



# Pathways to Implementing Total Worker Health: Implications for Small Enterprises

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# Our Shared Goal

Protect and promote worker safety,  
health and wellbeing

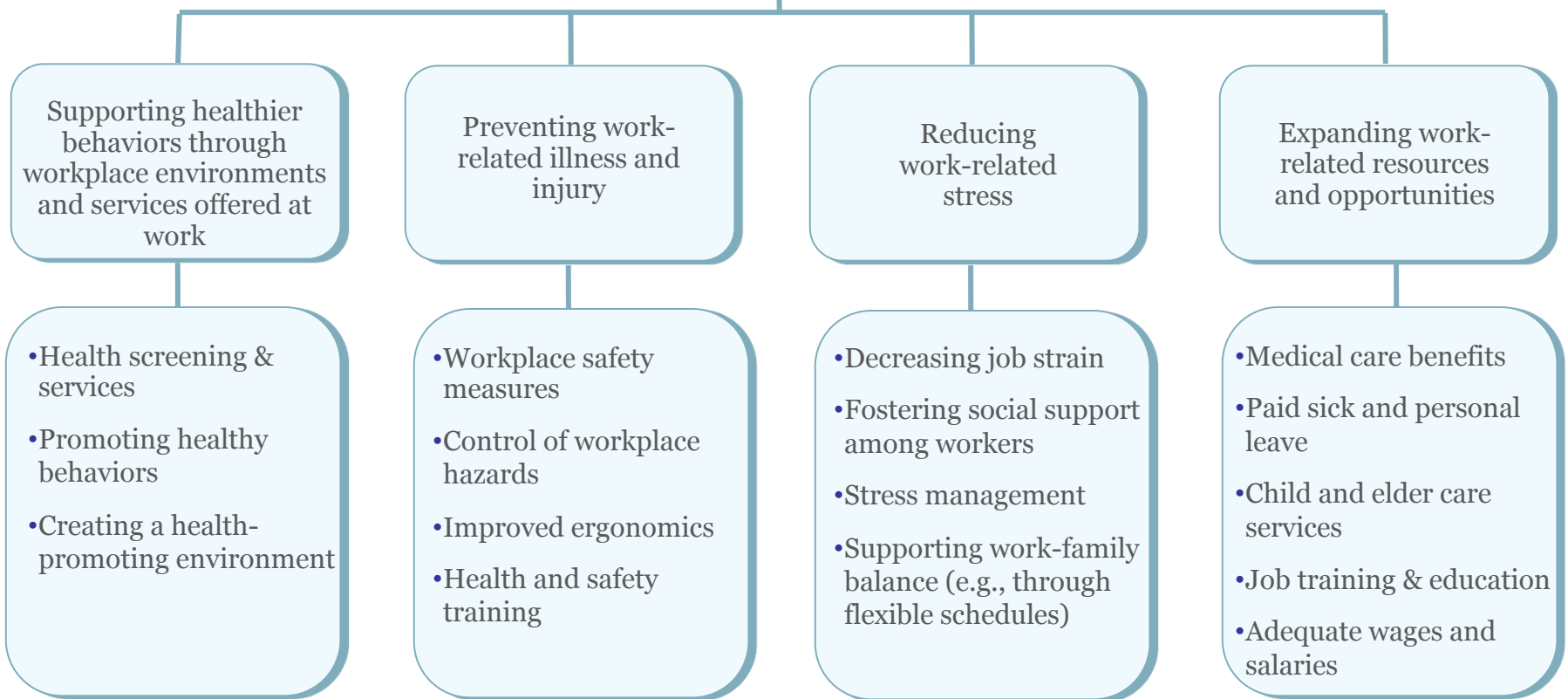


# Overview

- Introduce a new paradigm
- What's the value added?
- What's the evidence?
- Resources for making it work



## Standard model for Worksite Health Protection & Promotion





## Where are the gaps? What's optimal?

- Siloed approach
- Integrated & coordinated
- Low participation rates
- Engaged employees
- Attracts the most healthy
- Population approach
- Focus on downstream outcomes
- Addresses root causes



Where does your company sit on this  
continuum?



