Investing in Health and Well-being

Essential Strategies for Total Worker Health®

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National Institute for Occupational Safety and Health

US Centers for Disease Control and Prevention

Australian Government

Comcare

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Why is work so influential to our health and well-being?

- Risk for injury, illness and disability
- Wages (strong predictor of health, longevity)
- Benefits
- Where we live/how we commute
- Time away from other pursuits
- Work influences relationships, families

Work
Home

Diet
Smoking
Noise
Risk taking
Pregnancy
Stress
Ergonomics
Emergency Prep
Substance use
Driving
Sleep-wake
Violence
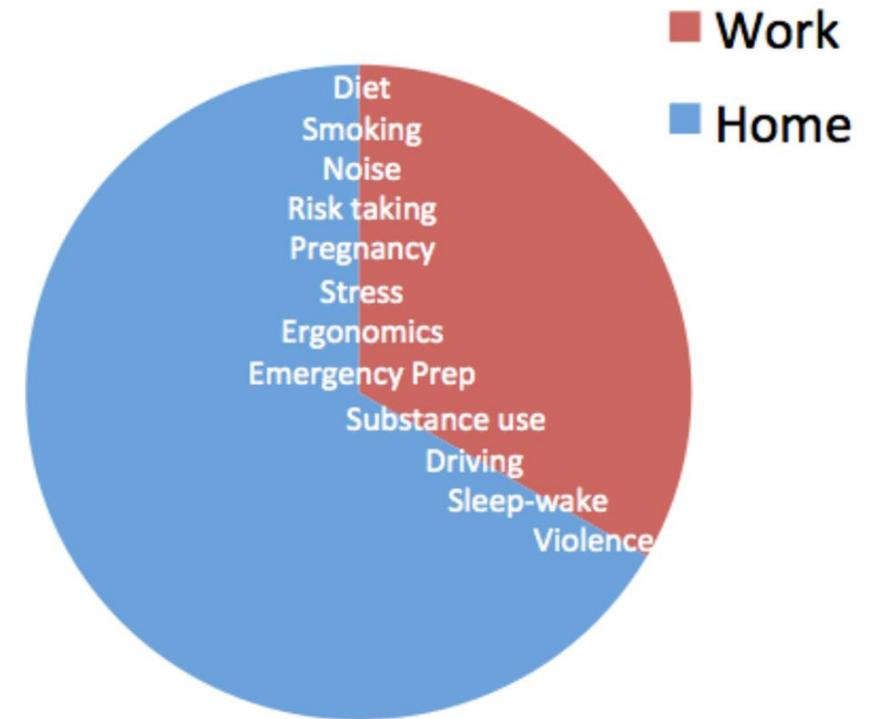
Total Worker Health®
Taking a Holistic Approach to Employee Health

