

Harvard T.H. Chan School of Public Health Center for Work, Health, & Well-being

A NIOSH *Total Worker Health*®
Center of Excellence



Annual Report Fiscal Year 2024

October 1, 2023-September 30, 2024



A Message from the Center Co-Directors

We are excited to share the scientific progress and translational activities that have taken place over the past year at the Center for Work, Health, and Well-being at the Harvard T.H. Chan School of Public Health. This Annual Report details the work being done as part of the Center’s four research projects, as well as key outreach and dissemination activities at the Center.



The Center for Work, Health, and Well-being seeks to understand the ways in which emerging and longstanding work experiences and exposures impact worker health, safety, and well-being. We have spent the past three years collecting data within three of our research studies—the *Boston Hospital Workers Health Study*, the *Fulfillment Center Intervention Study*, and the *Thriving Workers, Thriving Workplaces Study*. In collecting these data, we have interacted with thousands of workers through intervention delivery, qualitative interviews, and quantitative surveys, learning crucial information about the ways in which working conditions contribute to the health, safety, and well-being of workers across a range of industries. In September 2024, a fourth research study commenced, the *Older Workers’ Health and Well-being Study*, based on multiple cycles of the U.S. Health and Retirement Study. We now turn from data collection to data analysis to help bring forth scientific insights and, ultimately, inform actions that will help protect and promote the health, safety, and well-being of critical sectors of the workforce.

This year also brought major progress on our translational aims through our *Outreach Core*. We are collaborating with organizations to support their implementation of a *Total Worker Health* approach, developing educational materials, and engaging with policy experts. These actions will help to ensure that our research findings are being translated into practice and policy to improve working conditions and support worker safety, health, and well-being.

Please join us in celebrating these accomplishments and developments at our Center.

Glorian Sorensen, PhD

Erika Sabbath, ScD

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SECTION I

About Our Center

The mission of the Harvard T.H. Chan School of Public Health Center for Work, Health, & Well-being is to improve the safety, health, and well-being of workers through designing, testing, implementing, and disseminating effective and integrated workplace policies, programs and practices that foster a healthy work environment, reduce potential hazardous job exposures, and contribute to the safety, health, and well-being of workers. Our research illuminates the ways that work contributes to health and well-being, and applies that evidence-based knowledge to policy and practice recommendations.

Our leadership team continues to grow, with **Susan Peters** assuming the role of Center Associate Director as of July 1, 2024, working closely with Center Co-Directors, **Glorian Sorensen** and **Erika Sabbath**.

Our Center is a multi-disciplinary and multi-institution collaboration, with projects based at Harvard T.H. Chan School of Public Health, Boston College School of Social Work, Brown School at Washington University in St. Louis, and the MIT Sloan School of Management. We also have longstanding collaborations with researchers and employers in Massachusetts and beyond, including Mass General Brigham, Boston University, HealthPartners of Minnesota, Rutgers University Institute for Nicotine & Tobacco Studies, and a wide range of employers and stakeholder groups.

The Center's Research Core includes four research studies:

- The **Boston Hospital Workers Health Study** is based on a long-standing partnership with Mass General Brigham, the largest private employer in Massachusetts, and aims to improve the health and well-being of the hospital workforce and reduce within-workforce disparities by identifying their root causes in the conditions of work.
- The **Fulfillment Center Intervention Study** is testing a participatory workplace intervention that introduces "Health and Well-being Committees" in multiple fulfillment centers in one company – to solicit workers' concerns regarding safety hazards and stressful work conditions, and implement action plans to address them, creating an innovative channel for worker input.
- The **Thriving Workers, Thriving Workplaces Study** seeks to understand the ways in which work – including working conditions and workplace practices and policies – shapes the extent to which workers thrive.
- The **Older Workers' Health and Well-being Study** focuses on workers aged 50 and older through analysis of six waves of data from the U.S. Health and Retirement Study, exploring working conditions as critical determinants of health and well-being.

In addition to these research studies, the Center's **Outreach Core** develops and disseminates tools and resources, grounded in our research findings, to help organizations implement a *Total Worker Health* approach. The **Policy Working Group** helps define policy priorities, determine critical policy research questions, identify public and organizational policy implications of research findings, and craft policy guidelines. The work of the Center is further supported by the **Evaluation and Planning Core**, which provides overall leadership for the Center's administration and strategic planning.



CENTER YEAR THREE ACCOMPLISHMENTS

The Center's accomplishments in the past year have contributed to its long-term impact and include the following achievements:

- The *Boston Hospital Workers Health Study* (BHWHS) worker survey was completed by 2,020 nurse directors, nurses, nursing assistants, environmental services workers, and patient and materials transport workers. The experience of fielding the BHWHS 2023-2024 worker survey, and the strategies that improved engagement of low-wage workers, is reflected in an upcoming paper in *American Journal of Public Health* about innovative strategies for improving survey response rates among low-wage workers.
- The BHWHS team also published two empirical manuscripts on the hospital work environment as a social determinant of health; each examines impacts of the work environment on worker health and well-being.
- The *Fulfillment Center Intervention Study* (FCIS) developed and piloted the delivery of a business school case study focused on the intervention which was designed to challenge MBA and other students to consider the strategies, risks and value of implementing a voice intervention and to understand current working conditions in fulfillment centers.
- The FCIS team also developed a Health and Well-being Committee (HaWC) Toolkit to support worksites in launching HaWCs on their own.
- The Center's Thriving from Work Questionnaire (TfWQ) was translated and validated in both Spanish and German; both of these versions are now available on the Center's website, in addition to the original English version. The Thriving from Work Questionnaire User Manual, including questionnaires and a scoring guide, was made publicly available on the Center's website.
- Also pertaining to the *Thriving Workers, Thriving Workplaces Study*, the TfWQ is being used in a national survey – the PH WINS Survey of the U.S. Public Health Workforce – fielded by the Association of State and Territorial Health Officials and funded by the de Beaumont Foundation. The collected data will be available for us to analyze beginning in Spring 2025.
- The *Older Workers' Health and Well-being Study* began on September 1, 2024. This research project will explore working conditions as critical determinants of health and well-being, providing opportunities to study disparities in these relationships, focused on age and gender.
- Resources available on the Center's website have been downloaded by an ever-growing number of users, including more than 750 users benefiting from the Thriving from Work Questionnaires, the Workplace Integrated Safety and Health (WISH) Assessment, and the Center's Implementation Guidelines.
- The Center continues to collaborate with *Total Worker Health* Affiliates, including SAIF of Oregon, HealthPartners and HealthPartners Institute of Minnesota, and Madison County Public Health in New York, in addition to other organizations locally, nationally and internationally.
- The Center's Policy Working Group meets semi-annually, providing feedback and guidance to the Center's research studies as well as Affiliated Projects being led by Center Investigators.
- Throughout the year, Center researchers presented at conferences, workshops, seminars, and webinars on topics pertaining to the Center's research studies and unifying themes around conditions of work, disparities, and mental health and well-being.



