe Access to the Workplace
- Environments Designed to Accommodate Worker Diversity

Leadership

- Shared Commitment to Safety, Health, and Well-Being
- Supportive Managers, Supervisors, and Executives
- Responsible Business Decision-Making
- Meaningful Work and Engagement
- Worker Recognition and Respect

Compensation and Benefits

- Adequate Wages and Prevention of Wage Theft
- Equitable Performance Appraisals and Promotion
- Work-Life Programs
- Paid Time Off (Sick, Vacation, Caregiving)
- Disability Insurance (Short- & Long-Term)
- Workers' Compensation Benefits
- Affordable, Comprehensive Healthcare and Life Insurance
- Prevention of Cost Shifting between Payers (Workers' Compensation, Health Insurance)
- Retirement Planning and Benefits
- Chronic Disease Prevention and Disease Management
- Access to Confidential, Quality Healthcare Services
- Career and Skills Development

Community Supports

- Healthy Community Design
- Safe, Healthy and Affordable Housing Options
- Safe and Clean Environment (Air and Water Quality, Noise Levels, Tobacco-Free Policies)
- Access to Safe Green Spaces and Non-Motorized Pathways
- Access to Affordable, Quality Healthcare and Well-Being Resources

Changing Workforce Demographics

- Multigenerational and Diverse Workforce
- Aging Workforce and Older Workers
- Vulnerable Worker Populations
- Workers with Disabilities
- Occupational Health Disparities
- Increasing Number of Small Employers
- Global and Multinational Workforce

Policy Issues

- Health Information Privacy
- Reasonable Accommodations
- Return-to-Work
- Equal Employment Opportunity
- Family and Medical Leave
- Elimination of Bullying, Violence, Harassment, and Discrimination
- Prevention of Stressful Job Monitoring Practices
- Worker-Centered Organizational Policies
- Promoting Productive Aging

New Employment Patterns

- Contracting and Subcontracting
- Precarious and Contingent Employment
- Multi-Employer Worksites
- Organizational Restructuring, Downsizing and Mergers
- Financial and Job Security

Control of Hazards and Exposures

- Chemicals
- Physical Agents

Organization of Work

- Fatigue and Stress Prevention
- Safe staffing

Leadership

- Shared Commitment to Safety, Health, and Well-being
- Meaningful Work and Engagement

https://www.cdc.gov/niosh/twh/pdfs/TWH-Issues-4x3_10282015_final.pdf

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Compensation and Benefits

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- Worker's Compensation Benefits

