Mapping Your Way
to a Healthier Workforce

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IOWA
College of Public Health
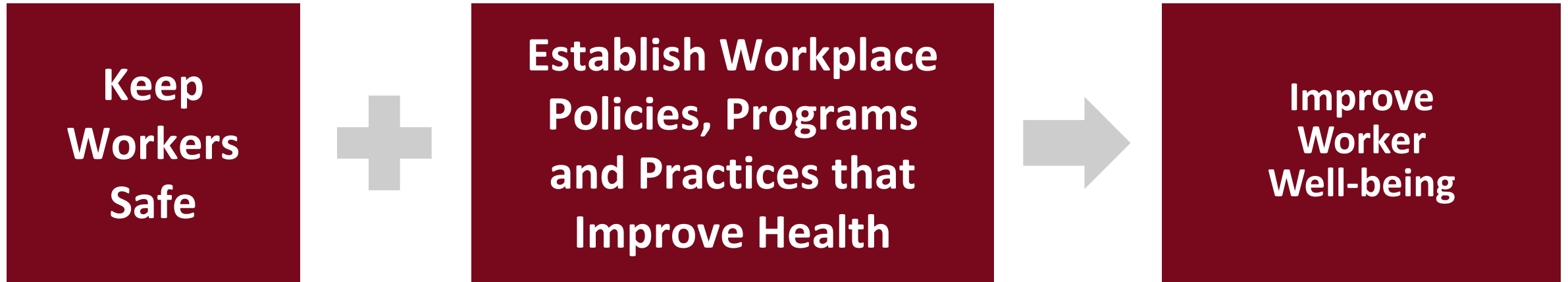
Washington University in St. Louis
SCHOOL OF MEDICINE

Healthy Work Center

HEALTHIER WORKFORCE CENTER of the MIDWEST

www.HealthierWorkforceCenter.org

What is Total Worker Health®?

Keep Workers Safe

+

Establish Workplace Policies, Programs and Practices that Improve Health

→

Improve Worker Well-being

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

National Institute for Occupational Safety and Health
NIOSH®

Learning Objectives

Learn methods to evaluate your workplace and the effectiveness of interventions

Apply hazard mapping to identify workplace hazards

Describe the implementation of interventions that reduce exposure to hazards associated with work organization and environment

Types of Evaluation

- Formative
    - What needs improvement?
    - Worker preferences?

- Process
    - Do people know about it?
    - Is it being used?

- Outcomes
    - Did the intervention work?
    - What adjustments are needed?

