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

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Connecticut River Valley AIHA 2017 All-Day Conference

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

www.uml.edu/cph-new
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

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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?
HOW DOES YOUR WORKPLACE SUPPORT WELL-BEING?
HEALTH AND WELL-BEING PROGRAMS – TO REDUCE LIFESTYLE RISKS
HOW DOES YOUR WORKPLACE SUPPORT WELL-BEING?

Images from wikipedia

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HEALTH AND SAFETY PROGRAMS: REDUCE WORK HAZARDS AND EXPOSURES
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](http://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

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Hierarchy of Controls applied to Total Worker Health

1. Eliminate working conditions that threaten safety, health, and well-being
2. Substitute health-enhancing policies, programs, and practices
3. Redesign the work environment for safety, health, and well-being
4. Educate for safety and health
5. Encourage personal change

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NIOSH, 2016 Fundamentals of Total Worker Health Approaches www.cdc.gov/niosh/twh
Issues Relevant to **Total Worker Health**

**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

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

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Issues Relevant to **Total Worker Health**

**Compensation and Benefits**
- Work-Life Programs
- Worker’s Compensation Benefits

**Changing Workforce Demographics**
- Aging Workforce
- Multigenerational and Diverse Workforce
- Vulnerable Worker Populations

**New Employment Patterns**
- Contracting and Subcontracting

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[Link to CDC's Total Worker Health Issues](https://www.cdc.gov/niosh/twh/pdfs/TWH-Issues-4x3_10282015_final.pdf)
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.”


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Work Organization

- **Physical loading patterns**
  - effort required
  - frequency
  - duration
  - (lack of) variation

- **Psychosocial stressors**
  - job demands
  - decision making
  - social support
  - job insecurity
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

Health Promotion Practice
Jan. 2016 17 (1) 127-136
HOW TO IMPLEMENT A TWH PROGRAM IN YOUR ORGANIZATION
Healthy Workplace Participatory Program

www.uml.edu/cphnewtoolkit

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.

**THE OVERALL PROCESS**

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

**TRAINING & SUPPORT**

**WHAT'S NEW**

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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.

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Systems thinking for a multi-level, TWH approach

<table>
<thead>
<tr>
<th>Level</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization</td>
<td>Policies, practices</td>
</tr>
<tr>
<td>Environment</td>
<td>Physical workplace</td>
</tr>
<tr>
<td>Work Group</td>
<td>Social workplace</td>
</tr>
<tr>
<td>Individual</td>
<td>Skills, behaviors</td>
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</tbody>
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[www.uml.edu/cph-new](www.uml.edu/cph-new)
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
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

Step 7
Monitor & Evaluate Intervention

Step 6
Plan and Implement Interventions

Step 5a/5b
Rate/Select Intervention Alternatives

Step 4
Apply Selection Criteria

Step 3
Set Selection Criteria

Step 2
Develop Objectives & Activities

Step 1
Identify Problems & Contributing Factors
CPH-NEW HWPP Provides Interactive Tools

- 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

Superior 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

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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
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

[www.uml.edu/cph-new](http://www.uml.edu/cph-new)
Contacts & Acknowledgements

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CPH-NEW Homepage:
www.uml.edu/cph-new

Healthy Workplace
Participatory Program
Website:
www.uml.edu/cphnewtoolkit

University of Connecticut

UConn Health, Farmington, CT
UConn Storrs, Mansfield, CT

University of Connecticut
CPH-NEW website:
http://h.uconn.edu/cph-new

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