

# Discovery and Dissemination of TOTAL WORKER HEALTH® Practices Among Midwest Small Employers

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# Acknowledgements

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## The small businesses that participated in the study.



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# Small Business Outreach

- Speed dissemination and translation of evidence-based practices into materials to help small businesses
- Case-studies approach to determine if and how TWH practices are implemented in small businesses



# NIOSH Essential Elements (2016)

- Guide to establishing workplace programs

In 2016 → Fundamentals of Total Worker Health® Approaches

- Organizational Culture & Leadership
- Program Design
- Program Implementation & Resource
- Program Evaluation

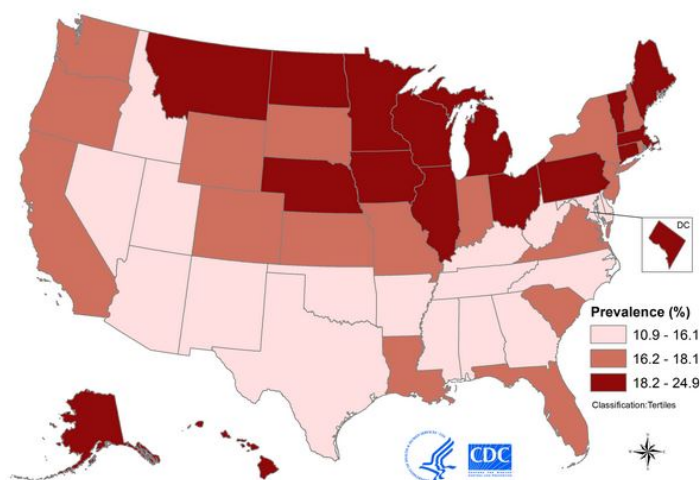
<http://www.cdc.gov/niosh/twh/essentials.html>





# Burden in Our Region

Prevalence of Binge Drinking Among Adults,<sup>†</sup> 2015



Source: Behavioral Risk Factor Surveillance System

<sup>†</sup>Age-adjusted to the 2000 U.S. Census standard population. Binge drinking is defined as 4 or more drinks for a woman or 5 or more drinks for a man on any one occasion during the past 30 days.

## High rates of unhealthy lifestyle behaviors

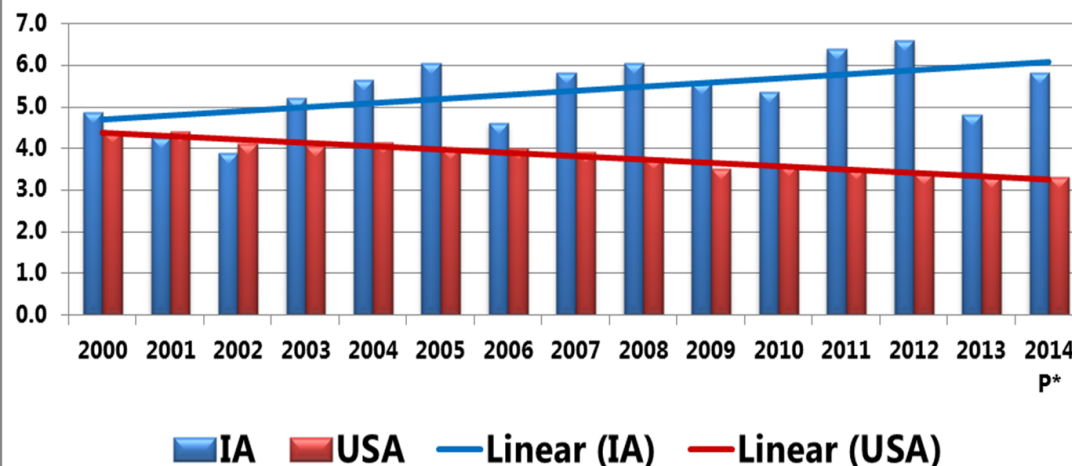
- Adult binge drinking rates > 20%
- Fewer than 20% of adults in region meet physical activity guidelines
- Higher than national average obesity rates