Formative Evaluation

Workers compensation claims

Health insurance claims

Health risk assessments

Surveys

Suggestion box

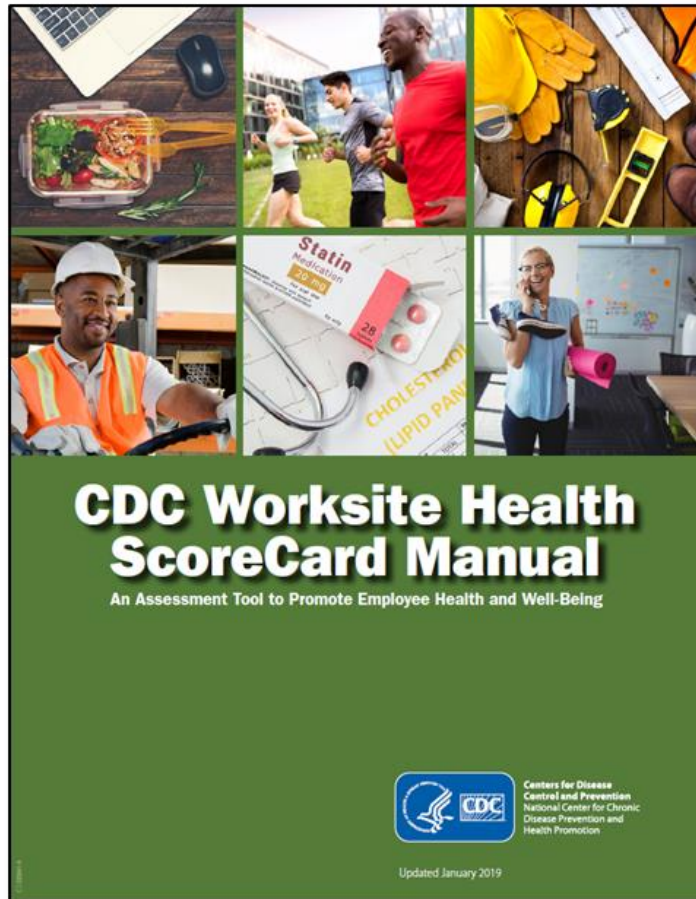Prescription drug use

Absenteeism

CDC scorecard +

Workplace policies

Workplace characteristics (Shift work, off-site, hazard assessment)

Workplace walk-throughs/ observations

CDC ScoreCard

CDC Worksite Health ScoreCard Manual
An Assessment Tool to Promote Employee Health and Well-Being

Updated January 2019

Stress Management

During the past 12 months, did your worksite:	Yes	No	Score
1. Provide educational materials on stress management? Answer "yes" if, for example, your worksite offers brochures, videos, posters, or newsletters that address aspects of stress management, including coping skills and relaxation techniques, either as a single health topic or along with other health topics.	☐ (1 pt.)	☐ (0 pts.)	_____
2. Provide **and** promote interactive educational programming on stress management? Answer "yes" if, for example, your worksite offers "lunch and learns," seminars, workshops, or classes on topics such as assertiveness, coping, and relaxation techniques. Answer "yes" if these programs are provided in group or individual settings; in-person or virtually (online, telephonically, mobile app); on or off site; through vendors, on site staff, health insurance plans/programs, community groups, or other practitioners.	☐ (2 pts.)	☐ (0 pts.)	_____
7. Provide opportunities for employee participation in organizational decisions regarding workplace issues that affect job stress? Answer "yes" if, for example, your worksite provides opportunities for employees to participate in decisions about work processes and environment, work schedules, participative problem-solving, and management of work demands.	☐ (3 pts.)	☐ (0 pts.)	_____
Your Worksite's Stress Management Score			_____
Maximum Stress Management Score			14

CDC ScoreCard

What Evidence-Based Practices Does the ScoreCard Assess?

PROGRAMS — Opportunities to begin, change, or maintain health behaviors

POLICIES — Formal or informal statements to protect or promote health

ENVIRONMENTAL SUPPORTS — Physical factors at work that help protect and enhance health

BENEFITS — Overall compensation, including health insurance

CDC ScoreCard: Benchmarking

Module	Total Points Possible	Average Score All Worksites	Average Score Very Small Worksites (≤99 employees)	Average Score Small Worksites (100-249 employees)	Average Score Medium Worksites (250-749 employees)	Average Score Large Worksites (750+ employees)
Physical Activity	22	14.5	12.5	11.9	14.6	16.7
Nutrition	24	11.1	7.5	9.4	12.2	13.4
Stress Management	14	8.7	7.9	7.2	9.7	9.3
Alcohol and Other Substance Use	9	6.1	5.4	5.3	7.4	6.2
Sleep and Fatigue	9	3.4	3.3	2.2	3.7	3.1
Vaccine-Preventable Diseases	14	11.4	9.5	11.2	12.5	12.0

Hazard Mapping

Simple activity to engage employees in identifying hazards and methods of controlling hazards (Participatory Approach)

Bring together your team (safety, wellness, HR, supervisors, workers)