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WHY WORKPLACES SHOULD IMPLEMENT A *TOTAL WORKER HEALTH*[®] PROGRAM



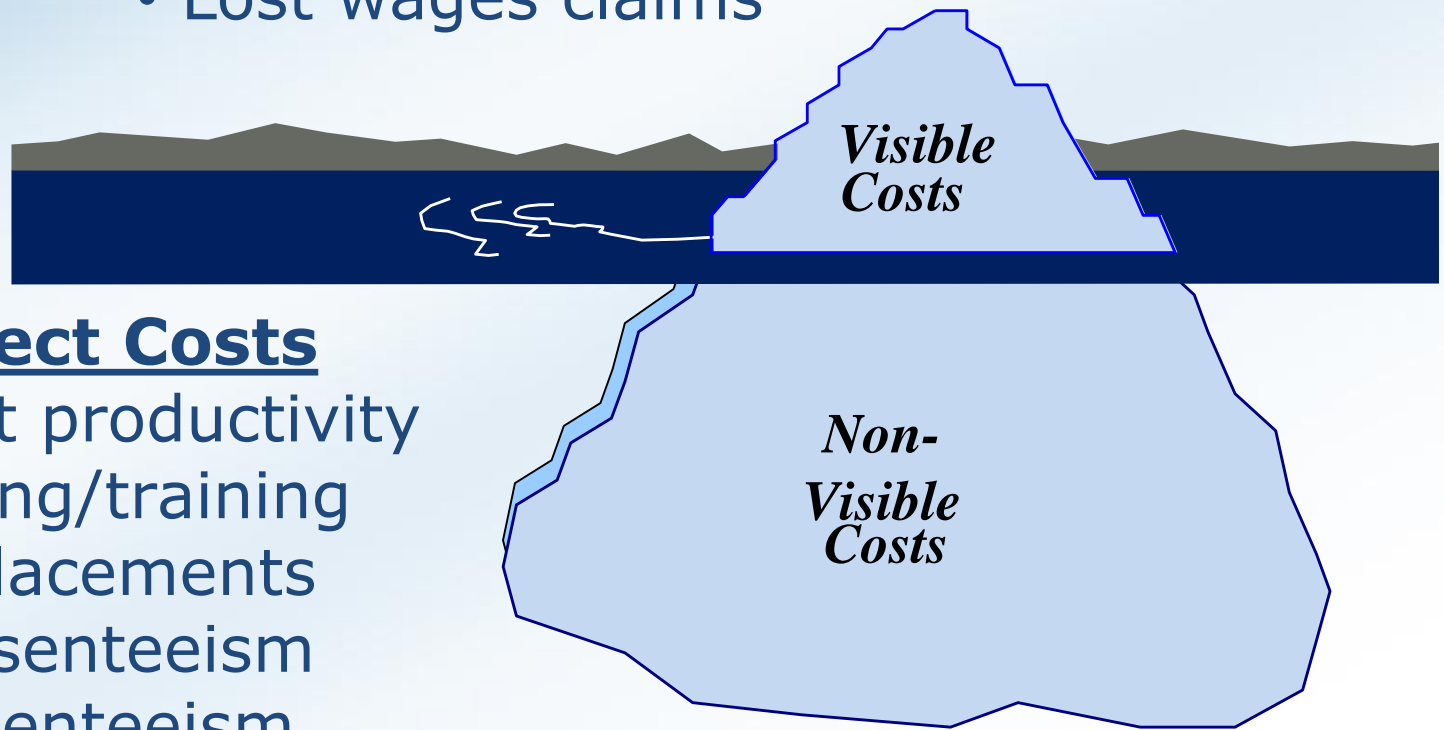
Why we Need a TWH Program for Employees

- Annually, employees report nearly **4 million** nonfatal workplace injuries and illnesses.
- Nearly **50%** of Americans have at least one chronic health condition.
- By 2020, **1 in 4** American workers will be over 55.
- **44%** of Americans reported work as always or often stressful in 2010.

Employer Injury/Illness Costs

Direct Costs

- Medical claims
- Lost wages claims



Indirect Costs

- Lost productivity
- Hiring/training replacements
- Presenteeism
- Absenteeism

Indirect costs represent 2-3 times direct medical costs.