SECTION II

The Research Core

Boston Hospital Workers Health Study (2021-2026)



Erika Sabbath
Project Lead

The *Boston Hospital Workers Health Study* has been the Center’s flagship project since the Center’s inception in 2007. The study is a longstanding partnership between the Center and the employee health division at Mass General Brigham (MGB), the largest private employer in Massachusetts. Our study utilizes administrative data on patient care workers at two hospitals—including payroll data, occupational health records, and healthcare utilization records—with surveys of a subset of these workers. With a cohort of over 25,000 patient care workers to date across two of MGB’s academic medical centers, we are positioned to address a wide range of research questions about the relationship between working conditions and health in this important group of workers.

In the past, our research has focused on the health impacts of working conditions among clinical workers—nurses and nursing assistants. We are expanding the cohort from these patient care workers to nearly all workers at the two hospitals, enabling us to evaluate occupational health profiles and hazards across a wide range of worker groups. For the 2023-2024 survey, we expanded our survey population from nurses and nursing assistants to also include low-wage service workers at the hospitals, including patient transport, environmental services, and materials management workers.

YEAR THREE ACCOMPLISHMENTS

- *Worker survey completed.* In June 2023, we launched our fifth Worker Survey, which we sent to over 4,500 nurse directors, nurses, nursing assistants, environmental services workers, and patient and materials transport workers. The survey contains questions about a wide range of working conditions, health and well-being, and worker characteristics. We undertook intensive efforts to improve worker engagement and response to the survey; by the time we closed the survey in January 2024, 2,020 workers had completed it. After cleaning and managing the data, we are now finishing our first analyses of the 2023-2024 survey data, with many more analyses to come.



- *Publications on the hospital work environment as a social determinant of health.* We published two empirical manuscripts, each of which examines impacts of the work environment on worker health and well-being. The first (see Boden et al. in the publications section) compared survey responses of workers and their managers to questions about working conditions, and tested whose responses were more predictive of workers' injury rates the following year; we found that workers' responses were better predictors. The second (see Sabbath et al. in the publications section) evaluated whether workers' experience of unfair treatment was associated with risk of occupational injury, finding that increased intensity of exposure was associated with greater risk of injury.
- *Publication on surveying low-wage workers.* Erika Sabbath and Susan Peters led a group of scholars who collaborated on a paper about innovative strategies for improving survey response rates among low-wage workers. In that paper, we reflected upon our experience of fielding the BHWHS 2023-2024 worker survey, and the strategies that improved engagement of low-wage workers.



LOOKING AHEAD TO NEXT YEAR

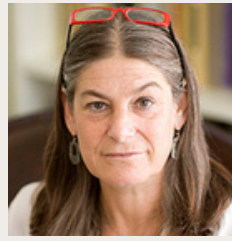
We will continue to analyze data to learn more about work experiences and exposures for these low-wage groups, and how those exposures contribute to health and disparities within the hospital environment. As our research findings are published, we will engage with leaders at MGB to share study findings and discuss implications for organizational policy and practice. We will also share findings with the worker groups whom we engaged in the survey.



Fulfillment Center Intervention Study (2021-2025)



Erin Kelly
Project Lead



Lisa Berkman
Project Co-Lead

The *Fulfillment Center Intervention Study* (FCIS) leverages a partnership with the e-commerce division of a national retail firm to implement and test a participatory workplace intervention based on “Health and Well-being Committees” (HaWCs). HaWCs solicit and prioritize workers’ concerns regarding safety hazards and stressful working conditions, and implement action plans to address them, creating a new channel for worker input into the conditions of work. This innovative, prevention-oriented strategy focuses on warehouse workers who face physically taxing and high-strain jobs that negatively impact mental and physical health, including injury-related disability.

The study team is engaged in a cluster-randomized mixed-methods trial to evaluate whether HaWCs impact worker health. We hypothesize the intervention will improve mental health and positive psychological well-being, reduce injuries, and encourage injury reporting. The primary outcome is psychological distress, a measure that captures many mental health problems. Because fulfillment center workers earn low wages and are disproportionately Black and Latino/a, our study aims to modify working conditions to promote the health of workers subject to systemic social inequities. Project activities include delivering the participatory intervention to randomized sites, collecting survey data 12 months post-baseline to evaluate the efficacy of this intervention, and collecting and analyzing process data to address implementation, adaptation, and sustainability. As a result, this study will advance understanding of the potential effectiveness of this innovative participatory intervention and factors contributing to uptake of a *Total Worker Health* approach.