Workplace Hazards

Workplace Hazards

Job Design	Organizational Practices	Physical Stressors	Interpersonal Relationships
Workload	Mandatory overtime	Chemical agents	Distant, uncommunicative supervisors
Tedious or meaningless tasks	Inflexible rules	Noise, heat, vibration	Poor performance from subordinates
Long hours and low pay	Low pay and benefits	Poor air quality	Office politics, competition, staff conflicts
Infrequent breaks	Poor supervision	Improper lighting	Bullying or harassment
Unreasonable performance demands	Job insecurity	Poorly designed equipment	Problems caused by excessive time away from family
Constant sitting/lack of mobility	Responsibility without authority	Crowded working conditions	
Unrealistic deadlines	Lack of input in decisions	Unsanitary working conditions	
Unused job skills	Poor chances for advancement or growth	Constant sitting/lack of mobility	
Fear of layoff	Unclear responsibilities or expectations	Repetitive motion, awkward postures, heavy lifting	
Frequent personnel turnover	Multiple supervisors		
	Lack of recognition		
	Poor communication		

Hierarch of Controls in the context of TWH
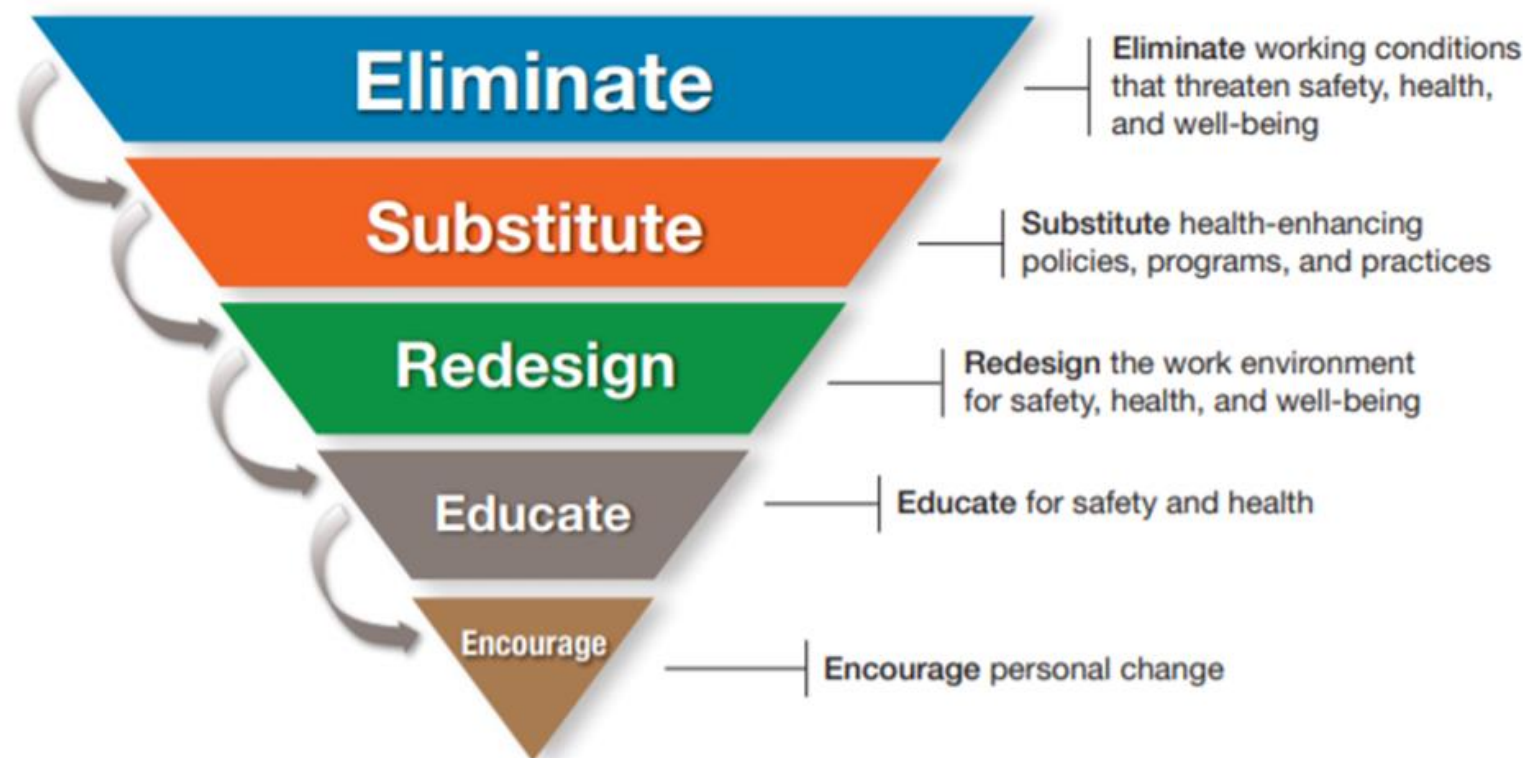
Figure 2. Hierarchy of Controls Applied to NIOSH *Total Worker Health*®

