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CENTER FOR WORK,
HEALTH, & WELL-BEING

How do we define, measure, and implement Total Worker Health™?

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Conflict of Interest Slide

Glorian Sorensen, PhD, MPH

The following personal financial relationships with commercial interests relevant to this presentation existed during the past 12 months:

“No relationships to disclose”

What Is Total Worker Health™?

- NIOSH: “Total Worker Health™ is a strategy integrating occupational safety and health protection with health promotion to prevent worker injury and illness and to advance health and well-being.”
- Four Centers for Excellence funded as part of this initiative.
- <http://www.cdc.gov/niosh/twh/centers.html>



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Project A

Be Well, Work Well
Integrated approaches
for health care workers
2007-



Project B

All the Right Moves
Integrated approaches
for construction workers
2011-



Project C

SafeWell
Disseminating integrated
programs to SMBs
2011 -



Presentation Overview

- What do we mean by an *integrated approach* to worker health?
- How will we know it when we see it?
- Performance indicators – putting it into place

What is an integrated intervention?

- *A strategic and operational coordination of policies, programs and practices designed to simultaneously prevent work-related injuries and illnesses and enhance overall workforce health and well-being*
 - Coordination and linkage of separate policies, practices and programs
 - Continuum of approaches

Sorensen et al, JOEM in press



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*How will we know it when we
see it?*

Methods

- Literature review
- Center-wide mini-Delphi process
- Review of existing indicators
- Plans for further testing

Essential Elements List

Guidance toward Integrated Health and Safety Programs

Organizational Culture and Leadership

1. Develop a “Human Centered Culture”
2. Demonstrate Leadership
3. Engage mid-level management

Program Design

4. Establish clear principles
5. Integrate relevant systems
6. Eliminate recognized occupational hazards
7. Be consistent
8. Promote employee participation
9. Tailor programs to the *specific* workplace
10. Consider incentives and rewards
11. Find and use the right tools
12. Adjust the program as needed
13. Make sure the program lasts
14. Ensure confidentiality

Program Implementation and Resources

15. Willing to start small and scale up
16. Provide adequate resources
17. Communicate strategically
18. Build accountability

Program Evaluation

19. Measure and analyze
20. Learn from experience



Indicators of Integration

- Organizational leadership and commitment
- Coordination between WHP and OSH and others
- Supportive organizational policies and practices
 - Accountability and training
 - Management and employee engagement
 - Benefits and incentives to support OSH and WHP
 - Integrated evaluation and surveillance
- Comprehensive program content

Sample performance metrics

- Assessment tool for researchers and employers:
 - Assess extent to which integrated approach being implemented
 - Provide benchmarks for comparison
 - Identify factors associated with variations across companies
 - Self-assessment tool
- Performance metrics – includes:
 - Policies
 - Programs
 - Practices

Organizational leadership and commitment

- Top management expresses its commitment to a culture of health and an environment that supports employee health.
- Senior leadership allocates adequate human and fiscal resources to implement programs to promote and protect worker health.

Coordination between OSH and WHP

- Decision making about worker health coordinated across departments, including OSH and WHP
- Policies to reduce exposures on the job are coordinated with policies to support health behaviors and worker wellness.

Management and employee engagement strategies

- Both managers and employees are engaged in decision-making about priorities for coordinated worksite wellness and occupational safety and health programs, policies, and practices.
- Joint worker-management committees addressing worker and worksite health reflect both worksite wellness and occupational safety and health.

How implemented?
SafeWell Integrated Practice Guidelines

- To provide a model and tools for integrated and coordinated efforts that
 - promote healthy behaviors
 - ensure a safe & healthy work environment
 - provide resources for balancing work & family
- Available at:
<http://centerforworkhealth.sph.harvard.edu/>

What's in the Guidelines?

- Introduction and business case
- Providing the foundation: organizational leadership and commitment
- Program planning
- Implementing the plan
- Evaluation and continual improvement

Next steps

- Further testing of the indicators
- Applications across settings
 - Responding to the context
- Research to practice
 - Barriers and facilitators to uptake
 - Increasing usability and accessibility

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