YEAR THREE ACCOMPLISHMENTS

- *Quantitative data analysis and manuscript preparation:* The research team is currently drafting intervention effects papers on a number of key outcomes, including psychological distress, changes in the psychosocial work environment (e.g., voice environment, job satisfaction, feeling respected), and turnover. Key findings from the analyses thus far are (1) perceived voice environment predicts multiple measures of well-being; (2) employees in buildings with the HaWC intervention have better psychological distress in an intent-to-treat intervention-effects analysis; (3) moderation analyses suggest men in HaWC sites have lower psychological distress and higher emotional vitality at 6-months follow-up (as compared to men in control sites and also women in intervention sites); and (4) employees in buildings with the HaWC intervention are less likely to leave their jobs, with 20% lower turnover risk than employees in control sites in the year following randomization.
- In addition to the core analyses tied to the study aims, data collected through the FCIS is currently being used in the dissertations of two PhD students (MIT Sloan School of Management and Harvard T.H. Chan School of Public Health) and in papers led by a postdoctoral trainee (MIT Sloan).



- *Continuing process data collection and analysis of process data:* We have coded data from all 12-month focus groups and individual interviews with HaWC co-leads, other HaWC members, and building managers. We also plan to apply the coding schema to all HaWC meeting field notes and remaining co-lead check-ins and exit interviews in preparation for developing manuscripts investigating variation in implementation and strategies for addressing key challenges.



- *Development of a HaWC Toolkit to support worksites in launching HaWCs on their own:* In response to feedback after sharing preliminary results with our industry partner in Fall 2023, the FCIS team developed a stand-alone HaWC Toolkit that provides accessible and comprehensive guidance, tools, and materials needed to launch and implement a HaWC. The Toolkit can be used by the partner firm to launch HaWCs in buildings that previously served as control sites, as well as aid existing sites by helping to train new leaders or members of HaWCs.
- *Creation and pilot delivery of a business school case study:* The FCIS team developed a business school case study focused on the intervention (disguised to protect confidentiality) which was designed to challenge MBA and other students to consider the strategies, risks and value of implementing a voice intervention and to understand current working conditions in fulfillment centers. Project Lead Erin Kelly piloted the case study in her MIT Sloan MBA course in August 2024 and collected feedback from students to inform further refinements.

LOOKING AHEAD TO NEXT YEAR

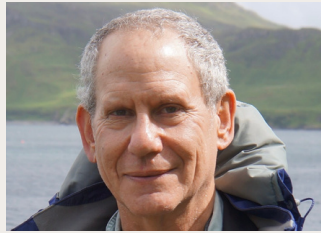
The *Fulfillment Center Intervention Study* will continue to track implementation of our participatory intervention through month 30 (which will occur in year 4). We will also continue to analyze the survey and process data and expect to submit several papers related to intervention efficacy, as well as a process paper. Other priorities include revising the case study and preparing a teaching note to support other instructors' use of the case study; and developing additional translational materials and publications.



Thriving Workers, Thriving Workplaces Study (2022-2026)



Susan Peters
Project Lead



Gregory Wagner
Project Co-Lead

Thriving from Work refers to a state of positive mental, physical, and social functioning in which workers' experiences of work and working conditions enable them to thrive in their overall lives, contributing to their ability to achieve their full potential in their work, home, and community.



“Workplaces can be engines of mental health and well-being.” Vivek Murthy, [U.S. Surgeon General’s Framework for Workplace Mental Health and Well-being](#).

In the dynamic landscape of today’s work, workplaces, and workforces, many workers continue to be exposed to working conditions that adversely affect their well-being and ability to thrive. **Thriving from Work** is a composite well-being construct that encapsulates how the experience of work and working conditions have a positive influence on the well-being of workers, not only at work but also in their lives outside of work. Developed by researchers at the Center through several years of formative research activities, the model provides resources, tools, and questionnaires for researchers, practitioners, organizations, and policymakers, and can be used to enhance our understanding of how working conditions, policies, and practices can contribute to the likelihood of workers functioning well at work and beyond. The *Thriving Workers, Thriving Workplaces Study* continues to build the knowledge and resources to support the Thriving from Work model. The [Thriving from Work Questionnaires](#) (TfWQ) that support our model enable us to measure the extent to which workers are thriving from their day-to-day work, and to identify priority areas for intervention. Thus, the current study examines how working conditions impact worker well-being, and how in turn, worker well-being contributes to enterprise and business outcomes.



YEAR THREE ACCOMPLISHMENTS

Advancing Practice

In this second year of our study (third year of the Center's funding cycle), we developed resources and tools to support organizations adopting a Thriving from Work approach. These are used by organizations to measure worker well-being and provide a framework for understanding the important dimensions of thriving from work needed to support worker well-being. Key achievements include:

- Development of a measure of group-level thriving to enable measurement of thriving work teams and work sites
- Validation of the TfWQ in healthcare and warehousing in the U.S.
- Contributed a book chapter "Flourishing in the High Risk Workplace" to *Leadership for Flourishing* (editors Ritchie-Dunham, Granville-Chapman and Lee) published by Oxford University Press (publication date anticipated 2025)
- Published validation studies of the Thriving from Work Questionnaires in Spanish in Peru and Mexico, and in German to support international use of the TfWQ
- Development of a Scoring Guide for the TfWQ to supplement the User Manual
- The Thriving from Work User Manual was downloaded 103 times and the TfWQ was downloaded over 380 times from the Center's website for use by researchers and practitioners
- Dr. Susan Peters presented at several conferences as well as conducting a webinar for employers at the Madison County (New York) Department of Public Health Healthy Workforce Business Conference
- Dr. Peters also was a guest on the International Occupational Safety and Health (IOSH) podcast "The Whole Worker" in which she emphasized the importance of thriving from work

Advancing Research

Data from hospital workers and warehouse workers have been collected as part of the *Boston Hospital Workers Health Study* and the *Fulfillment Center Intervention Study* (see above for descriptions of these studies). These data consist of linked survey and administrative data that enable us to answer research questions focused on understanding how working conditions and organizational policies and practices influence thriving from work, and how thriving from work contributes to enterprise outcomes such as turnover. Some of our current analyses are focusing on:

- Understanding health, mental health and thriving from work across different clinical and non-clinical hospital workers with respect to occupational and demographic characteristics
- Exploring how exposure to workplace violence, experiences of discrimination, and harassment impacts worker well-being in healthcare
- Exploring the relationship between thriving from work and turnover

We have used findings and products from the *Thriving Workers, Thriving Workplaces Study* to support affiliated grants and studies focused on exploring thriving from work in aging workers; understanding the relationship of thriving and enterprise outcomes in finance workers; and further translation and validation studies of the Thriving from Work Questionnaire in other countries including Australia, Chile, Italy, Spain, United Kingdom, Iran, Turkey, Philippines, and India. We have also fielded technical assistance inquiries for its use across many sectors in the U.S., including education, public service, parks and recreation, healthcare, mining and oil, and knowledge work.



The TfWQ is being used in a national survey – the PH WINS Survey of the U.S. Public Health Workforce – fielded by the Association of State and Territorial Health Officials and funded by the de Beaumont Foundation. The collected data will be available for us to conduct analyses beginning in Spring 2025.

LOOKING AHEAD TO NEXT YEAR

We will continue to analyze data to answer critical research questions to achieve our specific project aims and additional research questions informed by our External Advisory Board, Policy Working Group, and our collaborators. Analyses will focus on understanding the conditions of work and policies, programs, and practices that influence thriving from work, variations in thriving from work across the lifespan and gender differences, as well as making the business case for investing in worker well-being by studying the relationship between thriving from work and key enterprise outcomes such as turnover, organizational performance, and occupational injury. We will continue to conduct validation and psychometric studies to better understand the utility and performance of the Thriving from Work Questionnaire in practice.

Older Workers’ Health and Well-being Study (September 1, 2024 – August 31, 2026)

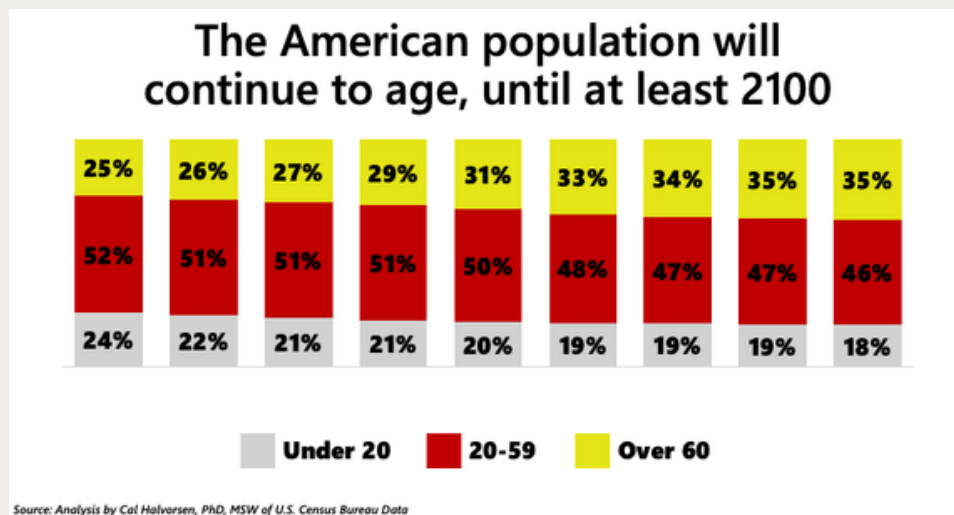


Cal Halvorsen
Project Lead



Erika Sabbath
Project Co-Lead

The *Older Workers’ Health and Well-being Study*, which examines how workplace benefits and supports are associated with older worker physical and mental health as well as enjoyment in going to work, officially commenced September 1, 2024. The research will explore working conditions as critical determinants of health and well-being, providing opportunities to study disparities in these relationships, focused on age and gender. This study was developed to address concerns about the health, safety, and well-being of the older workforce and calls from NIOSH and the National Occupational Research Agenda (NORA) for increased research on the aging workforce.



YEAR THREE ACCOMPLISHMENTS

In line with the education and training aims of our Outreach Core, we have begun to train a doctoral research assistant in accessing, managing, and understanding the complex Health and Retirement Study of Americans, the dataset collected from those over the age of 50 that is being used in this study. We will use six waves of this longitudinal and nationally representative dataset. Because this project is at its very beginning stages, there are currently no results to report.

LOOKING AHEAD TO NEXT YEAR

In early 2025, we plan to release a translational research brief that uses descriptive data to highlight the share of older workers who have access to workplace-provided benefits and supports, for the entire older workforce as well as by gender and age group (ages 50 to 64, and age 65+). In the Spring of 2025, we will begin multivariable analyses, with plans to pursue peer-reviewed publications and presentations in the second year of our project. Our aspirations are that this study spotlights the importance of supporting older workers, a growing part of the workforce.

SECTION III

Outreach and Dissemination

Outreach Core (2021-2026)



Cal Halvorsen
Project Lead



Lisa Burke
Project Co-Lead

The Outreach Core translates and disseminates evidence-based research findings, best practices and policy recommendations through multiple communication channels to support adoption of a *Total Worker Health* approach. The Center continues to expand its reach, with an increasing number of organizations benefiting from the Center’s resources.