Organizational (NOT Individual) Solutions

Don't just tell workers to do a job safely
→ (re)design workplace to build in safety (ventilation, workplace design, regular maintenance)

Don't just encourage healthy eating
→ Address workplace components that limit healthy eating (time to eat, healthy options during meetings, hand washing)

Nutrition Example

Solution Idea: Training

Solution Idea: Campaigns

AGCMO Suicide Prevention Campaign

Solution Ideas: Policies & Communication

- Added mental health resources to COVID landing page

- Identified gaps in offerings and access

- Clarifying sick time policies for mental health (supervisor training)

- Plan to pilot a 'precision engagement' approach

Developing Programs

Tailor programs to your population

"one size does not fit all"

Revisit your formative evaluation:

    What do employees prefer (online/paper, activities)

    Who are the workers (field/office, younger/older, etc.)

    Consider the work environment

Curnan, S., LaCava, L., Sharpstee, D., Lelle, M., & Reece, M. (1998)
US Department of Health and Human Services.
Centers for Disease Control and Prevention. (2014).
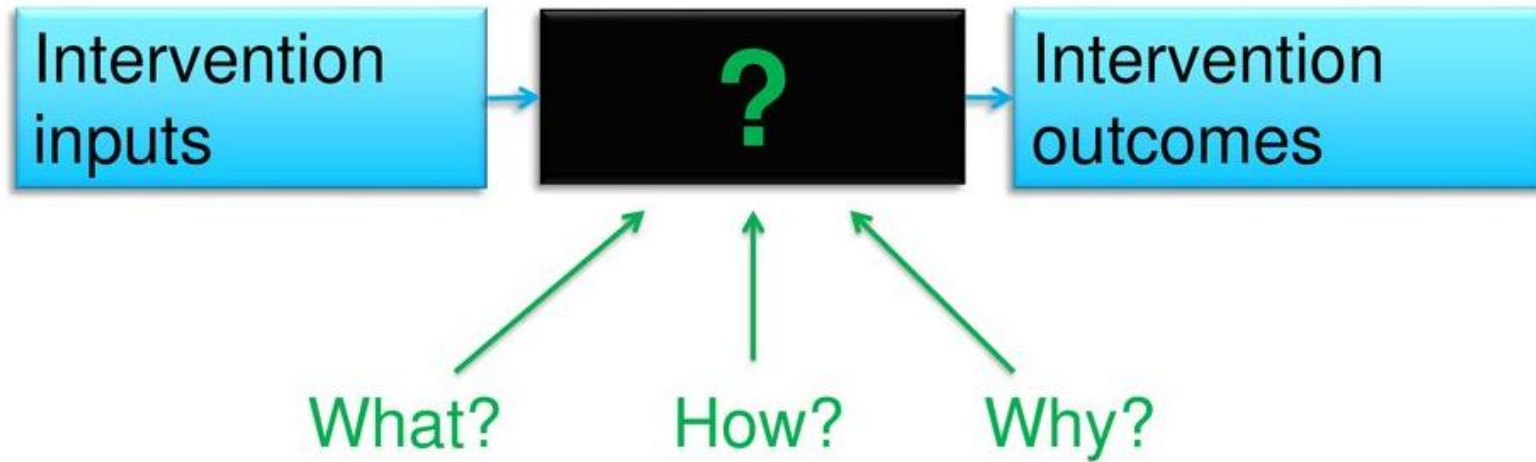
Design for Implementation Success

- Fit into existing programs/practices

- Middle management support is critical

- Start small and scale up

Design for Evaluation

- Determine key outcomes of interest - can you actually measure?
- Define leading and lagging indicators – how will you know if it is working?
- Don't forget to evaluate the process – the 'black box'

Hazard Mapping

Let's Practice!

