



# **Integrating health in a changing workplace: Research innovations**

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**William S. Shaw, Ph.D.**

Division of Occupational and Environmental Medicine  
University of Connecticut, School of Medicine

**CPH-NEW is a NIOSH Center of Excellence for *Total Worker Health*<sup>®</sup>**

**UConn**



# ***Total Worker Health® (TWH) approach***

- ▶ “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.**”
  - Job-related factors can affect worker well-being.
    - Job demands
    - Job environment
    - **Work organization**
  - Worker health has **implications for employers.**
  - Targeting working conditions can improve worker health and **sustain organizational effectiveness.**

**Citation:** NIOSH (2016). *Fundamentals of total worker health approaches: essential elements for advancing worker safety, health, and well-being.* DHHS (NIOSH) Publication No. 2017-112.

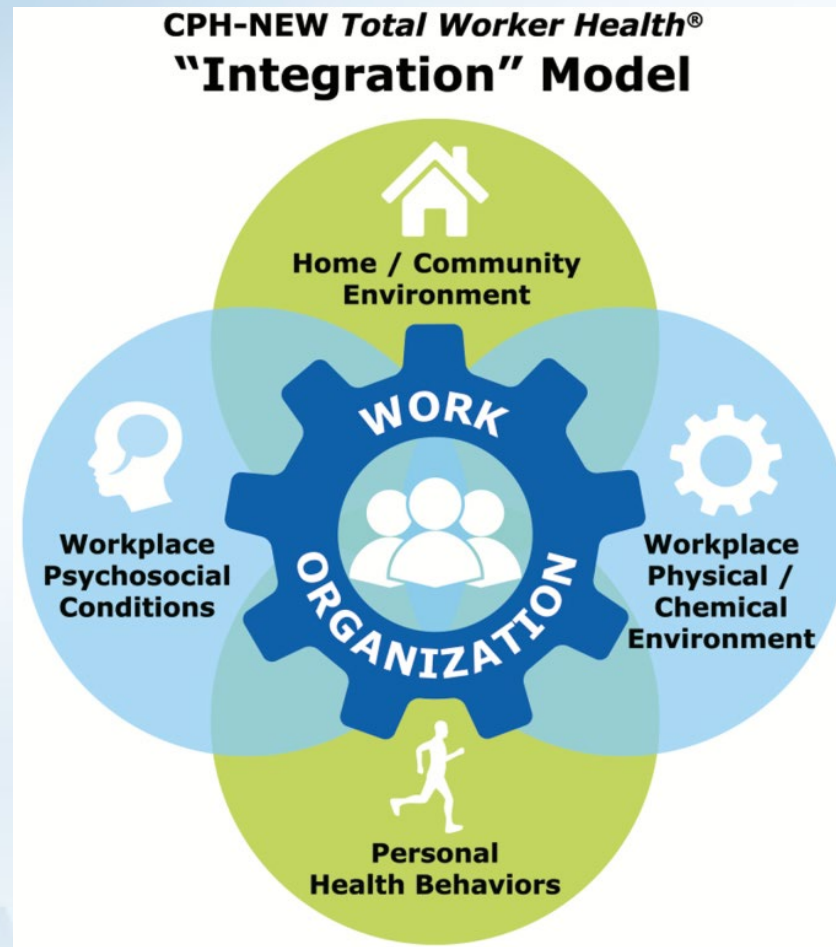
# TWH essential defining elements

- ▶ Demonstrate **leadership commitment** to worker health and safety at all levels of the organization.
- ▶ Design work to eliminate or reduce safety and health hazards and **promote worker well-being**.
- ▶ Promote and support **worker engagement** throughout program design and implementation.
- ▶ Ensure **confidentiality and privacy** of workers.
- ▶ **Integrate** relevant systems to advance worker well-being.

**Citation:** NIOSH (2016). *Fundamentals of total worker health approaches: essential elements for advancing worker safety, health, and well-being*. DHHS (NIOSH) Publication No. 2017-112.