YEAR THREE ACCOMPLISHMENTS

Tools and Resources on our Center Website

The Center’s website (<https://centerforworkhealth.sph.harvard.edu/>) and social media activity aim to keep our community of researchers and practitioners informed about our studies and activities, as well as share information of interest from other sources. The resources available on our website include the following:

- The **Thriving from Work Questionnaires** provide a comprehensive measure of work-related well-being and are now validated and available in English, Spanish, and German (380 downloads of the TfWQs in FY24). A frequently asked questions document is also available for download, as is a TfWQ User Manual with information about scoring and interpreting results which was added this year (103 downloads of the User Manual in FY24).
- The **Workplace Integrated Safety and Health (WISH) Assessment** measures workplace policies, programs, and practices that focus on working conditions and organizational facilitators of worker safety, health, and well-being. Available to the public since 2018, the WISH can be used by employers and researchers to assess the extent of implementation of a *Total Worker Health* approach (186 downloads in FY24).
- The Center’s Implementation Guidelines, **Implementing an Integrated Approach: Weaving Worker Health, Safety, and Well-being into the Fabric of Your Organization**, has provided a comprehensive reference for practitioners and researchers seeking to implement a *Total Worker Health* approach to worker safety, health, and well-being since 2017 (206 downloads in FY24).
- **Health and Safety Toolbox Talks** are based on the Center’s *All the Right Moves* (ARM) project that was developed during the Center’s previous funding cycle. These were developed for construction workers, providing a participatory method for companies to determine workers’ experiences to drive change.

Social Media and Center Newsletters

The Center is active on LinkedIn, growing our connections by 20% in the past year, with more than 600 connections. We continue to be active on X, formerly Twitter (@HSPHCenterWork), with more than 900 followers and following nearly 400 people/organizations. In December 2023 and August 2024, we emailed newsletters to more than 3,600 people, sharing updates from the Center's research projects, details of upcoming events, and links to recent publications.

Collaborations with TWH Affiliates

Center researchers continue to collaborate with **HealthPartners** of Minnesota to strategically plan the implementation of *Total Worker Health* approaches in organizations, building on previous collaborative successes and striving to expand initiatives. A collaboratively developed and delivered webinar, *Accelerate health outcomes at your organization with Total Worker Health*[®], is available to the public on our website, accompanied by a worksheet for participants to use in identifying working conditions to improve and action steps to take to implement workplace changes.

The Center continues to collaborate with **SAIF**, Oregon's not-for-project workers' compensation insurance company. In 2019, SAIF reached out to our Center researchers, requesting to collaborate on adapting our Implementation Guidelines for their consultants to use with small and medium-sized clients. In FY23, the collaboration resulted in the streamlining of key aspects of the Center's Implementation Guidelines to create *Worker well-being in 5 easy steps*, an online suite of *Total Worker Health* videos, tip sheets, and resources for SAIF consultants to use with their small- and medium-sized clients. Through an evaluation of this process, the Center seeks to understand facilitators and barriers to creating these types of resources, to inform similar future efforts. Our researchers are currently working with our SAIF colleagues to develop a process evaluation case study and paper based on this collaboration.

The Policy Working Group plays a critical role within our Center, helping to ensure that our research will inform both organizational policy and public policy. Members also provide dissemination recommendations and connect the Center's researchers with scholars and practitioners whose mission aligns with each project's research aims. Convened twice this year, members include Center leadership and six external policy experts, researchers, and practitioners. In FY24, the Policy Working Group provided guidance to each of the four Center research studies, contributing to planning for potential policy implications of our research. In addition, two Center Affiliated Projects met with the Policy Working Group, also benefiting from their expertise and experiences.

Education and Training

Center Co-Director Glorian Sorensen was a lecturer at a **NIVA Education course, *Designing, Implementing and Evaluating Organizational Interventions***, September 3-5, 2024, in Copenhagen, Denmark. This course focused on how researchers and practitioners can develop, implement and evaluate organizational interventions to improve working conditions and employee health and well-being through changing the way work is organized, designed, and managed.

Center Co-Director Erika Sabbath presented as part of a webinar, ***Power of Policy for Healthcare Worker Well-being: What Does the Research Tell Us?*** on September 26, 2024. This webinar is part of The Center for the Promotion of Health in the New England Workplace's ongoing *Total Worker Health* Trends Expert Webinar Series. The focus of this webinar was on research about effective

policies for improving the day-to-day working conditions for healthcare workers, examining how laws, regulations, and organizational policy impact healthcare workers' safety, health, and well-being.

Center Associate Director Susan Peters was a keynote speaker and workshop leader at the **Madison County Public Health's 2nd Annual Healthy Workforce Business Conference**, on October 4, 2023 in Hamilton, NY. She presented on "*Worker Health in a Post-Pandemic World*" and facilitated a workshop for workforce leaders based on the Thriving from Work Questionnaire. Participants included supervisors and human resources personnel seeking to learn tangible techniques that advance overall worker health, and insights on trending workforce topics.

By **co-sponsoring seminars with the Harvard Education and Research Center (ERC)**, the Center expands the reach of our educational efforts. Audiences for these seminars include researchers, practitioners, occupational and environmental medicine residents, and master's and doctoral students.

- On December 4, 2023, Center Co-Director **Dr. Erika Sabbath** presented "Work-related Health and Wellbeing of U.S. Obstetrician-Gynecologists: Impacts of Post-*Dobbs* State Abortion Bans" based on a Center affiliated project. Dr. Sabbath discussed the impact of post-*Dobbs v. Jackson* state abortion bans on OB-GYNs' perceptions of clinical care provision, the ways that *Dobbs* has contributed to OB-GYNs' moral distress, and the effects of state abortion bans on OB-GYNs' work-related well-being. Attended by 47 people.
- On March 18, 2024, **Dr. Emily Sparer-Fine**, Director of the Occupational Health Surveillance Program at the Massachusetts Department of Public Health (OHSP) and **Kathleen Grattan**, Epidemiologist at the OHSP, presented on "Surveillance of Suicides and Opioid-Related Death: Work-Related Factors". They discussed patterns of work-related opioid overdose fatalities among MA residents, and ongoing efforts at the MA DPH to address the work-relatedness of opioid overdoses and suicide deaths. Attended by 53 people.
- On April 1, 2024, NIOSH Director **Dr. John Howard** presented "Long COVID and Work", exploring the epidemiology of long COVID in working-age adults, the emerging theories about the etiology of long COVID, and approaches to the evaluation and treatment of long COVID in workers. Attended by 75 people.