DIRECTIONS:

1) Draw a simple outline of your workplace

2) Label a few hazards that you can identify

Workplace Hazards

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POLLING QUESTION #1

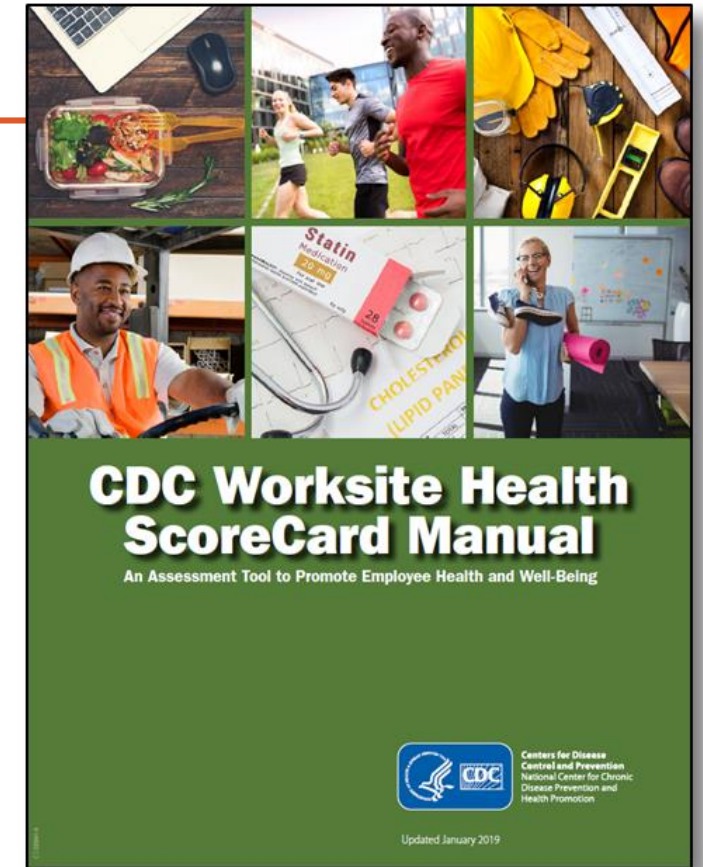Which of these hazards is most concerning to you?

Physical Activity

Alcohol & Other Substance Use

Nutrition

Sleep & Fatigue

Stress Management

Vaccine-Preventable Diseases

Example – Infectious Disease

Video showed a housekeeping issue; the pandemic has made us think more about infectious diseases in the workplace

POLLING QUESTION #2:

Which of these solutions would be most effective in controlling the hazard?
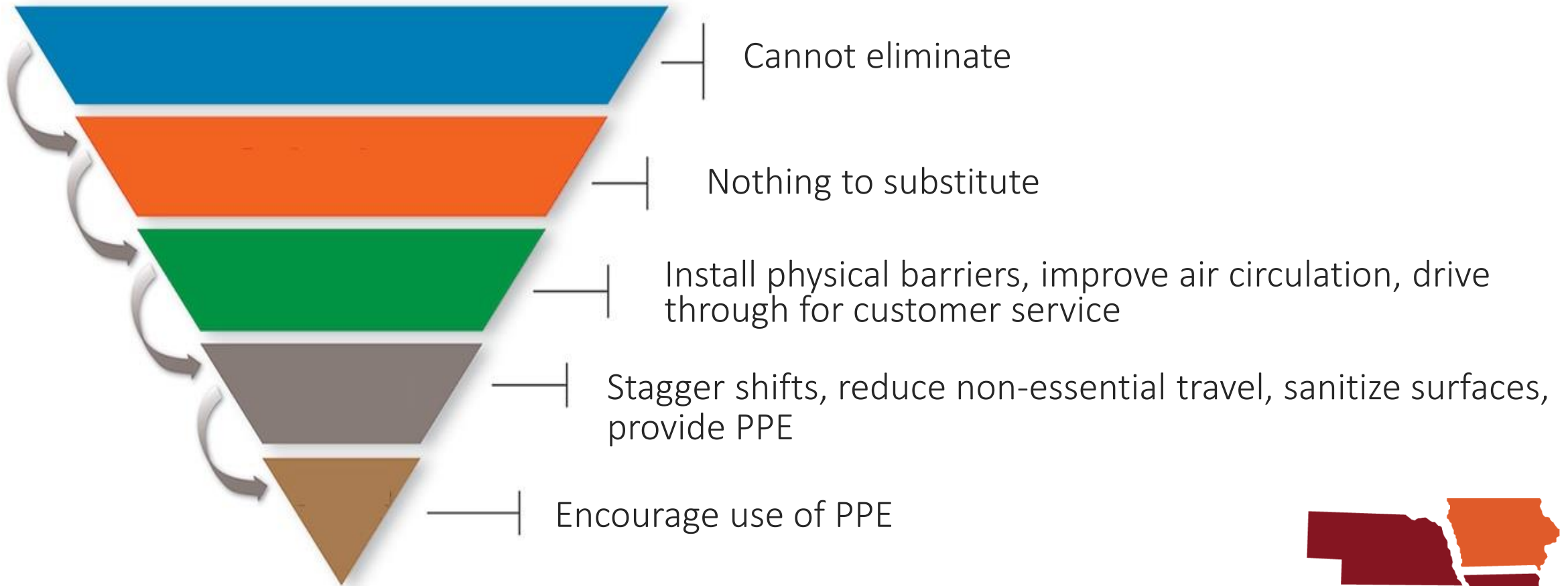
Encourage use of PPE
Sanitize surfaces
Stagger shifts
Install physical barriers

Example – Infectious Disease

Cannot eliminate

Nothing to substitute

Install physical barriers, improve air circulation, drive through for customer service

Stagger shifts, reduce non-essential travel, sanitize surfaces, provide PPE

Encourage use of PPE
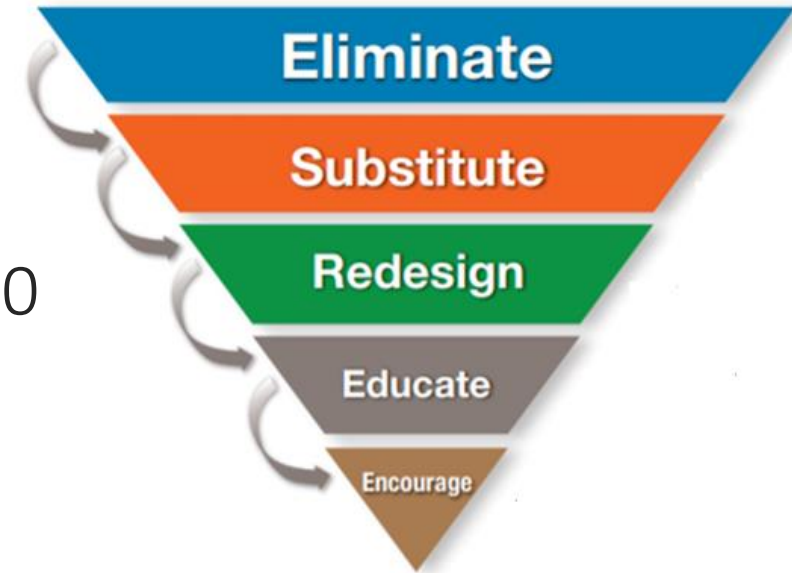
Example - Stress

What's causing employees so much stress?

Work-life balance → expected to work 8:30-5:00

SOLUTION: Allowing people to flex hours

POLLING QUESTION #3: How would you measure effectiveness of a flex hour policy on reducing stress?

Example - Stress

POLLING QUESTION #3: How would you measure effectiveness of a flex hour policy on reducing stress?