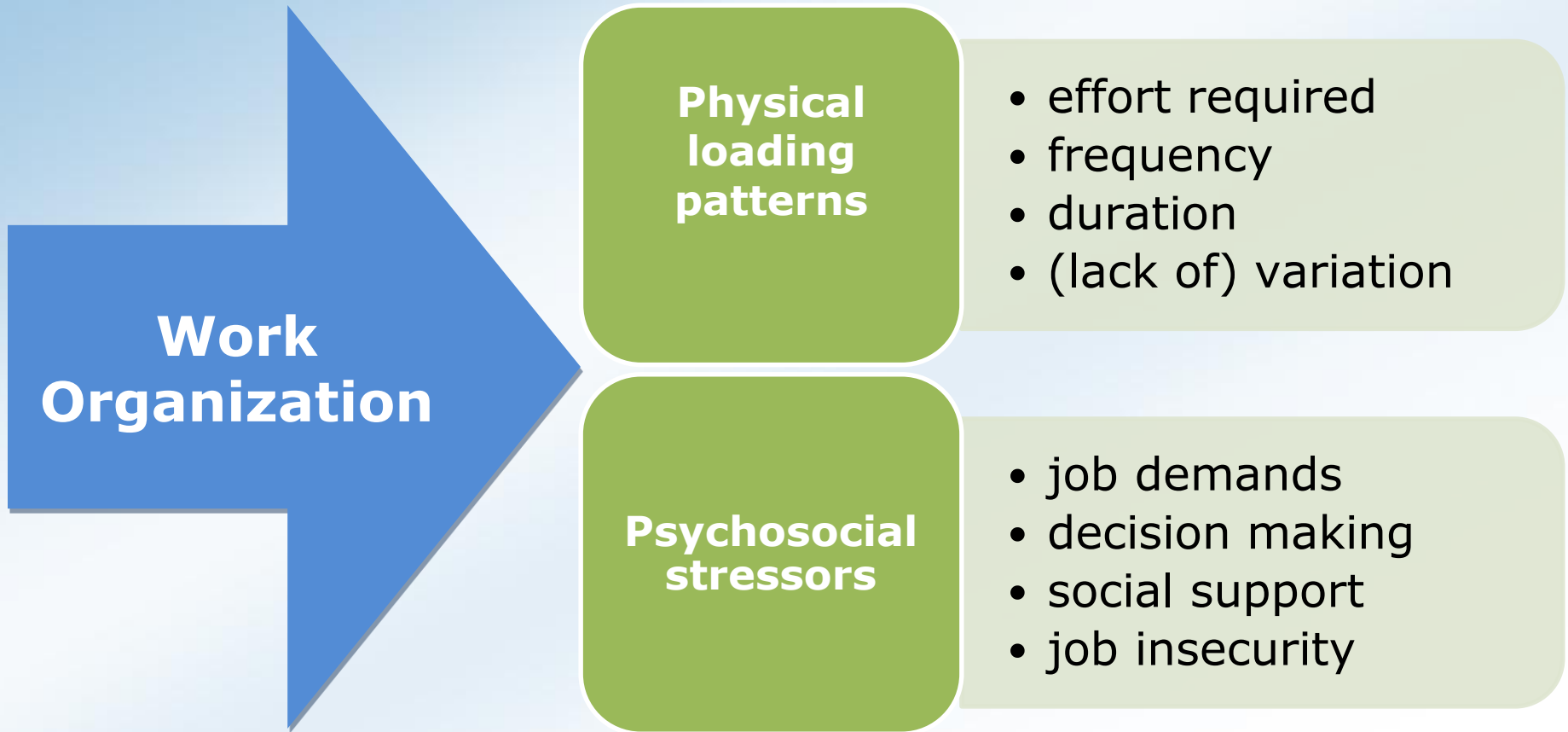


Work Organization

“...the combination of the way in which work processes are designed and arranged, as well as the broader organizational practices that influence job design.”