The Harvard University MOOC (Massive Open Online Course) "**Improving Your Business Through a Culture of Health**", which includes a segment featuring Center Co-Director **Glorian Sorensen** and Harvard Business School Professor Robert Huckman, is available to the public through Harvard's online courses. More than 88,900 people have enrolled in this free course since 2018. During this past year, Dr. Sorensen spoke with the Operations Manager of the Health Education and Promotion Center of Excellence at a large multinational corporation, who reached out to get insights and suggestions as they embark on an initiative focused on worker well-being. Their interest in connecting with Dr. Sorensen was the result of completing this course and hearing her present.

Mentoring and training health and safety professionals is critical to our capacity-building efforts. Students, post-docs, and junior investigators at our Center participate in planning studies, developing manuscripts, implementing pilot projects, and presenting at the Center's Works in Progress internal seminar series. This year's trainees include:

- **Yaminette Diaz-Linhart, PhD, MPH, MSW**, a post-doctoral fellow at the MIT Sloan School of Management, is working on the *Fulfillment Center Intervention Study*, under the mentorship of Erin Kelly, looking at workplace conditions and organizational policies that impact worker well-being.



- **Felipe Muñoz Medina, PhD**, is at the Center for a one-year post-doctoral fellowship from the University of Santiago, Chile. His work at the Center with Susan Peters focuses on understanding how psychosocial conditions of work influence worker well-being, and the relationship between worker well-being and enterprise outcomes using longitudinal data from two studies.
- **Ricardo Diego Suárez Rojas**, a PhD student at the Boston College School of Social Work, has continued his study “Characterizing Experiences of Workplace Violence among Hospital Patient Care Employees”, funded by a Harvard ERC Pilot Project Grant. He is working with Erika Sabbath, Center Co-Director and Project Lead of the Center’s *Boston Hospital Workers Health Study*. Data from that study is being used for this project.
- **Dena Javadi**, a PhD student at the Harvard Chan School of Public Health, is working with the *Fulfillment Center Intervention Study*, with mentorship from her primary advisor, Lisa Berkman, as well as from Erin Kelly, Laura Kubzansky, and Susan Peters. Her work has primarily focused on workplace social capital, work-life well-being, and safety. She is currently supporting Susan Peters in investigating the short-form TFWQ in the warehouse setting.
- **Zoe Can**, a PhD student from University of Sheffield, U.K., is advised by Susan Peters. Zoe is exploring mental health and well-being in healthcare workers. She is completing a systematic review and will be using data from the *Boston Hospital Workers Health Study* to study the mental health of healthcare workers.
- **Stephanie Neidlinger**, a PhD student in Work and Organizational Psychology from Helmut Schmidt University, Hamburg, Germany, and advised by Susan Peters, is continuing her work exploring digital and remote work arrangements on thriving from work using diary study methods with office workers.

LOOKING AHEAD TO NEXT YEAR

The Center continues to build on our strong foundation for ongoing outreach and dissemination activities, and we look forward to growing our communication, implementation, policy, and education efforts through multiple resources and activities, including the following:

- Dissemination of the Thriving from Work Questionnaires and the Thriving from Work Questionnaires User Manual will continue.
- We will continue to collaborate with HealthPartners, SAIF, and other organizations interested in implementing TWH approaches. The Center researchers are meeting with HealthPartners to discuss the implementation and evaluation of a TWH initiative. Collaborative activities are also continuing with SAIF, including the development of a case study and paper based on the development of SAIF’s *Worker well-being in 5 easy steps*.
- The Policy Working Group continues to provide guidance to our four ongoing Center research projects, in addition to two affiliated projects. At our semi-annual meetings, Policy Working Group members share strategies to communicate research findings to organizations, agencies, and individuals in a position to change policies.
- The Center will be revising and enhancing our website in 2025, with the goal of improving the ease with which users will find information and resources. The new website will serve as a key tool for education, communication, and dissemination of research findings, with the inclusion of research briefs and case studies, in addition to descriptions of each research study accompanied by related publications and products.
- Center researchers have plans to present at seminars, webinars and conferences in FY25, including the Work, Stress and Health Conference in July 2025.



Selected Conference, Course, and Seminar/Webinar Presentations on Center Projects and Affiliated Projects

Sabbath EL (September 2024). Power of Policy for Healthcare Worker Well-being: What Does the Research Tell Us? Center for the Promotion of Health in the New England Workplace (CPH-NEW) *Total Worker Health Trends: Expert Webinar Series*, via zoom.

Sabbath EL, McKetchnie SM, Arora KA, Buchbinder M (September 2024). Drivers of moral distress among obstetrician-gynecologists in states with post-*Dobbs* abortion bans. Interdisciplinary Association for Population Health Studies, Baltimore, MD.

Diaz-Linhart, Y (September 2024). Being able to express yourself: Does voice environment matter for employee well-being? The Wharton School of the University of Pennsylvania, People & Organizations conference, Philadelphia, PA.

Sabbath EL, Ahonen EQ, Stelson E, Reynolds M (September 2024). Work as a social determinant of health. Interdisciplinary Association for Population Health Sciences. Role: session convener/co-chair.

Buchbinder M, **Sabbath EL** (September 2024). State abortion bans as a workplace health hazard for OB-GYNs. Grand rounds presentation, Department of Obstetrics and Gynecology, University of Oklahoma Health Sciences Center, Oklahoma City, OK.

Sabbath EL (September 2024). State abortion bans as a workplace health hazard for OB-GYNs: Findings from a multi-state study. Washington University in St. Louis, Department of Women, Gender, and Sexuality Studies, Reproductive Justice Working Group Series, St. Louis, MO.