Keep
Workers Safe

+

Establish
Workplace Policies,
Programs & Practices

Create Worker
Well-being
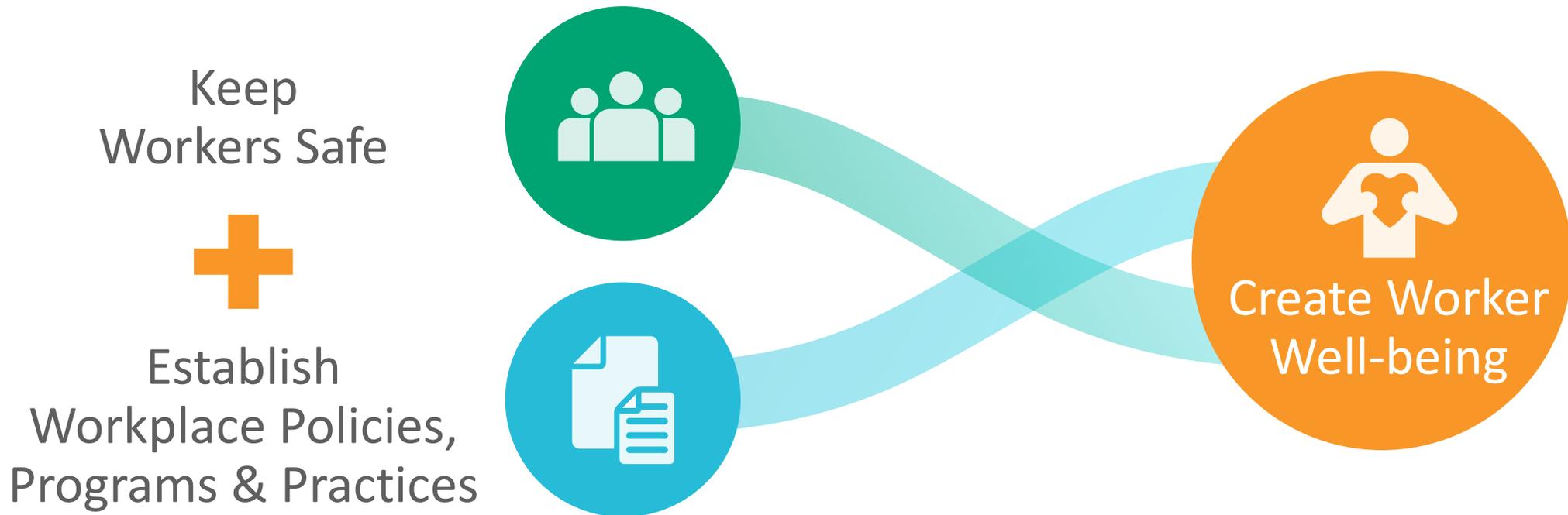
Essential Elements for Advancing Worker Safety, Health, and Well-Being

Protect Workers

Demonstrate Leadership Commitment

Design Work to Eliminate Hazards

Engage Workers

Ensure Confidentiality

Integrate Systems

Total Worker Health Policies, Programs, Practices

- Worker-centered problem identification, solving
- Equitable wages, safe staffing levels
- Leave and benefits optimization
- More supportive supervision
- Discrimination, harassment, and violence prevention
- Health-enhancing work design
- Fair performance appraisals
- Pathways to advancement and development
- Attention to work-life fit
- Address work factors known to be causes of chronic conditions
- Confidential occupational health/prevention services

Hierarchy of Controls Applied to NIOSH
Total Worker Health®

Eliminate — **Eliminate** working conditions that threaten safety, health, and well-being

Substitute — **Substitute** health-enhancing policies, programs, and practices

Redesign — **Redesign** the work environment for safety, health, and well-being

Educate — **Educate** for safety and health

Encourage — **Encourage** personal change

The Power of Comprehensive Intervention

	INDIVIDUAL Change Only	**INDIVIDUAL +** **ORGANIZATIONAL** Change
HEALTH: Mental Health Blood Pressure	**85%** (short-lived)	**84%**
ORGANIZATIONAL: Absenteeism, productivity, and injury	**31%**	**97%**

INDIVIDUAL + ORGANIZATIONAL approaches combined are best

LaMontagne et al. (2007) A Systematic Review of the Job Stress Intervention Literature www.ijoeh.cm 13 (3)

Issues Relevant to Advancing Worker Well-being Using *Total Worker Health*® Approaches

Prevention and Control of Hazards and Exposures
- Biological Agents
- Chemicals
- Ergonomic Factors
- Physical Agents
- Psychosocial Factors
- Risk Assessment and Management

Built Environment Supports
- Accessible and Affordable Health Enhancing Options
- Clean and Equipped Breakrooms, Restrooms, and Lactation Facilities
- Healthy Workspace Design and Environment
- Inclusive and Universal Design
- Safe and Secure Facilities

Community Supports
- Access to Safe Green Spaces and Pathways
- Healthy Community Design
- Safe and Clean Environment (Air and Water Quality, Noise Levels, Tobacco-Free)
- Safe, Healthy, and Affordable Housing Options
- Transportation and Commuting Assistance