Survey

Productivity measures

Turnover rates

HRA data

Utilization of EAP/mental health resources

Prescription drug use (e.g. anxiety or sleep meds)

Other

Example - Stress

POLLING QUESTION #3: How would you measure effectiveness of a flex hour policy on reducing stress?

- Stress is hard to measure!

- Reminder that outcomes should match solution (e.g. utilization of resources)

- Don't forget to measure process measures & leading indicators

    - How was the policy communicated?

    - Is everyone aware of the policy change?

    - Are people actually flexing their hours?

Resources

Total Worker Health® Employer Guide

C**O**VID-19
Edition

April 2020
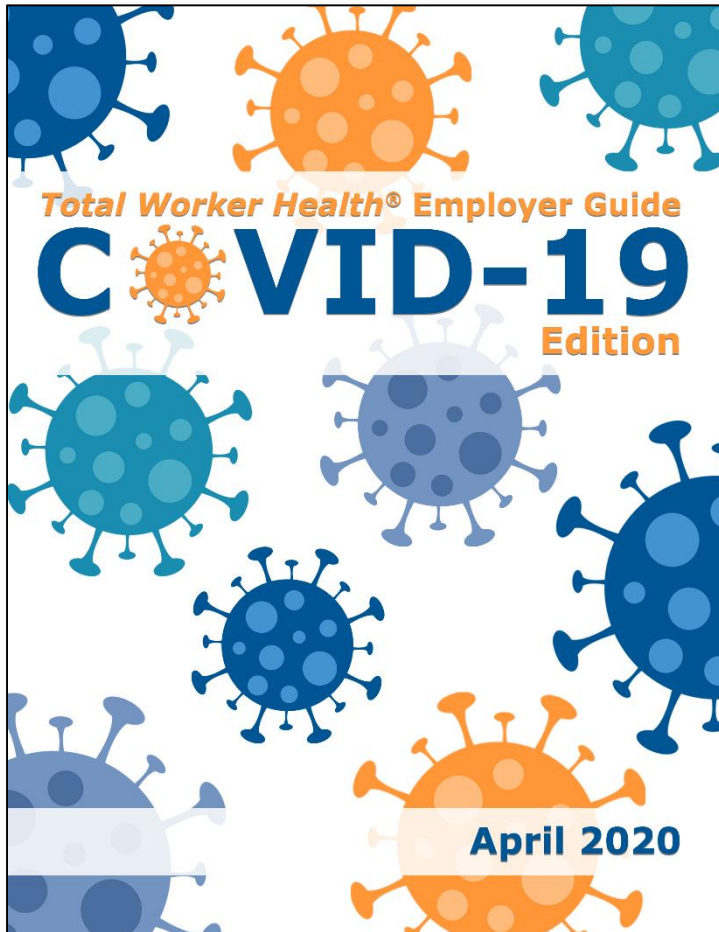
Promoting productive workplaces
through safety and health research

NIOSH®

What is *Total Worker Health*?

Total Worker Health® (TWH) 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.

TWH is a holistic approach to worker well-being. It acknowledges risk factors related to work that contribute to health problems previously considered unrelated to work. The TWH approach seeks to improve well-being in the American workforce for the benefit of workers, employers, and the nation by protecting safety and enhancing health and productivity.

Click here to learn more about the important influence that work has on well-being and how the expertise and innovations of NIOSH-funded research can make an impact

What is Total Worker Health?	Research Program	Publications and Reports	Tools: Let's Get Started!
Keeping workers safe is the	The NIOSH Office for Total Worker Health supports research activities,	The research supporting a Total Worker Health approach is still	This page serves as a guide for practitioners for creating or
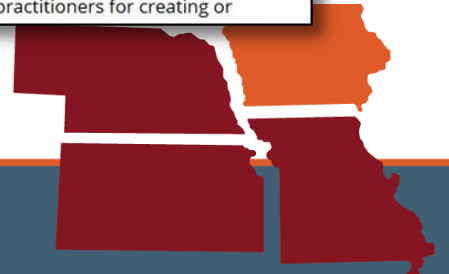
Thank You!

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