Sorensen G (September 2024). Designing, Implementing and Evaluating Organizational Interventions. NIVA Education, Copenhagen, Denmark.

Neidlinger SM, Felfe J, **Peters SE** (September 2024). It's always better at home? A daily diary study on the effect of hybrid workers' work location and videoconference use on thriving. In S. M. Neidlinger (Chair), *Work in Technological and Hybrid Change: Prerequisites for and Effects of Digital Communication in the Context of Different Working Arrangements [Symposium]*. 53rd Germany Psychological Society Conference, Vienna, Austria.

Peters SE, Neidlinger SM (June 2024). Coupled Symposium Chairs. *New Work: Opportunities and Risks for Collaboration, Well-being, and Health*. European Association of Occupational Health Psychology, Granada, Spain (presented virtually)

Peters SE (June 2024). Symposium Discussant. *A global public health perspective on digital collaboration and new ways of working*. European Association of Occupational Health Psychology, Granada, Spain (presented virtually)

Kelly EL (May 2024). Does a voice channel reduce turnover and improve work? Evidence from a cluster-randomized trial in fulfillment centers. Hasselt University, Humans in Digital Logistics (HuLog) project meeting, Virtual.

Kelly EL (April 2024). Does a voice channel reduce turnover and improve work? Evidence from a cluster-randomized trial in fulfillment centers. Stanford University, Work, Technology, and Organizations seminar, Palo Alto, CA.

Kelly EL (April 2024). Does a voice channel reduce turnover and improve work? Evidence from a cluster-randomized trial in fulfillment centers. Yale School of Management, Organizational Behavior seminar, New Haven, CT.



Conference and Seminar/Webinar Presentations, *continued*

Peters SE (April 2024). The Measurement of Wellbeing from Work. Mental Health & Well-being at Work: Contributions to its Sustainability, Real Colegio Complutense, Cambridge, MA.

Halvorsen C (April 2024). Making work better: Supporting longer, healthier lives. Colloquium for the Friedman Center for Aging at Washington University in St. Louis.

Halvorsen C & Lopez B (March 2024). Entrepreneurship past 50: Self-employment trends, 2000 to 2022. Presentation to AARP and AARP Foundation.

Kelly EL (March 2024). Does a voice channel reduce turnover and improve work? Evidence from a cluster-randomized trial in fulfillment centers. MIT Sloan School of Management, MIT Institute for Work and Employment Research seminar, Cambridge, MA.

Kelly EL (March 2024). Does a voice channel reduce turnover and improve work? Evidence from a cluster-randomized trial in fulfillment centers. The Wharton School of the University of Pennsylvania, Management Department seminar, Philadelphia, PA.

Halvorsen C (February 2024). Older entrepreneurs: Unsupported economic heroes. Generations, Winter 2023-24. <https://generations.asaging.org/older-entrepreneurs-unsupported-economic-heroes>.

Sabbath EL (January 2024). State abortion bans as a workplace health hazard for OB-GYNs: Findings from a multi-state study. Boston University School of Public Health, Department of Epidemiology seminar series, Boston, MA.

Sabbath EL (December 2023). Work-related Health and Wellbeing of U.S. Obstetrician-Gynecologists: Impacts of Post-*Dobbs* State Abortion Bans. Harvard Chan School of Public Health Education and Research Center, Environmental and Occupational Medicine, Epidemiology Program and the Center for Work, Health and Well-being Seminar Series, Boston, MA.

Peters SE (November 2023). Thriving from Work: Measuring worker well-being as changes in the future of work emerge. Part of a Symposium titled: Eroded or Improved? Speculative thinking about changes to job quality in the future of work. Work, Stress and Health Conference, Virtual.

Peters SE (November 2023). Invited Panelist. Safety is good for business: People, Planet, Profit. 23rd World Congress of Safety and Health at Work, Sydney, Australia.

Kim S, **Halvorsen C**, Han SH (November 2023). Volunteering and changes in cardiovascular biomarkers: Longitudinal evidence from the Health and Retirement Study. Presentation at the Gerontological Society of America Annual Scientific Meeting in Tampa, FL.

Halvorsen C & Lopez B (November 2023). *Entrepreneurship Past 50: Self-Employment Trends — 2000 to 2022*. Boston College School of Social Work. Available at SSRN: <https://dx.doi.org/10.2139/ssrn.4651610>

Peters SE (October 2023). Keynote Presentation. Worker Health in a Post-Pandemic World. Madison County Public Health 2023 Healthy Workforce Business Conference, Hamilton, NY.

Peters SE (October 2023). Invited Workshop Presenter. Thriving at Work. Madison County Public Health 2023 Healthy Workforce Business Conference, Hamilton, NY.



Interviews

Halvorsen C Interview in Stringer, H. (March 1, 2024). Generations unite to address loneliness, climate change, other global challenges. *APA Monitor*.
<https://www.apa.org/monitor/2024/03/generations-connect-loneliness-climate-change>

Sabbath EL Interview with Katia Riddle. (February 23, 2024). Obstetricians in states where abortion is mostly illegal face huge amounts of stress. *NPR Morning Edition*.
<https://www.npr.org/2024/02/23/1233355153/obstetricians-in-states-where-abortion-is-mostly-illegal-face-huge-amounts-of-st>

Peters SE Podcast (November 29, 2023). The whole worker. Institution of Occupational Safety and Health (IOSH). <https://www.ioshmagazine.com/2023/11/29/episode-26-whole-worker>.