# A new Paradigm: Identifying root causes in working conditions

## Physical

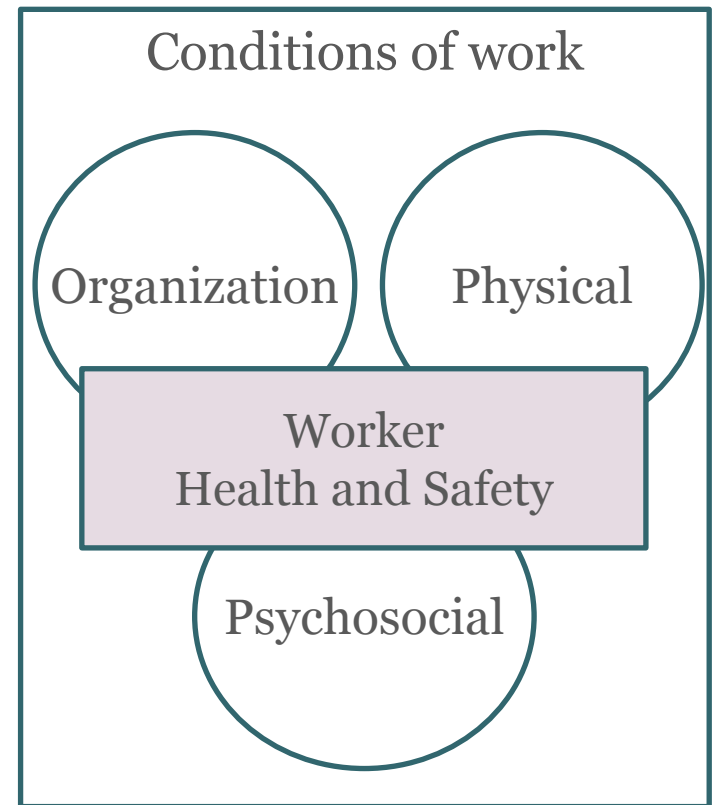
- Exposures to safety and health hazards

## Organization

- Hours worked
- Workload and pace of work
- Inadequate benefits (Wages, Leave, Flexibility)
- Inconsistent breaks
- Limited access to resources on the job

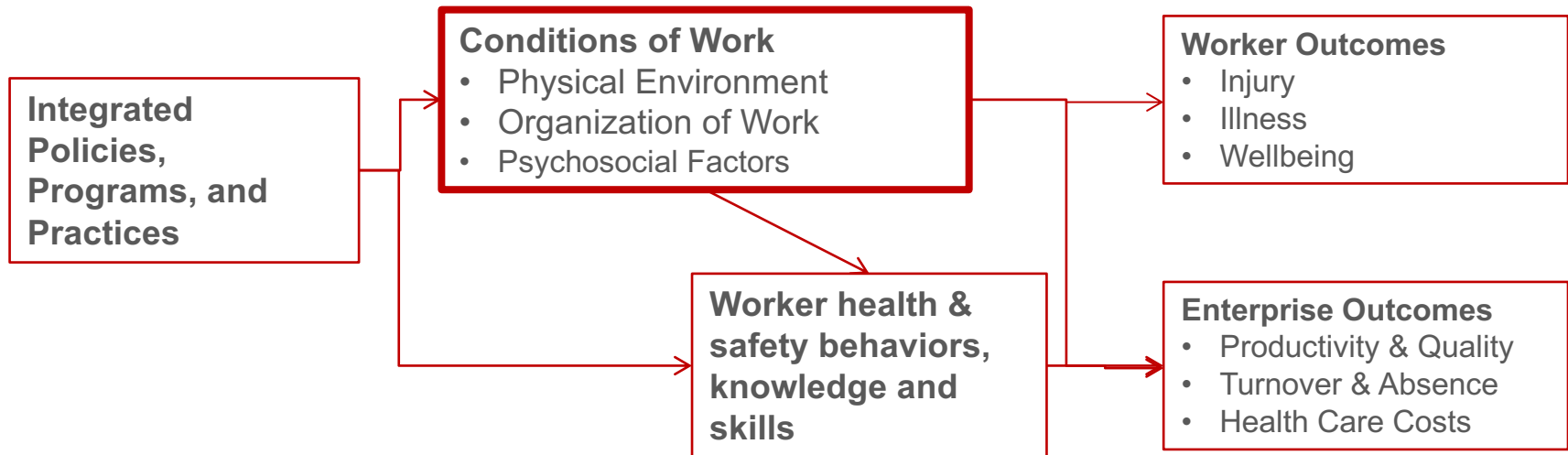
## Psychosocial

- Job stress
- Low supervisor support
- Co-worker social norms
- Culture of health and safety at work