## High rates of occupational injuries and illness

- Many companies are small and in areas underserved by OSH

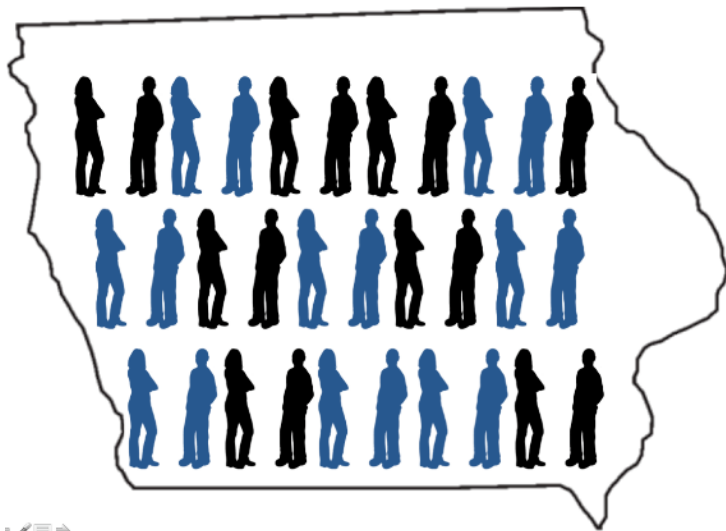
US Bureau of Labor Statistics Census of Fatal Occupational Injuries (CFOI) Data \*Preliminary 2014 data

Rate of Fatal Work Injuries Per 100,000 Full-time Equivalent Workers, Iowa and U.S.A.



# Formative Evaluation

## Employers



## Employees



# Small Businesses

- Most employers are small
- Occupational injury and illness rates are higher
- Typically no employee health promotion programs
- Although aware of traditional hazards, don't always consider the impact of the work environment/organization on health outcomes or lifestyle behaviors
- Employers have multiple responsibilities, including safety and health, despite their lack of expertise
- Few studies have examined the impact of Total Worker Health programs on small employers



# Survey of Businesses in Iowa (Lind, 2012)

- Small Businesses (<250 employees)
- Limited resources for safety and wellness
  - Although, 95% offer worker's compensation insurance
  - Few have resources to offer additional health promotion initiatives
- Report smaller Return on Investments (ROI) compared to larger business
  - < 250 employees report saving \$0.39
  - 250+ employees report saving \$2.23



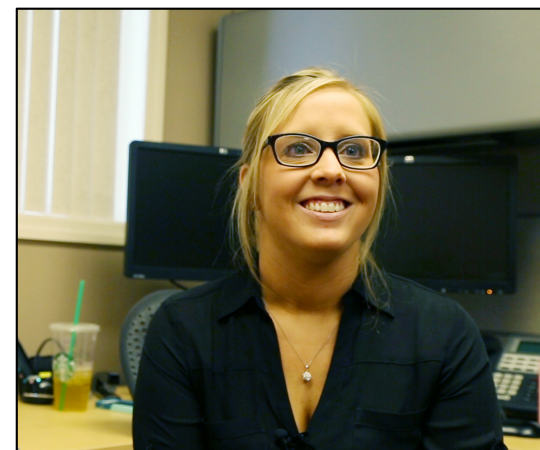
There is a need for programs targeting  
Total Worker Health





# Site Visits with Small Businesses

- Evidence-based components
- Peer-to-Peer Model
  - Small business with TWH programs
  - Wellness/Safety Winners
  - Cross-section of workplace sectors
  - < 250 employees
- Site visits
  - Interviews (scripted) and facility tours
  - Coded content to identify topics
- Used behavioral change theories to develop resources





# Site Visits with Small Businesses

**Accounting**

**Agricultural**

**Insurance**

**Communication  
Technology**

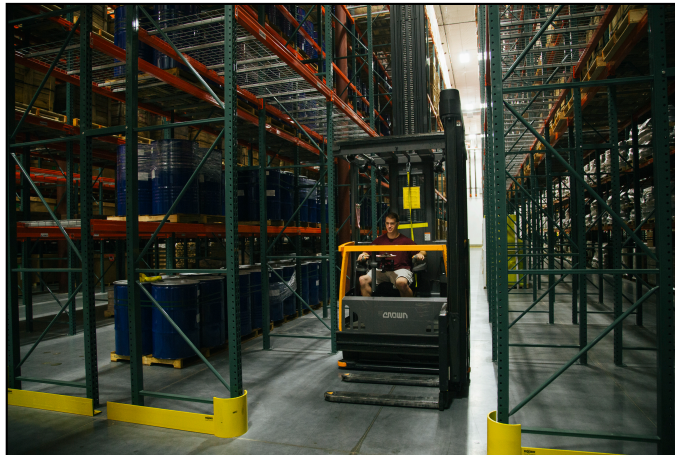
**Engineering**

**Retail**

**Distribution**

**Manufacturing**

**Municipalities**



<b>Site Visit Themes</b>	<b>Essential Elements Categories</b>	<b>Fundamental Elements Categories</b>
<b>VOI/ROI</b>	--	--
<b>Organizational Factors</b>	Organizational Culture and Leadership	Demonstrate leadership commitment at all levels
<b>Program Design</b>	Program Design	Design work to eliminate or reduce hazards and promote well-being Ensure confidentiality and privacy
<b>Engaging Employees</b>	Program Implementation /Resources	Promote and support worker engagement
<b>Low Cost Strategies</b>	Program Implementation /Resources	Design work to eliminate or reduce hazards and promote well-being. Ensure confidentiality and privacy Integrate relevant systems to advance well-being
<b>Evaluation</b>	Program Evaluation	--
<b>Integration</b>	--	Integrate relevant systems to advance well-being