Compensation and Benefits
- Adequate Wages and Prevention of Wage Theft
- Affordable, Comprehensive, and Confidential Healthcare Services
- Chronic Disease Prevention and Management Programs
- Continual Learning, Training, and (Re-)Skilling Opportunities
- Disability Insurance (Short- and Long-Term)
- Employee Assistance and Substance Use Disorder Programs
- Equitable Pay, Performance Appraisals, and Promotions
- Minimum Guaranteed Hours
- Paid Time Off (Sick, Vacation, Caregiving, Parental)
- Prevention of Healthcare Cost Shifting to Workers
- Retirement Planning and Benefits
- Work-Life Programs
- Workers' Compensation Benefits

Healthy Leadership
- Collaborative and Participatory Environment
- Corporate Social Responsibility
- Responsible Business Decision-Making
- Supportive Managers, Supervisors, and Executives
- Training
- Worker Recognition, Appreciation, and Respect

Organization of Work
- Adequate Breaks
- Comprehensive Resources
- Fatigue, Burnout, Loneliness, and Stress Prevention
- Job Quality and Quantity
- Meaningful and Engaging Work
- Safe Staffing
- Work Intensification Prevention
- Work-Life Fit

Policies
- Elimination of Bullying, Violence, Harassment, and Discrimination
- Equal Employment Opportunity
- Family and Medical Leave
- Human and Natural Resource Sustainability
- Information Privacy
- Judicious Monitoring of Workers and Biomonitoring Practices
- Optimizing Function and Return-to-Work
- Prevention of Stressful Job Monitoring Practices
- Reasonable Accommodations
- Transparent Reporting Practices
- Whistleblower Protection
- Worker Well-Being Centered
- Workplace Supported Recovery Programs

Technology
- Artificial Intelligence
- Robotics
- Sensors

Work Arrangements
- Contracting and Subcontracting
- Free-Lance
- Global and Multinational
- Multi-Employer
- Non-Standard
- Organizational Restructuring, Downsizing, and Mergers
- Precarious and Contingent
- Small- and Medium-Sized Employers
- Temporary
- Unemployment and Underemployment
- Virtual

Workforce Demographics
- Diversity and Inclusivity
- Multigenerational
- Productive Aging across Lifecourse
- Vulnerable Workers
- Workers with Disabilities