Work Organization

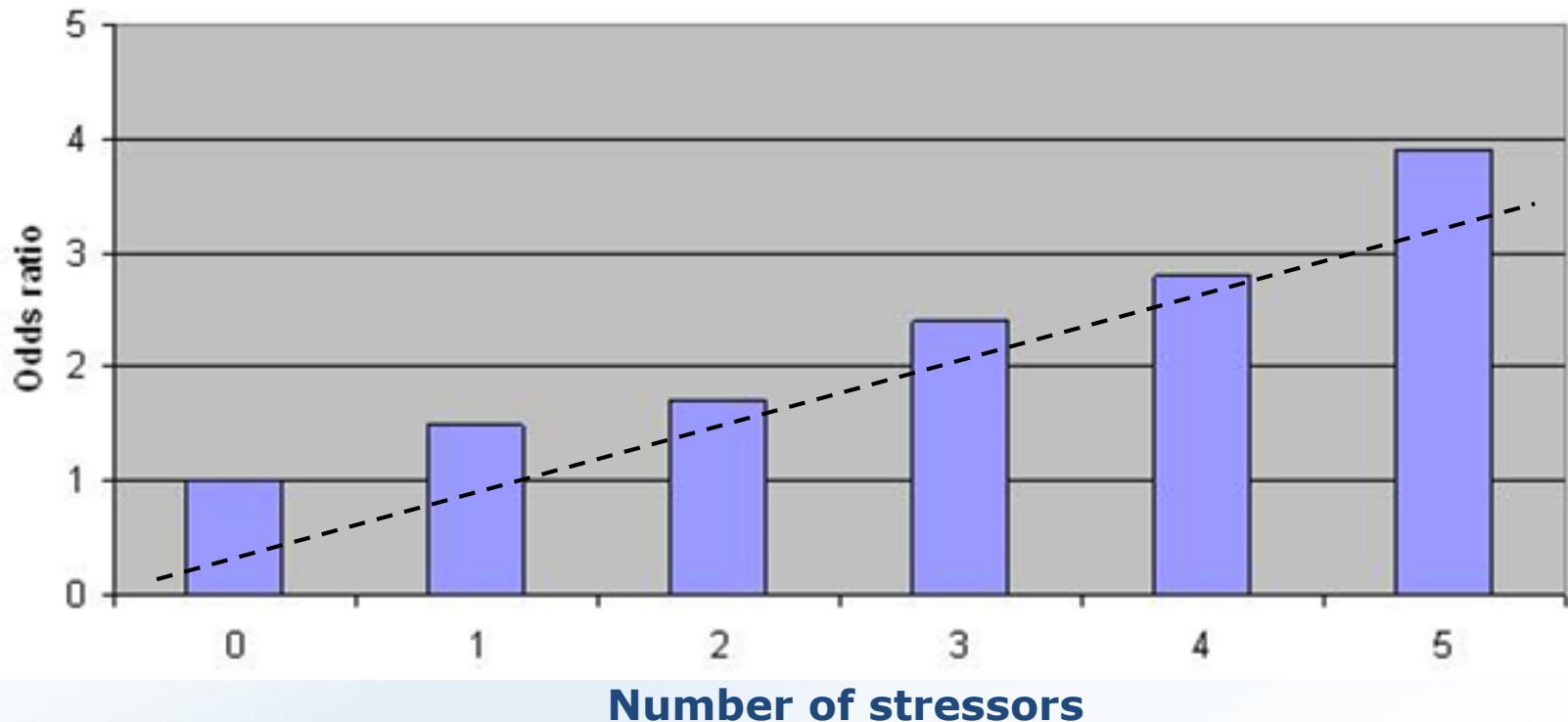




HOW IS WORK ORGANIZATION RELATED TO HEALTH?



Risk of obesity by number of work stressors



Stressors: low decision latitude, poor co-worker support, heavy lifting, night work, physical assault at work in past 3 months.

(Multivariable models adjusted for gender, age, education and region.)

Example: Low Wage Workers Obesity/overweight & working conditions

- Physically demanding work, too fatigued to exercise or prepare healthy meals
- Meal breaks unpredictable and/or too short (eat fast or get fired)
- Harassment by supervisor or co-worker: depression
- Over-eating due to stress
- Back pain related to job demands – interfered with exercise