# Key Themes Identified

## Organizational Leadership and Commitment

(mission statement include worker and worker health; provides resources)

→ **yes**

## Collaboration between health protection & health promotion

(shared committees, policies, environment)

→ **mixed, some are at the beginning stages**

## Supportive organizational policies and practices

(Engagement, participation, incentives, evaluation)

→ **ranged or varied on first 3, but not much evaluation**

## Comprehensive Program content

(additive or synergistic risks, job exposures and behaviors)

→ **comprehensive programs (protection/promotion) but don't always think to integrate them**



# Key Points from Employers

**Were committed to safety, but it was also important because of federal requirements and legal issues**

Management support  
Start small and scale up  
Use existing data/surveys to develop topics of interest



## **Integrate systems**

- Bring safety and wellness people together
- Include representation from all workers (management, supervisors, workers)



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



# TotalWorkerHealthEssentials.org

What is  
TWH?

Why  
TWH?

Mgmt &  
Employee  
Involvement

Evaluating  
Programs

Designing  
Programs

Low-Cost  
Strategies

Engaging  
Employees

Essential  
Elements





## **What is Total Worker Health®?**

Introduction to Total Worker Health® from Midwestern employers and national experts describe Total Worker Health®.

## **Why Total Worker Health®?**

Employers describe benefits of Total Worker Health® programs, practices and policies.

## **Management & Employee Involvement**

Need top down support. Success is achieved when employees and managers jointly develop policies, programs and practices.

## **Designing Programs Low-Cost Strategies**

Begin by building on what you have.

Employers share easy, low cost ideas and tips to get started.

## **Engaging Employees**

Employers share tips on how to effectively communicate policies and programs to encourage participation in safety and health programs.

## **Evaluating Programs**

Employers describe information they have used to evaluate their programs before, during and after implementation to maximize the benefits and minimize the costs.

## **Essential Elements & Closing Tips**

Employers share ways to better protect and promote workers' safety, health and well-being at work and beyond.

# Video Series

**TotalWorkerHealthEssentials.org**

**TotalWorkerInDepth.org**



# Evaluation

- Utilized an iterative review process during development
- Reviewed during post-production phase by
  - Occupational safety and health experts
  - Employers in Iowa and Nebraska

Included human resource directors, wellness directors/managers, safety directors/professionals and CEO's/Presidents

# Results

- The videos received overall positive reviews

**“Positive message - with some encouraging ideas to take further”**

**"Great information...like the checklists"**

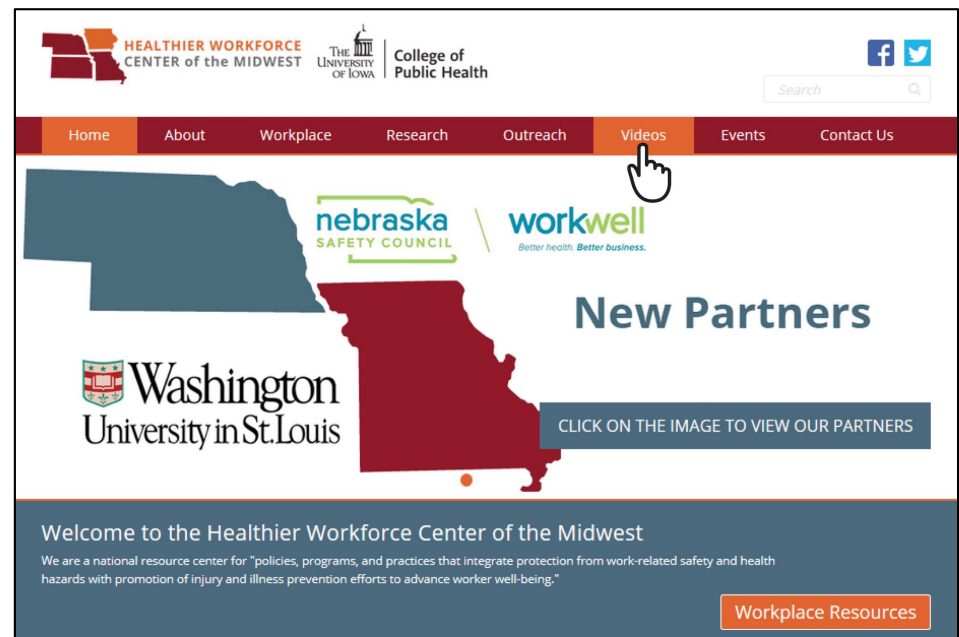
**“Good practical information”**

- Negative comments primarily addressed the production quality and not content (music too loud, didn't like the music)