Selected Publications from Center Projects

Boston Hospital Workers Health Study

Boden LI, Pan Y, Gregas M, McTernan M, Peters SE, Bhagia D, Wagner GR, Sabbath EL. Who do you ask? Predicting injury rates from survey responses. *Work*. 2024 Jul 3. doi:10.3233/WOR-240029

Sabbath EL, Pan Y, McTernan ML, Peters SE, Lovett SM, Stelson EA, Wagner GR, Hopcia K, Boden LI. Adding injury to insult: unfair treatment at work and occupational injury among hospital patient-care workers. *Am J Ind Med* 2024 May 13; 1-10. doi:10.1002/ajim.23616

Sabbath EL, Lovejoy MC, Schneider DK, DeHorn G, Diaz-Linhart Y, Peters SE. Engaging low-wage workers in health and wellbeing survey research: Strategies from five occupational studies. *American Journal of Public Health*. (2024; in press; accepted September 18, 2024).

Fulfillment Center Intervention Study

Kelly EL, Siebach KF, DeHorn G, Lovejoy M. The Fulfillment Center Intervention Study: Protocol for a Group-Randomized Control Trial of a Participatory Workplace Intervention. *PLOS ONE* 2024 July 18;19(7): e0305334. <https://doi.org/10.1371/journal.pone.0305334>

Thriving Workers, Thriving Workplaces Study

Peters SE, Gundersen DA, Neidlinger SM, Ritchie-Dunham JL, **Wagner GR.** Thriving from Work Questionnaire: Spanish translation and validation. *BMC Public Health* 2024 April 27; 1187 (2024). doi.org/10.1186/s12889-024-18173-x

Neidlinger SM, **Peters SE, Gundersen DA,** Felfe J. Thriving from work questionnaire: German translation and validation. *BMC Pub Health*. 2024 Jun 19;24(1):1634. doi: 10.1186/s12889-024-19037-0

Making the Case for Total Worker Health for the Low-Wage Workforce (previous funding cycle)

Roy S, **Collins JE, Boden LI, Katz JN, Wagner GR, Sorensen G, Williams J.** Predicting COVID-19 Cases in Nursing Homes of California and Ohio: Does the Work Environment Matter? *J Occup Environ Med* 66(10):e460-e466, October 2024. doi:10.1097/JOM.0000000000003181

Williams JAR, Collins JE, Gandhi A, Yu H, **Boden LI, Katz JN, Wagner GR, Sorensen G.** Can Better Leadership Reduce Nursing Home Staff Turnover? *Journal of the American Medical Directors Association*, Volume 25, Issue 3 p403-407.e1, March 2024. doi.org/10.1016/j.jamda.2023.05.021



Selected Publications from Center Affiliated Projects

The Center's Affiliated Projects are not directly funded through the Center's NIOSH grant, although they are central to the Center's mission and goals. These projects are led by or involve Center investigators and have a Total Worker Health component (worker safety, health, well-being/mental health, addresses working conditions).

US OB-GYNs Perceived Impacts of Post-*Dobbs v Jackson State Abortion Bans*

Sabbath EL, Arora KS, Buchbinder M. Supporting OB-GYNs in Abortion-Restrictive States—A Playbook for Institutions. *JAMA*. June 24, 2024. [doi:10.1001/jama.2024.10270](https://doi.org/10.1001/jama.2024.10270)

Sabbath EL, McKetchnie SM, Arora KS; Buchbinder M. US Obstetrician-Gynecologists' Perceived Impacts of Post-*Dobbs v Jackson State Abortion Bans*. *JAMA Netw Open*. Jan 17, 2024;7(1):e2352109. [doi:10.1001/jamanetworkopen.2023.52109](https://doi.org/10.1001/jamanetworkopen.2023.52109)

Transportation Industry in Chile

Peters SE, López Gómez MA, Hendersen G, Martínez Maldonado M, **Dennerlein JT**. Feasibility of a capacity building organizational intervention for worker safety and well-being in the transportation industry: Pivoting to address the COVID-19 pandemic and social and political unrest in Chile. *J Occup Environ Med* 2024 Jul 01. [doi: 10.1097/JOM.0000000000003112](https://doi.org/10.1097/JOM.0000000000003112)

Lessons from the Covid-19 Pandemic

Peters SE, Wagner GR. Work during and after the Pandemic, in Dustin T. Duncan, Ichiro Kawachi, and Stephen S. Morse (eds), *The Social Epidemiology of the COVID-19 Pandemic*. New York, 2024; online edn, Oxford Academic, 23 May 2024. doi.org/10.1093/oso/9780197625217.003.0012

Michaels D, **Spieler EA, Wagner GR**. US workers during the covid-19 pandemic: uneven risks, inadequate protections, and predictable consequences. *BMJ* 2024; 384:e076623. [doi:10.1136/bmj-2023-076623](https://doi.org/10.1136/bmj-2023-076623)

Wagner GR, Michaels D. Work Matters: Mainstreaming Worker Health and Safety Is Not Limited to Pandemic Response. *Am J Public Health*; February 15, 2024. pp. e1-e5. doi.org/10.2105/AJPH.2023.307565

Older Workers

Halvorsen, C. Entrepreneurship Past 50: Envisioning a Better Future. AARP International. March 2024. <https://www.aarpinternational.org/initiatives/future-of-work/future-of-work-five-megatrends-pov/2024/03/fow/cal-halvorsen>

Low-Wage Workers

Sabbath EL, Lovejoy MC, Schneider DK, DeHorn G, Diaz-Linhart Y, Peters SE. Engaging low-wage workers in health and wellbeing survey research: Strategies from five occupational studies. *American Journal of Public Health*. (2024; in press; accepted September 18, 2024).



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b = Outreach Core
c = Boston Hospital Workers Health Study
d = Fulfillment Center Intervention Study
e = Thriving Workers, Thriving Workplaces Study
f = Older Workers' Health and Well-being Study

Center External Advisory Board, 2021- 2026

Members of the External Advisory Board provide guidance on project implementation to maximize impact; identify key priorities for future research and education; and facilitate relationship building with key regional and national resources.

The Center fondly and gratefully remembers our dear friend, colleague, collaborator, and member of our External Advisory Board, Karina Nielsen, who passed away on September 24, 2024.

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**Total Worker Health Center*



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