Work, Complexity, Technology and Mental Health
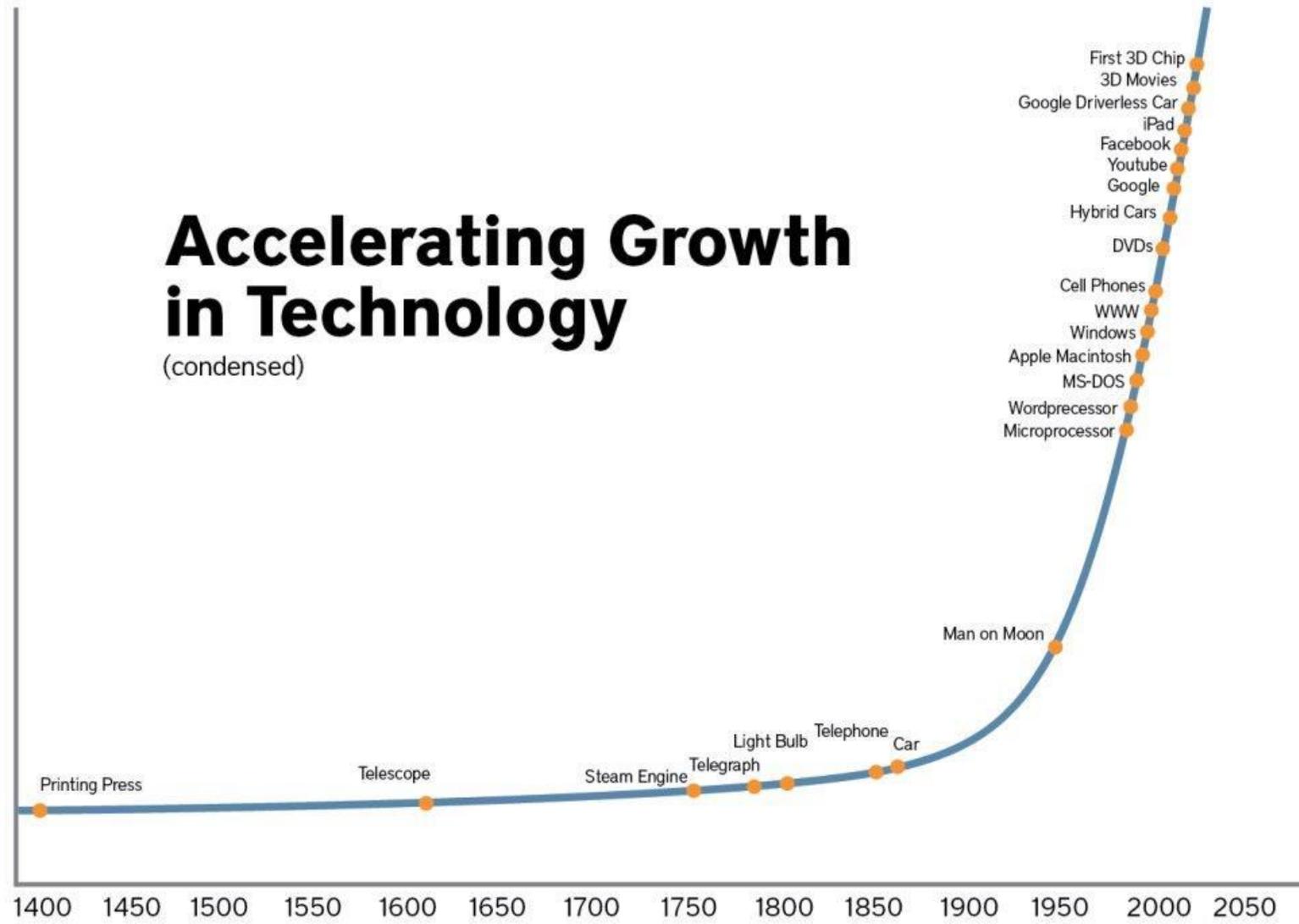
Drivers of the Future of Work