# TWH Integration

## Expanding the health and safety paradigm



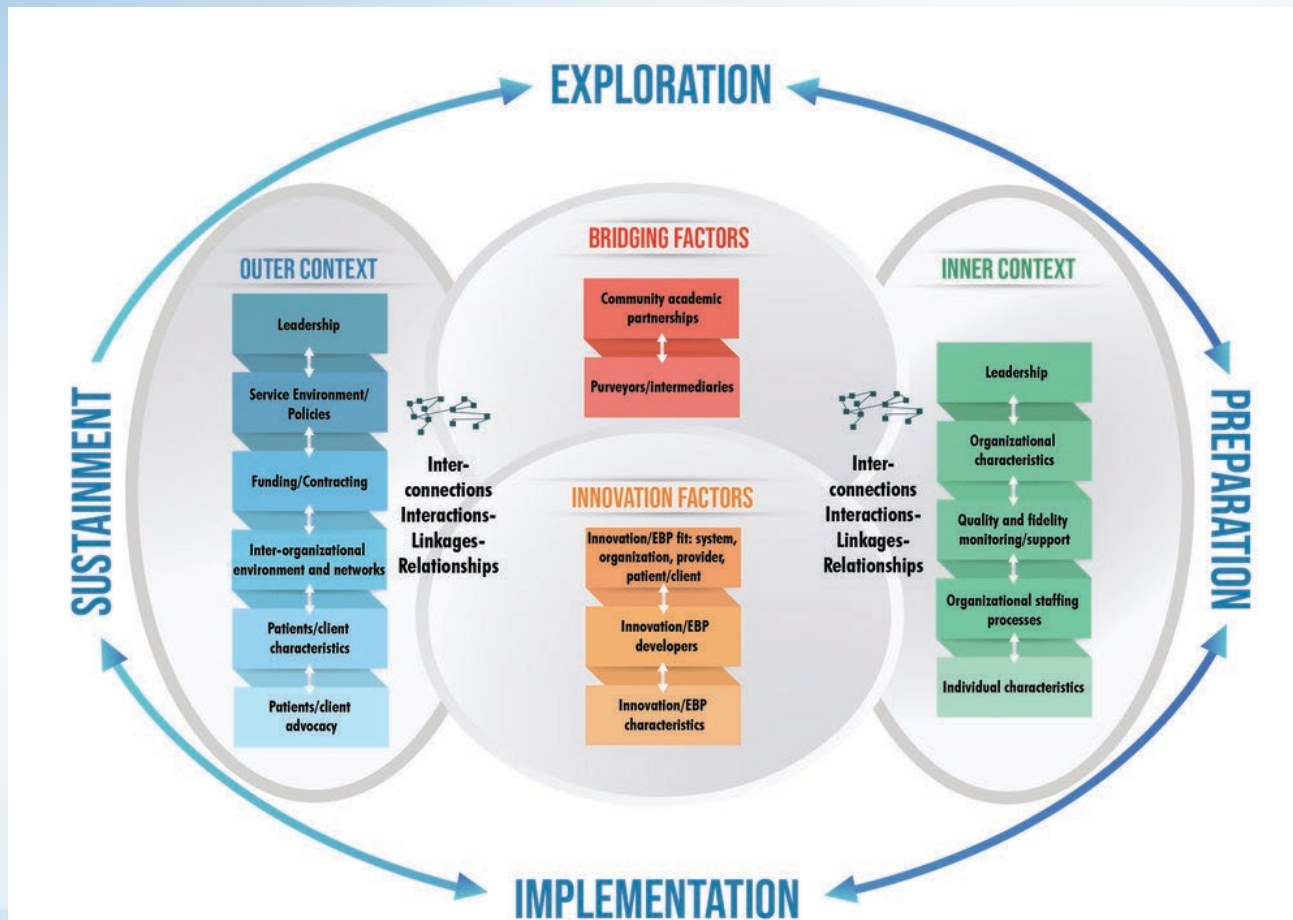
**Citation:** Punnett et al. (2020). Defining 'Integration' for Total Worker Health®: A new proposal. *Ann Work Expo Health*. 64(3): 223-235.