# Modifying Working Conditions for Improved Outcomes







## Key Take-Away Messages

- Working conditions are often root causes of poor health and safety outcomes.
- Improving working conditions can optimize employee and employer outcomes.
- A systems approach can contribute to building a culture of health.



## NIOSH Total Worker Health®

Total Worker Health® is defined as 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.

(<http://www.cdc.gov/niosh/twh/>)





# What's the value added?

- ***Improve effectiveness of worksite strategies to improve worker health.***
  - Improve outcomes
  - Increase participation
  - Enhance a culture of trust.
- ***Manage costs***
  - Reduce absence, turnover
- ***Generate revenue***
  - Improve job satisfaction & engagement
  - Improve market performance
- ***Promote brand reputation***

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



How does this approach contribute to your meeting your goals or business objectives?



# WHAT'S THE EVIDENCE?

A little history

Where we are now



Peder Severin Kroyer (1851-1909). Danish painter. The Iron Foundry, Burmeister & Wain, 1885. National Museum of Art. Copenhagen. Denmark.



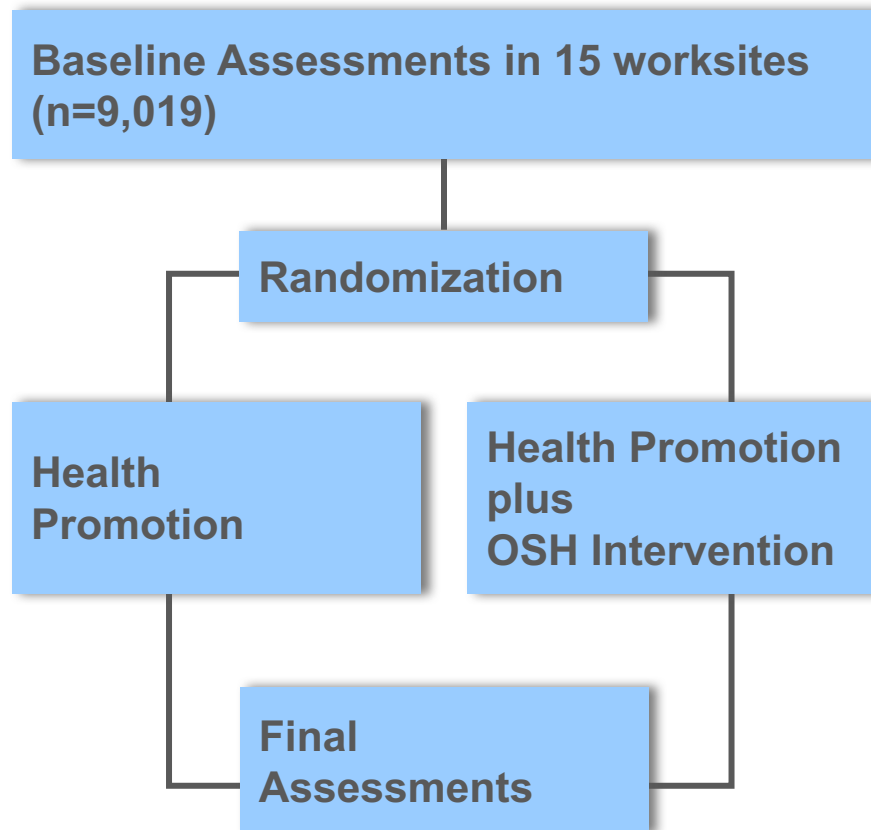
## WellWorks-2: Study hypothesis

The integration of health protection with health promotion will enhance the intervention impact on behavior change over and above health promotion alone.