Technology

Demographics

Globalization

Global Economy

Future of Work

Pandemics

Climate

Political & Economic Factors

Urbanization
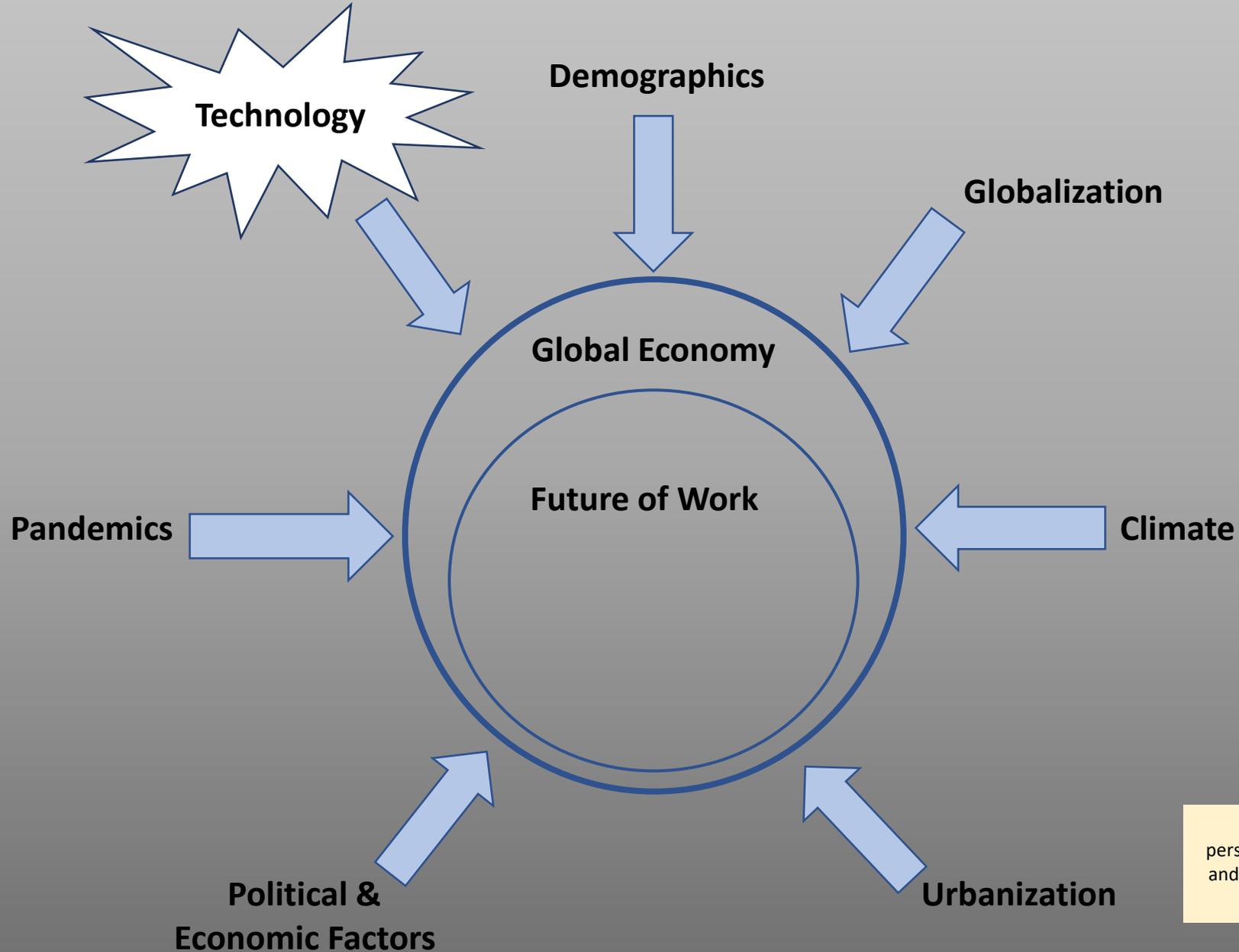
Source: Dr. Paul Schulte, NIOSH. Future perspectives of the impact of technology on work and occupational health and safety. Presented at ICOH, Nov 2021

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Links between Work and Overdose Deaths Mount