# Implementation

Process evaluation; integration; models of organizational change; program evaluation; participatory action research; mediators and moderators; reach; effectiveness; cost

# Implementation Science

## The EPIS Implementation Framework

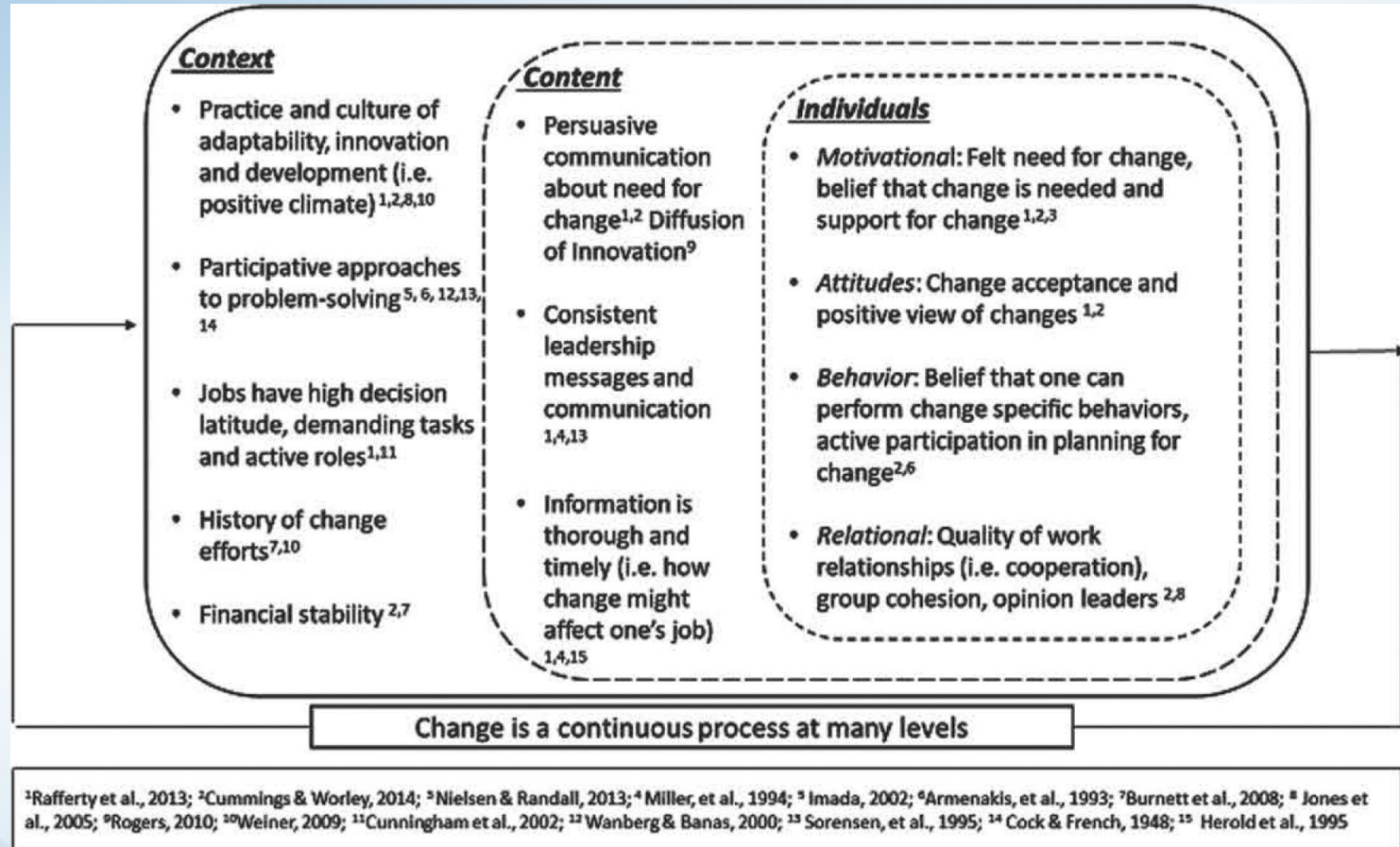


**Citation:** Moullin et al., (2019). Systematic review of the Exploration, Preparation, Implementation, Sustainment (EPIS) framework. *Implementation Sci.*, 14:1.