# Integrated prevention approaches needed

## WellWorks-2: Manufacturing

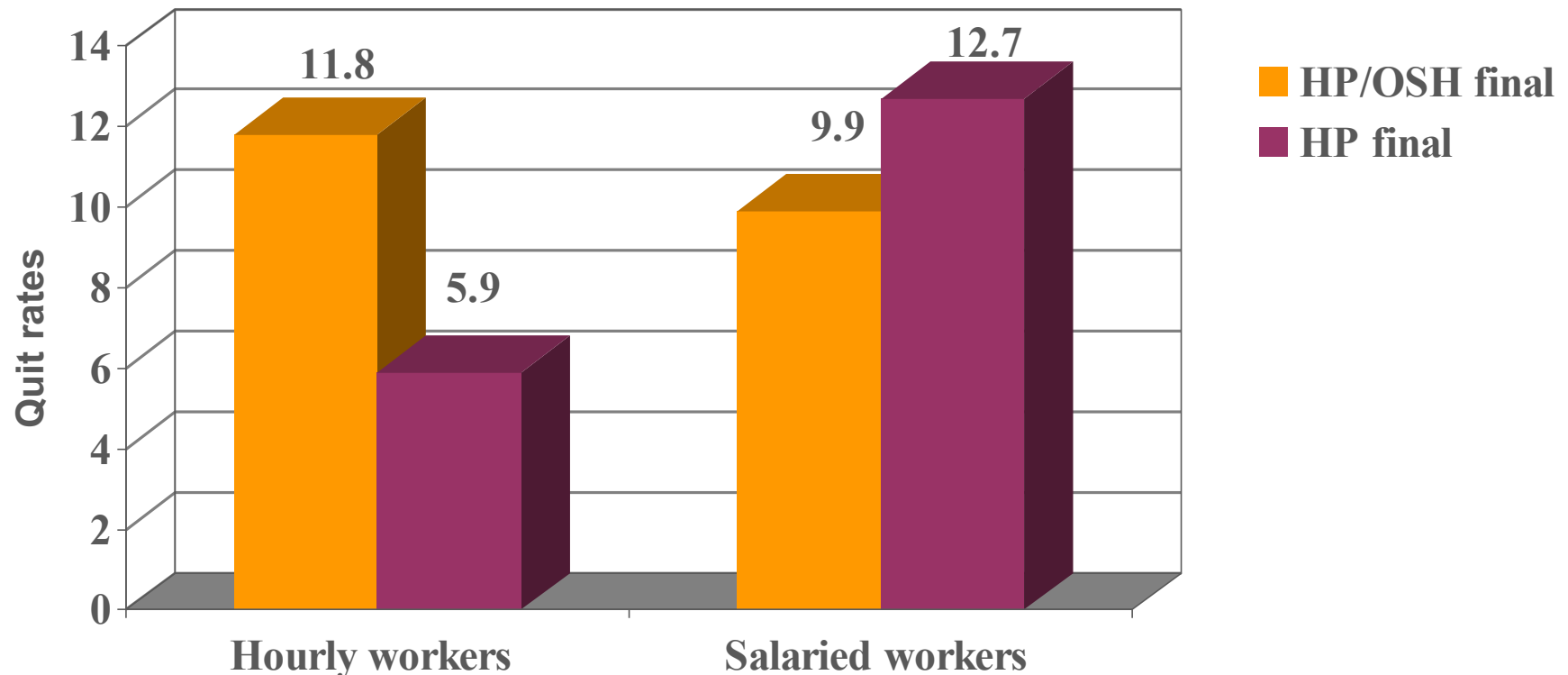


- Labor - management participation in program planning
- Management consultation for changes in the work environment
- Group and individual education for workers





## Adjusted six-month quit rates at final by intervention and job type (cohort of smokers at baseline: n=880)





Recent Findings: Health and safety outcomes share common pathways in working conditions.