# Results

- Since public release in August 2015, the series has had over 4000 views.
- Of those views, the majority have been in Iowa (46%) however, they have been viewed in 46 states and DC as well as 43 countries outside of the United States

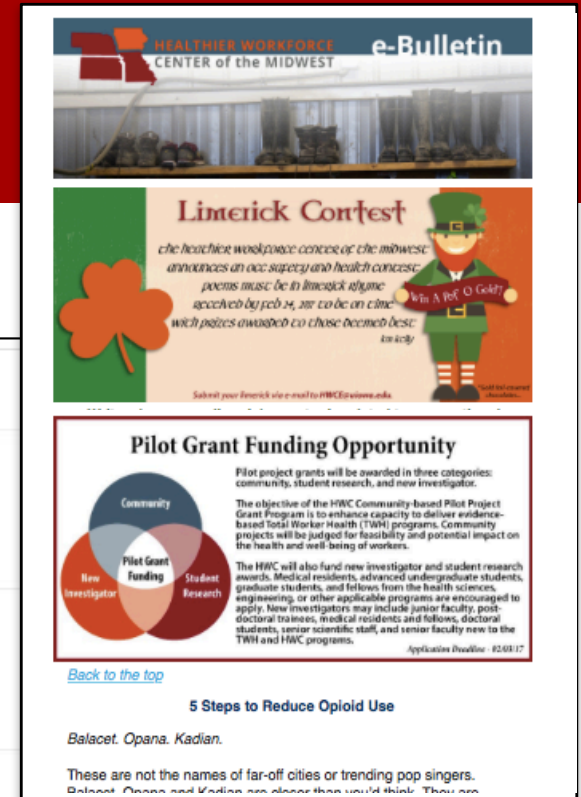
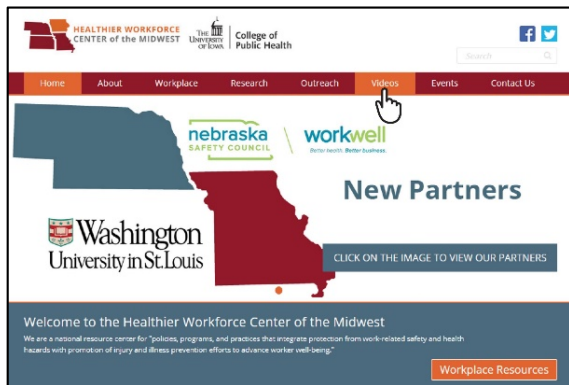




# Feedback After Dissemination

“As a career EH&S Manager I have viewed countless health, safety and wellness videos. This new series from the University of Iowa’s College of Public Health is unique. The length, pacing, interspersing of real people and the background music are optimum to keep viewers’ attention which is half the battle. Time is money so when there is a need to educate people on any topic we need to have materials that are both attention-getting AND memorable. This series fit the bill as well or better than any other series I am aware of. Well done!”

# Outcomes



Total Worker Health® Essentials Video Views:  
11/1/15 – 5/31/17



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

# Summary

- Interviews showed that we saw the NIOSH Essential Elements/Fundamentals in action → (in some form) in ALL businesses
  - Top management support
  - Low cost strategies
  - Implementation
  - Participation and incentives
- Did not see a lot of evaluation or tracking and understanding ROI
  - They were collecting data (health claims, HRA, WC) but fewer were integrating data to develop programs
  - ROI difficult → in a small company, one injury/illness can totally throw out the data
- Small Businesses **need** to focus more on the intangible benefits
- The challenge for researchers is how do we capture (“measure”) these things?

# Summary

- Goal → speed dissemination
  - Utilize peer-to-peer communications
  - Incorporate theoretical approach in the development of resources
- Repackaged some of the best practices of Iowa employers into videos informing/persuading employers to start TWH programs
- Follow-up regional survey
- Return interviews with original participating organizations

There once was a lineman from Linn  
Who never wore a frown just a grin  
He practiced safety at all cost  
So that his life would not be lost  
and so lived the grinning lineman from Linn

*Steve Carroll*  
*Linn County REC*



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