# Organizational readiness for TWH

## The Organizational Readiness Tool (ORT)

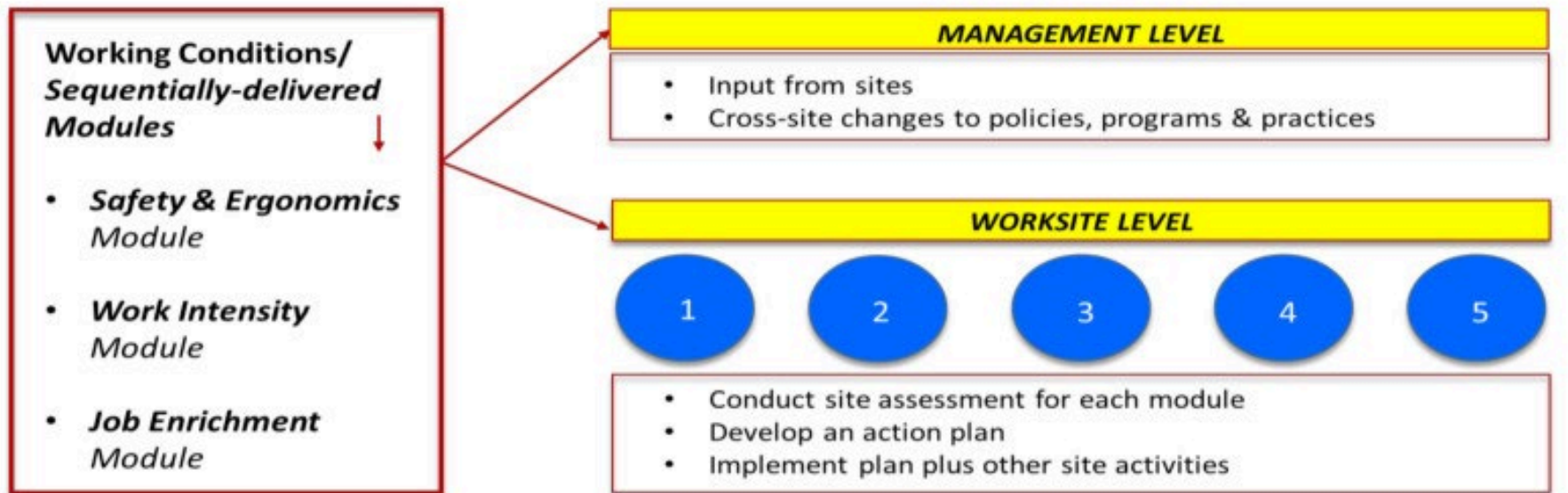


**Citation:** Robertson et al. (2021). Assessment of organizational readiness for participatory occupational safety, health, and well-being programs. *Work*. 69(4): 1317-1342.

# TWH implementation guidelines

## TWH approach with food service employees

### Intervention Design



**ESSENTIAL ELEMENTS: LEADERSHIP COMMITMENT, PARTICIPATION, COMMUNICATION, TAILORING FOR FIT**

**Citation:** Nagler et al. (2021). Using Total Worker Health® implementation guidelines to design an organizational intervention for low-wage food service workers: The Workplace Organizational Health Study. *Int J Environ Res Public Health*. 18: 9383.



# Impact

Organizational change; workplace culture; leadership; decision-making; systems integration; supervisory behavior; long-term health and safety benefits; sustainability; success stories



# TWH Organizational Climate

## Project lead: Emily Huang (OHWC)

- ▶ Adapting the concept of safety climate to develop a ***Total Worker Health Climate Scale***.
- ▶ Goal: Help organizational leaders and OHS practitioners to identify strengths, areas for improvement, and to benchmark progress.
- ▶ Three proposed dimensions:
  - Safety climate
  - Physical health climate
  - Well-being climate
- ▶ Validate within utility and manufacturing industries.