HOW TO IMPLEMENT A TWH PROGRAM IN YOUR ORGANIZATION

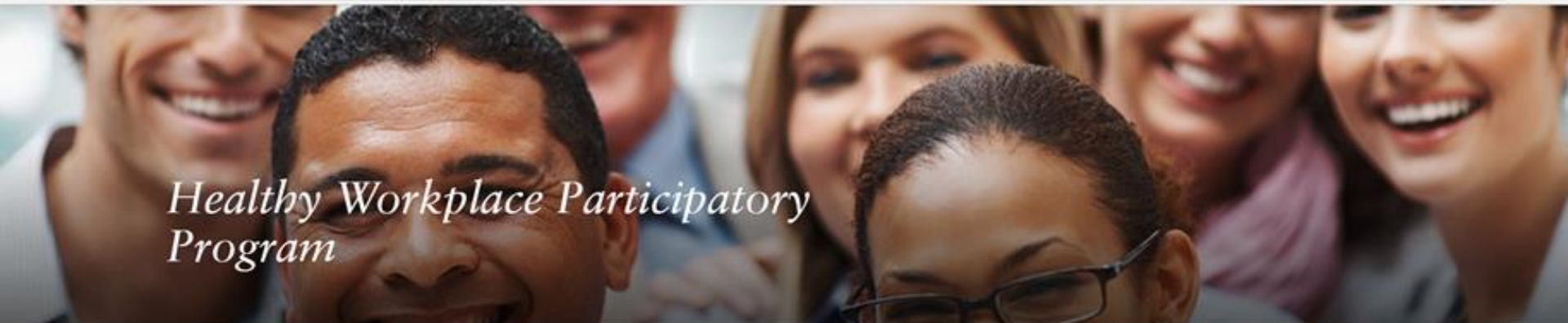
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Healthy Workplace Participatory Program

www.uml.edu/cphnewtoolkit



Healthy Workplace Participatory Program

- Healthy Workplace Participatory Program
- CPH-NEW Home
- Toolkit at a Glance
- How Your Organization Will Benefit
- Training & Support
- Get Ready for Program Start Up
- Form Steering Committee
- Identify and Train Facilitator
- Identify Health and Safety Priorities
- Form Design Team
- Generate Solutions Using the IDEAS Tool

The CPH-NEW Healthy Workplace Participatory Program (HWPP) Toolkit is designed specifically to help employer organizations adopt and implement a Total Worker Health (TWH) program approach. The HWPP Toolkit was developed to engage employees in designing integrated solutions that address a wide range of work environment, work organization, safety, and employee health issues.

The Toolkit is organized according to the links below to help you initiate, implement, and evaluate your program. The materials are appropriate whether you are starting a new program or enhancing an existing program. Review the [Toolkit at a Glance](#) to see the core program materials.