# Attending to the Conditions of Work: Summary Findings for Healthcare Workers

## **CONDITIONS OF WORK**

### Physical Environment

- ***Job Demands***

### Organization of Work

- ***Ergonomic Practices***
- ***Job Flexibility***
- ***Inadequate staffing***
- ***Shift schedule/control***

### Psychosocial Factors

- ***Low decision latitude***
- ***Coworker/supervisor support***
- ***Work-family conflict***
- ***Harassment***

## **WORKER OUTCOMES**

- ***Pain***
- ***Work interferences***
- ***Cardiometabolic risk***

## **WORKER PROXIMAL OUTCOMES**

- ***Sleep deficiency***
- ***Fatigue***
- ***Physical Activity***
- ***Psychological distress***
- ***BMI***

Sorensen et al, JOEM 2011; Nelson et al, AJPM 2014; Sabbath et al, AJIM 2013; Kim et al, AJIM 2012; Buxton et al, JOEM 2012; Reme et al, J Occup Rehabil 2012; Dennerlein et al, AJIM 2012; Umukoro et al, JOEM 2013; Nelson et al, Am J Prev Med 2014; Jacobsen et al, Am J Ind Med 2014; Hopcia et al, Workplace Health Saf 2012; Hurtado et al, Work & Fam 2015.



## Examples of Shared Pathways

	Supervisor support	Harassment at work
Risk of injury	↓	↑
Physical activity	↑	↓
Sleep deficiency	↓	↑
Psychological distress		↑

*Nelson et al 2014; Reme et al 2014; Sabbath et al 2014; Sorensen et al 2011; Tveito et al 2014; Reme et al (in review).*



## Recent Research with Small and Medium Size Businesses

- Collaborative Pilot with Health Partners and 3 SMB's over 1 year
  - Demonstrated feasibility
  - Assessed factors for success through in-depth interviews, focus groups, and process tracking data
- Survey of 114 SMB's



# Factors Contributing to Successful Implementation

- Leadership support
- Openness to change and innovation
- Dedicated resources (e.g., staff, budgets, and committees)
- Existing organizational processes
  - Collaborative organizational cultures
  - Prioritizing employee health and safety
  - Leverage alignment with existing business priorities
- Realistic timelines
- Targeted communications, training, tactical management guidance



How can this approach tie into what you  
are already doing?

Where does this fit in your existing  
priorities?



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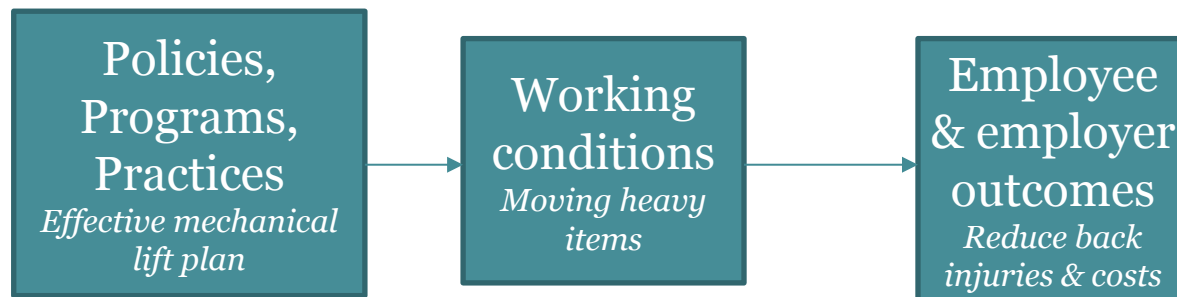
# RESOURCES FOR MAKING IT WORK





## A Simple Example

- What's your pain point?
- What are the root causes in working conditions?



- What organizational strategies, such as policies, can improve working conditions?
- Focuses on improving working conditions to improve employee and employer outcomes



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# Strategies for implementing systems level approaches



## Implementing an Integrated Approach

Weaving Worker Health, Safety, and Well-being  
into the Fabric of Your Organization

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## Conclusions: Considerations for Small Businesses

- Improving working conditions adds value for employees and the bottom line.
- Align with your business priorities and ways of getting things done.
- Start with your own root causes – build success in small steps.
- Consider a systems approach to build a sustainable culture of health.



# Thank you!

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- <http://centerforworkhealth.sph.harvard.edu/>
- @HSPHCenterWork



# Key Characteristics

1. Leadership commitment
2. Policies, programs & practices focused on positive working conditions
3. Participation from stakeholders at all organizational levels
4. Comprehensive & collaborative strategies
5. Adherence to regulations & ethical norms
6. Data-driven change