Website link: <https://www.ohsu.edu/Oregon-healthy-workforce-center/ohwcs-research-projects>



# Analysis of organizational impact

## ▶ **Effect Modifier Assessment (EMA)**

- Participatory workshops at multiple levels
- Qualitative thematic analysis
  - Factors that influence effectiveness
  - Range of impacts and outcomes

## ▶ **Ripple Effects Mapping (REM)**

- Participatory effort to visually map effects
- Understand program context more fully
- Identify impacts beyond individual benefits

**Citations:** Washburn et al. (2020). Using Ripple Effects Mapping to evaluate a community-based health program: Perspectives of program implementers. *Health Promot Pract.* 21(4):601-610. Edwards & Winkel (2018). A method for Effect Modifier Assessment (EMA) in ergonomic intervention research. *Appl Ergon.* 72:113-120.

# Worker engagement

Participatory methods, working groups, organizational structures, working conditions, workplace culture, high-risk workers, power and disadvantage, diversity and inclusion,

# Identifying and accessing workers

## Workers to target with TWH interventions?



Part-time workers

Temporary workers

Contract workers

Low-income workers

Workers with chronic illness

### How best to reach these worker groups?

# TWH for workers with emerging health problems

- ▶ **Well-being and cancer at work (WeCanWork)**
  - Project Lead: Cathy Bradley (Colorado CHWE)
  - Improve cancer survivors' well-being and work outcomes by enhancing oncology care team support
- ▶ **Home care workers with chronic pain (Compass-NP)**
  - Project Lead: Ryan Olson (Oregon OHWC)
  - Support workers with chronic pain to prevent progression to work disability, opioid use, and poor mental health
- ▶ **Preventing suicide and improving MH in construction**
  - Project Lead: Brad Evanoff (Wash U, HWCMMW)
  - Adapt a multicomponent suicide prevention and MH program to incorporate workplace culture and organizational factors





# Worker well-being

Thriving, eliminating hazards, reducing job stress, improved job satisfaction, mental health, career advancement, work-family conflict, finances, organizational support, functional health status



# Mental health and the workplace



## WORKERS VALUE EMPLOYER SUPPORT FOR MENTAL HEALTH

% OF WORKERS WHO BELIEVE THEIR EMPLOYER IS MORE CONCERNED ABOUT EMPLOYEES' MENTAL HEALTH THAN THEY WERE IN THE PAST:

71% agree



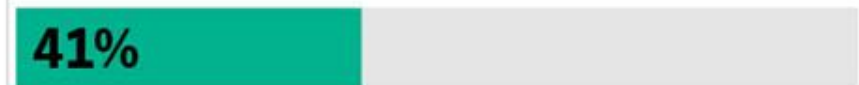
% OF WORKERS WHO AGREE THAT HOW EMPLOYERS SUPPORT MENTAL HEALTH WILL BE AN IMPORTANT CONSIDERATION FOR THEM WHEN THEY LOOK FOR FUTURE WORK:

81% agree, including 30% who strongly agree

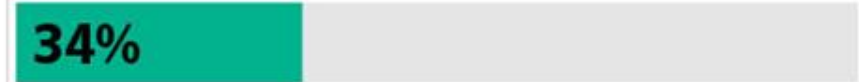


% OF WORKERS WHO WANT THE FOLLOWING MENTAL HEALTH SUPPORTS FROM THEIR EMPLOYER:

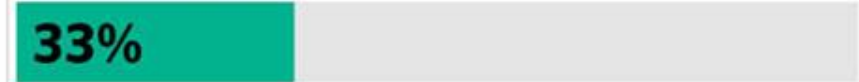
Flexible work hours



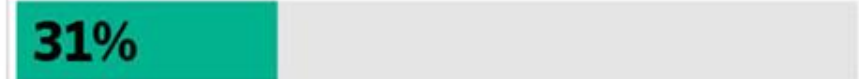
Workplace culture that respects time off