Exploring the Link: Work, Opioid Misuse and Overdose

Lack of employment

Insecure employment, new employment arrangements

Hazardous work and increased risk of work-related injury

Wages, working conditions that can predispose to chronic health problems or pain

Lack of benefits/paid sick leave

Industry/occupational, cultural, and geographic differences
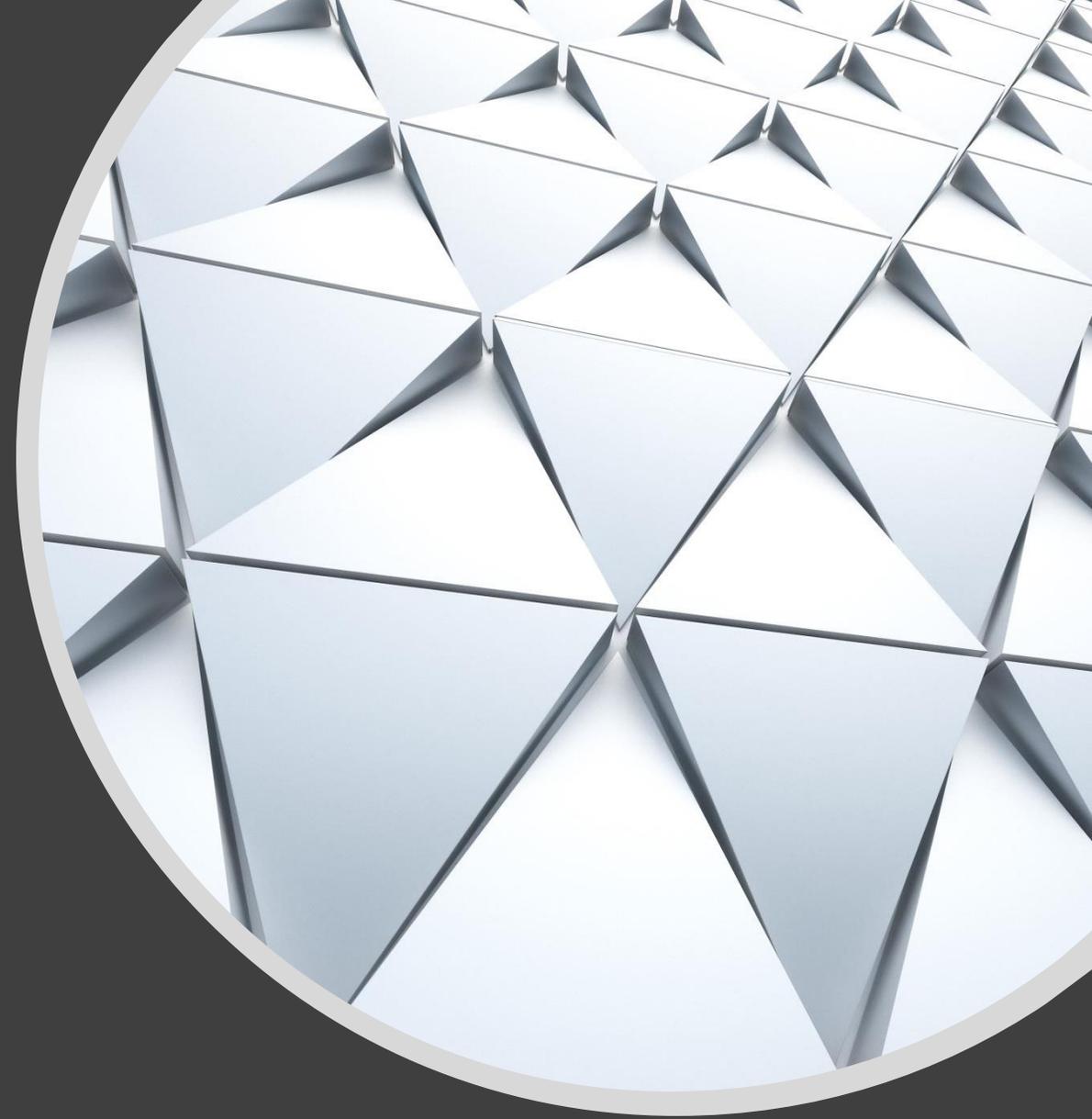
Work-Family Fit Increasingly Important

Wages Matter: Low-Wage Workers Face Smaller Paycheck Yet Greater Woes

Effort-Reward Imbalance

Increased risk of job stress

Diminished decisional latitude, control, respect

Job insecurity, forced overtime, discrimination

Worsening impacts of spillover effects
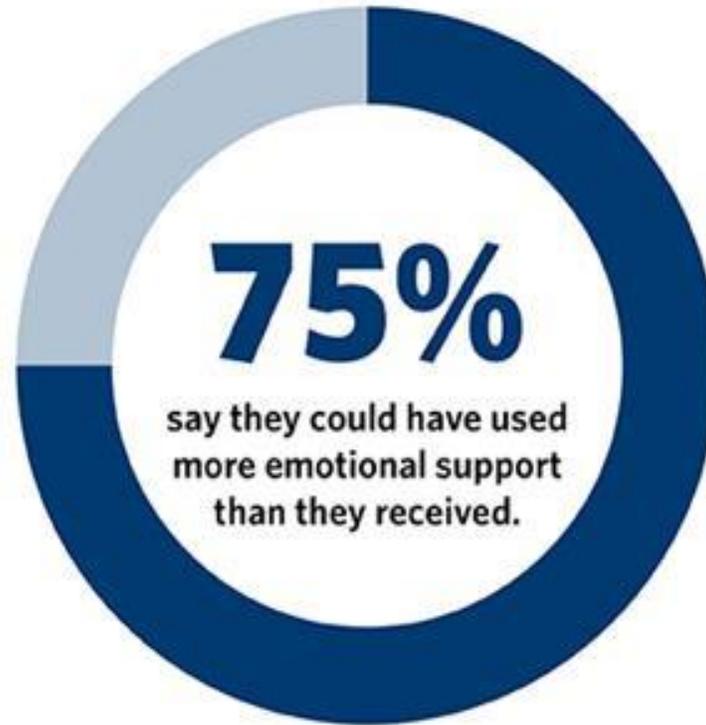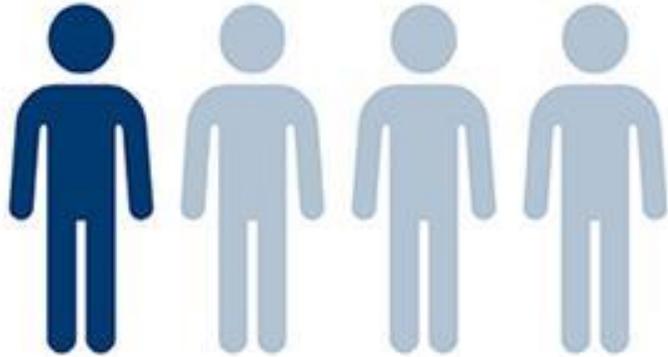
Evolving Psychosocial and Organization of Work Hazards and Effects