HOW HWPP WORKS

- THE OVERALL PROCESS
- TRAINING & SUPPORT
- WHAT'S NEW

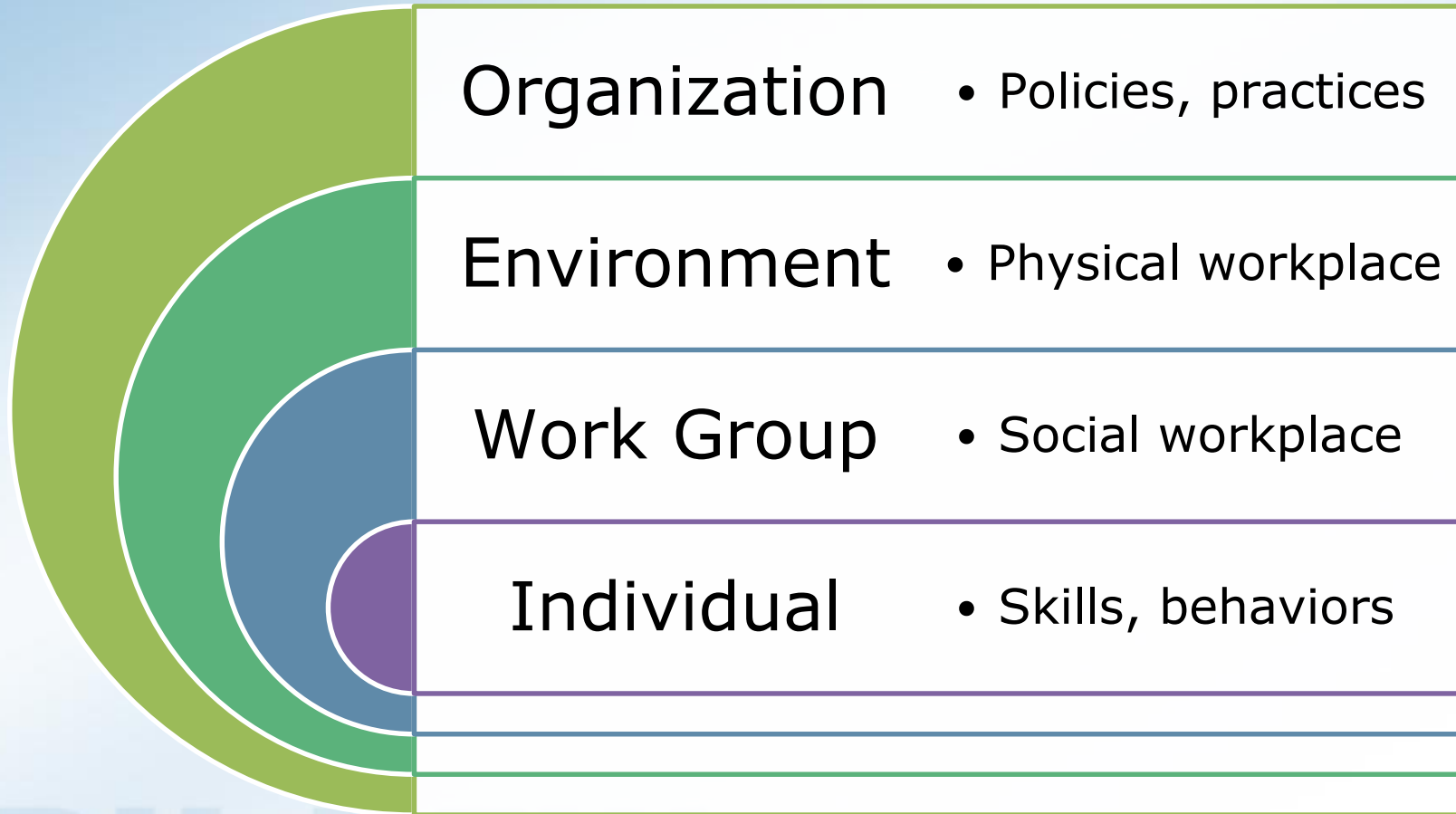
1. Get Ready for Program Start Up
2. Form Steering Committee
3. Identify and Train Facilitator
4. Identify Health and Safety Priorities
5. Form Design Team

CPH-NEW's goals include

1. Implement and evaluate program models for improving worker health that integrate:
 - Occupational safety and health (OSH) and
 - Preventive measures for worker well-being
2. To promote **participatory approaches** that engage all levels of an organization in the design of effective, **sustainable** workplace interventions.



Systems thinking for a multi-level, TWH approach



Why a participatory workplace process?



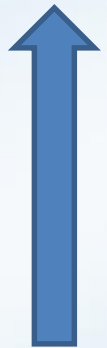
**Knowledge
from
employees'
experience**



...to discover root causes of physical, social, mental stress

...to discover root causes of unhealthy behaviors

...to contextualize solutions



**Employee
health
self-
confidence**



...to change behaviors

...to change conditions

...to make decisions

...to support co-workers

...to sustain the program

CPH-NEW Healthy Workplace Participatory Program:

CORE ELEMENTS

- **Two committees – manager, non-manager**
Engages all levels of the workforce
- **Trained facilitator – subject knowledge**
Guides, coordinates committees
- **IDEAS intervention planning process**
Builds solutions one intervention at a time

Steering Committee

Allocates and coordinates resources
Considers interventions
Makes strategic decisions
Promotes the work

Facilitator

Design Team

Selects health and safety issues
Designs interventions
Develops business case
Proposes solutions