Ability to work remotely



Four-day work week



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**Citation:** APA's 2022 Work and Well-Being Survey; [www.apa.org/pubs/reports/work-well-being/2022-mental-health-support](http://www.apa.org/pubs/reports/work-well-being/2022-mental-health-support)



# Expanded concepts of worker well-being

## NIOSH Worker Well-Being Questionnaire (WellBQ)



- Work evaluation and experience
- Workplace policies and culture
- Workplace physical environment and safety climate
- Health status
- Home, community, and society

**Citation:** Chari et al. (2022). Development of the NIOSH Worker Well-Being Questionnaire (WellBQ). *J Occup Environ Med.* (online ahead of print).

# 4 new TWH Centers of Excellence: Expanding focus on worker well-being

- ▶ **The Johns Hopkins P.O.E. *Total Worker Health*® Center in Mental Health**
  - Established to focus on work-related mental issues and solutions.
  - Integrating psychosocial, organizational, and environmental influences on worker health
- ▶ **The Utah Center for Promotion of Work Equity Research (U-POWER)**
  - Holistically examine work and work environment, with attention to the role of power structures at work
- ▶ **The California Labor Laboratory (CALL Center)**
  - Extending health and safety to workers with nontraditional employment arrangements.
- ▶ **The Carolina Center for *Total Worker Health*® and Well-Being**
  - Rural and Urban Clinician Well-Being during COVID-19
  - TWH Approach to reduce falls and advance protection in firefighters



# “Thriving” in the workplace

## Project lead: Susan Peters (Harvard Center)

Dimensions	Literature review	Workshops/Expert
Psychological well-being from work	Meaning & purpose Growth & development	Values align with company
Emotional well-being from work	Job satisfaction Happiness Engagement	Enthusiasm Contribution to life satisfaction
Social well-being from work	Supportive relationships Valued, belonging, respect Contributions to others	Fair treatment Worker voice Recognition
Work-life integration	Work-life balance Commuting	Work-family balance Job creep
Basic needs for thriving at work	Job security, pay	Benefits, promotion opportunities
Job design/experience of work	Autonomy, schedule control, job demands, environment, adequate resources, skills, knowledge	Work intensity
Health, physical and mental well-being from work	Physical safety, psychological safety, energy	Stress, injury, exhaustion

**Citation:** Peters et al. (2021). Thriving from work: Conceptualization and measurement. *Int J Environ Res Public Health*. 18:7196.



# Partnerships

Community organizations, health care entities, insurers, unions, professional and trade organizations, employer consortiums, OHS advocacy groups, existing resources



# Expanding research partnerships

## ▶ **Greater Lawndale Healthy Work Project**

- Project Lead: Leni Hebert-Beirne (UIC)
- Understand how work impacts health and to identify community solutions to promote health

## ▶ **TWH Employer Crisis Preparedness**

- Project Lead: Cora Roelofs (UML, CPH-NEW)
- Partnering with HR professionals to incorporate worker well-being into SMB crisis planning

## ▶ **Safety & Health through Integrated Teams**

- Project Lead: Alicia Kurowski (UML, CPH-NEW)
- Partnering with labor unions to disseminate TWH policies and practices among HC workers

# Summary

## Research innovations in TWH

- ▶ Incorporating implementation factors
- ▶ Assessing organizational impact
- ▶ New methods to engage at-risk workers
- ▶ Expanded concepts of worker well-being
- ▶ Expanded research partnerships

# Contacts & Acknowledgements

## University of Massachusetts Lowell

Email: [CPH-NEW@uml.edu](mailto:CPH-NEW@uml.edu)

Tel: 978-934-3268

## CPH-NEW main website:

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

## Healthy Workplace

## Participatory Program Website:

[www.uml.edu/cphnewtoolkit](http://www.uml.edu/cphnewtoolkit)

## University of Connecticut

Diane Burnat, 860-679-2369

UConn Health, Farmington, CT

## University of Connecticut

## CPH-NEW website:

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

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