

Developing and implementing Total Worker Health™ approaches in small- to medium-sized businesses

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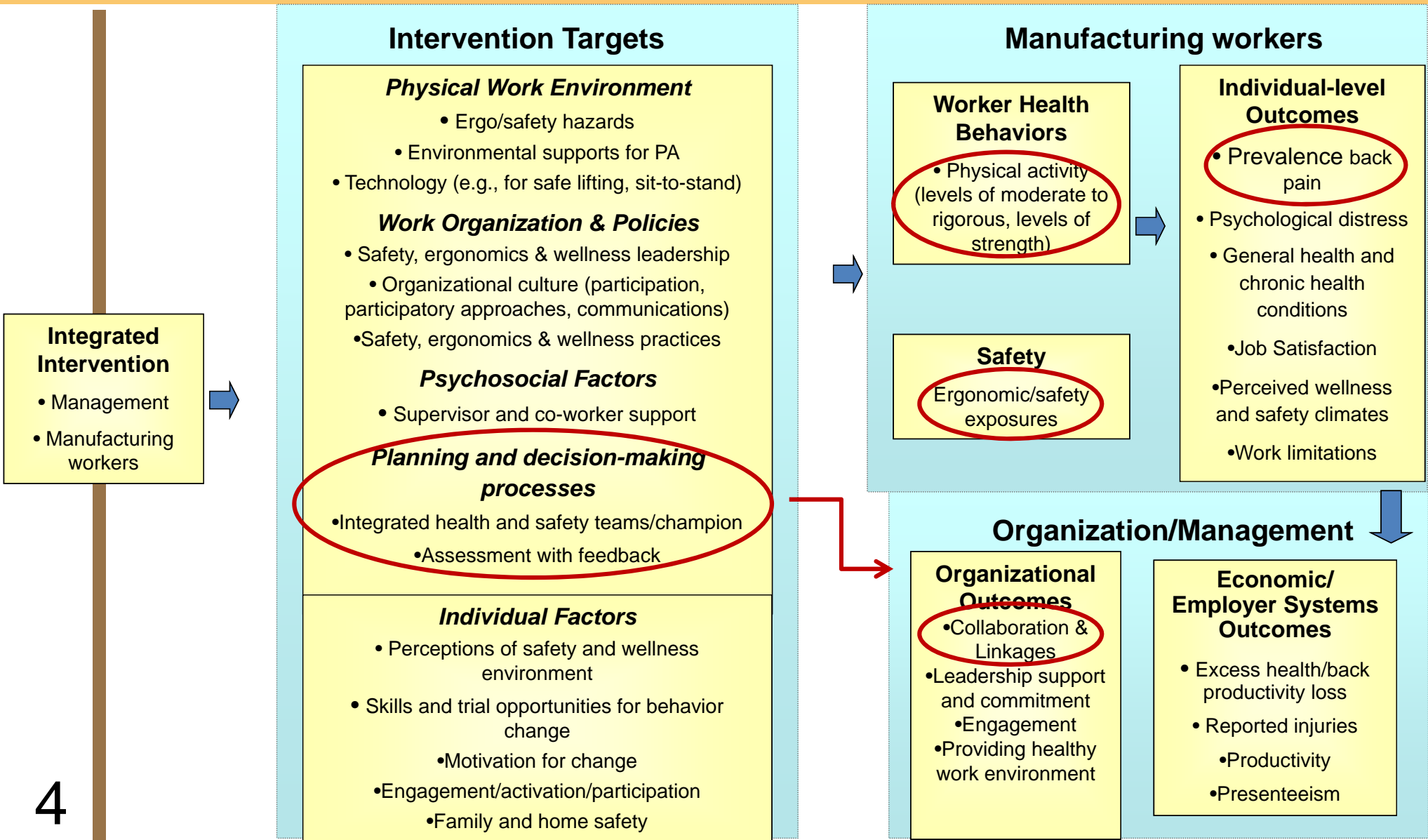
TWH using vendors in manufacturing

- Many companies implementing Total Worker Health™ (TWH) approaches are large organizations
- A need to develop & implement TWH approaches in small- to medium-sized businesses (SMBs) (<750 employees)
- SMBs often use vendors to provide programs
- Few vendor products use TWH approaches
- Important to create, test, & disseminate TWH products for vendors to use

SafeWell Implementation Study Aim

- Dissemination & implementation study
 - R2P—scaling up of TWH approaches
- Develop an implementation package using TWH approaches for a vendor research collaborator to pilot in 3 SMBs manufacturing facilities
- Job Contexts: stationary/sedentary, movement/lifting of heavy items

Conceptual Framework for the SafeWell Intervention: Detailed Plan



Operationalizing the framework: An example initiative

- None of the sites had this initiative before SafeWell began
- Shows model adaptation through dissemination

Planning & decision-making processes

- Based on assessment feedback report, worksite committees institute “Move more and safely” initiative
- Action plan developed

Physical Work Environment

- Ergo/safety hazards
- Environmental supports for PA
- Technology (e.g., for safe lifting, sit-to-stand)

Work Organization & Policies

- Safety, ergonomics & wellness leadership
- Organizational culture (participation, participatory approaches, communications)
- Safety, ergonomics & wellness practices

Psychosocial Factors

- Supervisor and co-worker support

Planning and decision-making processes

- Integrated health and safety teams/champion
- Assessment with feedback

Physical Work Environment

- Using technology (sit-to-stand & moving devices) address ergonomic & physical hazards
- On-site fitness center

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Work organization & policies

- Back pain/injury from sedentary & lifting tasks recognized. Leadership committed resources
- Integrated committee discusses & communicates implementation
- Consider Continuous Improvement processes
 - Engage managers & employees
- Link ergonomics to stretch breaks
- Policies to reduce hazardous exposure to stationary jobs
 - Rotate employee tasks

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Psychosocial factors

- Supervisors encouraged to support safe worker movement through training & communications
 - Training re: devices
- Supervisors communicate support for employee health & safety
- Workers feel supported by company
 - They communicate to co-workers

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Individual factors

- Linked safety & wellness messages
- Group sessions on improving back strain
- Back health coaching available
- Fitness coaching available
- Posters linking safety at work & home

Individual Factors

- Perceptions of safety and wellness environment
 - Skills and trial opportunities for behavior change
 - Motivation for change
 - Engagement/activation/participation
 - Family and home safety

Lessons learned re: vendor implementation of TWH in manufacturing SMBs

- Leadership & capacity vary among the companies. Key contextual considerations:
 - Management & staff alignment with TWH vision
 - Existence of dedicated staff & committees
 - Extent of organizational change
 - Horizontal vs. vertical decision-making
- Use continuous improvement processes to leverage integration of safety & health
- On-going communication/training important for both vendor & site personnel

Lessons learned re: vendor implementation of TWH in manufacturing SMBs (cont.)

- Adaptability/scalability potential a key consideration for vendors
 - May need to adapt existing products/channels of delivery

Implications

- Embed TWH approaches into existing context & processes (e.g. continuous improvement)
- Vendors engage in applying conceptual model and are a key dissemination channel for SMBs
- Ensure that programs are adaptable and scalable.
- Define the “tipping point” for companies to adopt TWH approaches

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Session Conclusions

- Conceptual model provides consistent framework to guide adapting the intervention across settings
- Specifying intervention pathways provides focus for intervention priorities
 - Highlights the importance of the work context and job characteristics
- Multi-level targets emphasizes the central role of work organization and environment
- Attending to modifying factors guides the adaptation process