Action
Feedback
Teamwork

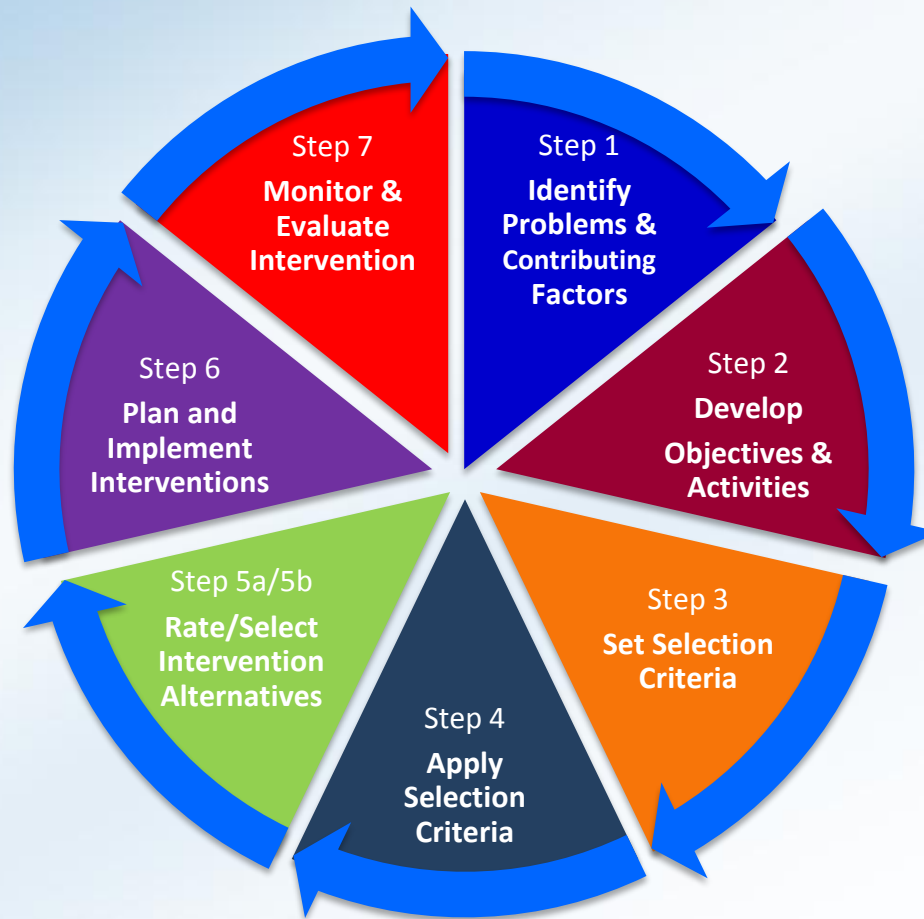
Action
Feedback
Teamwork

How Does the IDEAS Tool Work?

Trained facilitator moderates each step

Team needs meeting time to reflect, brainstorm

Facilitator documents team work in worksheets



Step 1

Understanding the problem

Step 2

Creating full set of possible solutions

Steps 3,4

Analyzing costs, benefits, barriers
Formulate alternatives

Step 5

Rating, selecting best option

CPH-NEW HWPP Provides Interactive Tools

CPH-NEW Readiness Survey

Please answer any of the assessments in this survey. When you are finished, click Generate Summary to generate a summary document.

Generate Summary

Assessment 1

Senior Management Commitment

- Senior management is willing to commit to a participatory safety, health and wellness program for 9-12 months.
- Senior management has not yet made a commitment.

Comments

Assessments

Assessment 1

Assessment 2

Assessment 3

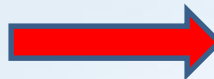
Assessment 4

Assessment 5

Assessment 6

Assessment 7

- Online readiness survey

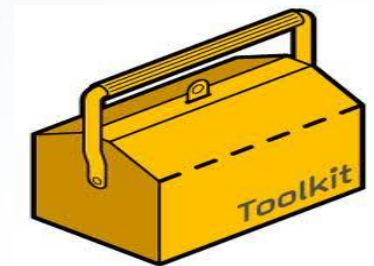


- Worksheets and Quick Reference Guides for Facilitators

CPH-NEW Healthy Workplace Toolkit promotes Total Worker Health

- **Engages** employees in setting priorities and developing solutions – *ownership*
- Improves H&S **communication** & collaboration
- **Identifies root causes** of H&S problems
- Makes a **business case** for H&S interventions.
- Establishes a H&S **continuous improvement** process

www.uml.edu/cphnewtoolkit



Is the Healthy Workplace Participatory Program right for your organization?



Resources needed to succeed

- Someone trained to facilitate the program
- Openness to allocate time for participation
- Access to knowledge/resources for employee health/safety/well-being
- Willingness to try new things
- Commitment to act on recommendations
- Culture of teamwork and “people first”

CT Dept. of Corrections

CO's have life expectancy of 58 years (BLS 2014) . 80% HBP, overweight. At risk for depression, suicide, injury.

High stress environment!



Case Study #1

Supervisor council:

Sleep quantity/quality

Emotional health/stress

Nutrition/physical activity

Officers:

Indoor Air Quality

- Respiratory, dust
- Temperature control
- Comfort

Slips/trips from moisture

Real Estate Management

Family owned business

Maintenance technicians at risk for falls, injuries, burns, and stress.



Case Study #2

Priority health concerns:

Stress from high workload

- Poor communication
- Competing demands
- Delayed decisions

Environmental hazards

- Overheating
- Tight, hot spaces

Simple ways to introduce TWH

Ideas you can use tomorrow



Engage your employees in H&S

- Empower employees to solve problems
 - Design Teams, Kaizen groups, work teams
 - Add front-line employees to committees
- Recognize employees who get involved
- Use idea boards – and report back!
- Get employee feedback on workplace changes before rolling them out

Find out what employees think are the obstacles are to H&S&W

- Watercooler re-con
- Add questions to existing workplace surveys
- Run focus groups
 - What helps you be successful here? What gets in the way? (culture/climate)
 - What aspects of life in the workplace are barriers or facilitators to your health and well-being?
 - What aspects of life outside the workplace are barriers/facilitators to your health and well-being?

Ways to enhance existing activities for a TWH approach

Upgrade current safety and health programs

- In your ergonomic program, also address work organization and scheduling (and arthritis)
- If your respiratory protection program, add smoking cessation

Upgrading current health/well-being programs

- Customize wellness program activities to different occupational groups

Coordinate Safety and Well-being Programs

- Get to know other program managers, learn about their priorities
 - Health & Safety, Health Promotion, Human resources, Workers' Compensation, EAP
- Cross-promote related activities
- Plan together to support mutual goals

EAP

Group Health

Compensation Programs

Presenteeism/
Absenteeism

Occupational Safety and Health

Disability

Workers' Compensation

Health Promotion

Demand and Disease Management



Adapted from: Liberty Mutual, 2010, Webinar, The Wellness-Work Comp Connection.
Goetzel R. Examining the Value of Integrating Occupational Health and Safety and Health Promotion Programs in the Workplace. The NIOSH Total Worker Health™ Program: Seminal Research Papers 2012. DHHS (NIOSH) 2012-146.

CPH-NEW RESOURCES

CPH-NEW

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CPH-NEW Healthy Workplace Services

Consultation – telephone or onsite

Workforce assessment – focus groups

Coaching and workshop facilitation

Request services

CPH-NEW@uml.edu



CPH-NEW Resources

- Website www.uml.edu/cphnew
 - Newsletter mailing list
 - CPH-NEWS and Views—fact sheets
 - Publications
- Healthy Worksite Program Toolkit
Suzanne_Nobrega@uml.edu

Take ~~Home~~ Back to Work Messages

- *Total Worker Health*[®] approaches integrate health protection and promotion to achieve worker wellbeing
- Work and well-being are intertwined
- Work organization effects well-being through many pathways
- Healthy workplaces can be achieved using a participatory TWH Approach
- CPH-NEW is a resource for implementing TWH programs at your workplace

Contacts & Acknowledgements

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CPH-NEW Homepage:

www.uml.edu/cph-new

University of Connecticut

CPH-NEW website:

<http://h.uconn.edu/cph-new>

Healthy Workplace

Participatory Program

Website:

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