- Precarious employment
- Unemployment and underemployment
- Anxiety about employment and career progression
- Blurring of work/home boundaries
- Work intensification/fast pacing of work
- Stressful interaction with robots, co-bots, technology
- Privacy loss/invasion
- Loss of social skills and increased loneliness
- Increasing use of performance enhancing substances
- Effects on dignity, meaningful work, purposefulness

(Adapted from NIOSH/Paul Schulte et al., 2020)

Will Worker Well-being Finally Find Its Day in the Sun?

Protecting and Improving the Mental Health of Workers Now More Vital than Ever

- Focus on primary prevention: improve the quality of the work
- Measure and understand
- Make improving it an organizational goal
- Normalize: personalize, raise awareness, diminish stigma
- Lower barriers to seeking help
- Invest in/improve training of supervisors for prevention and intervention
- Formalize approaches to manage impairment at work
- Ensure privacy and confidentiality
- Always start from a "position of concern"

Themes adapted from Welcoa's The 4 F's of Identifying and Managing Mental Health at Work and NIOSH TWH essentials.

The Role of Healthier Supervision in Worker Well-being

- Training in *supportive supervision* is critical
  - Working & communication styles, provide tools
- Provide for continuous skills development of team
- Foster engagement
- Be supportive of new approaches, limited risk-taking
- Appreciation, rewards, feedback, recognition
- Return-to-work, stay-at-work supports after illness, injury
- Genuine listening, including stay-at- work interviews

NIOSH WellBQ

(The NIOSH Worker Well-Being Questionnaire, 2021)

- New, comprehensive measure of well-being
- 68 items, < 15 minutes
- First measure exclusively for workers
- Free for public use
- Next steps
  - Accumulate and share data
  - Improve validation, utility
  - Create benchmarks across occupations, industries, demographic groups
  - Further our knowledge about worker well-being

Toward an Expanded Focus for OSH

- Work is changing; OSH must change as well
- Demographics, work arrangements, pace, demands, environment all in flux
- Horizontal expansion: interaction of exposures as work is experienced
- Vertical expansion: consideration of issues over the working life
- Making the case for "worker well-being" as the end game
- Interdisciplinary and transdisciplinary approaches
- Build *Total Worker Health* skills and professional capacity

Centers of Excellence for *Total Worker Health*®
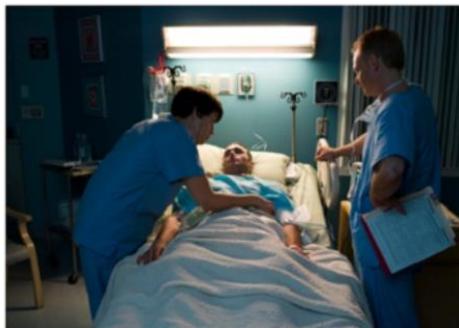
NIOSH
Total Worker Health®
Centers of Excellence
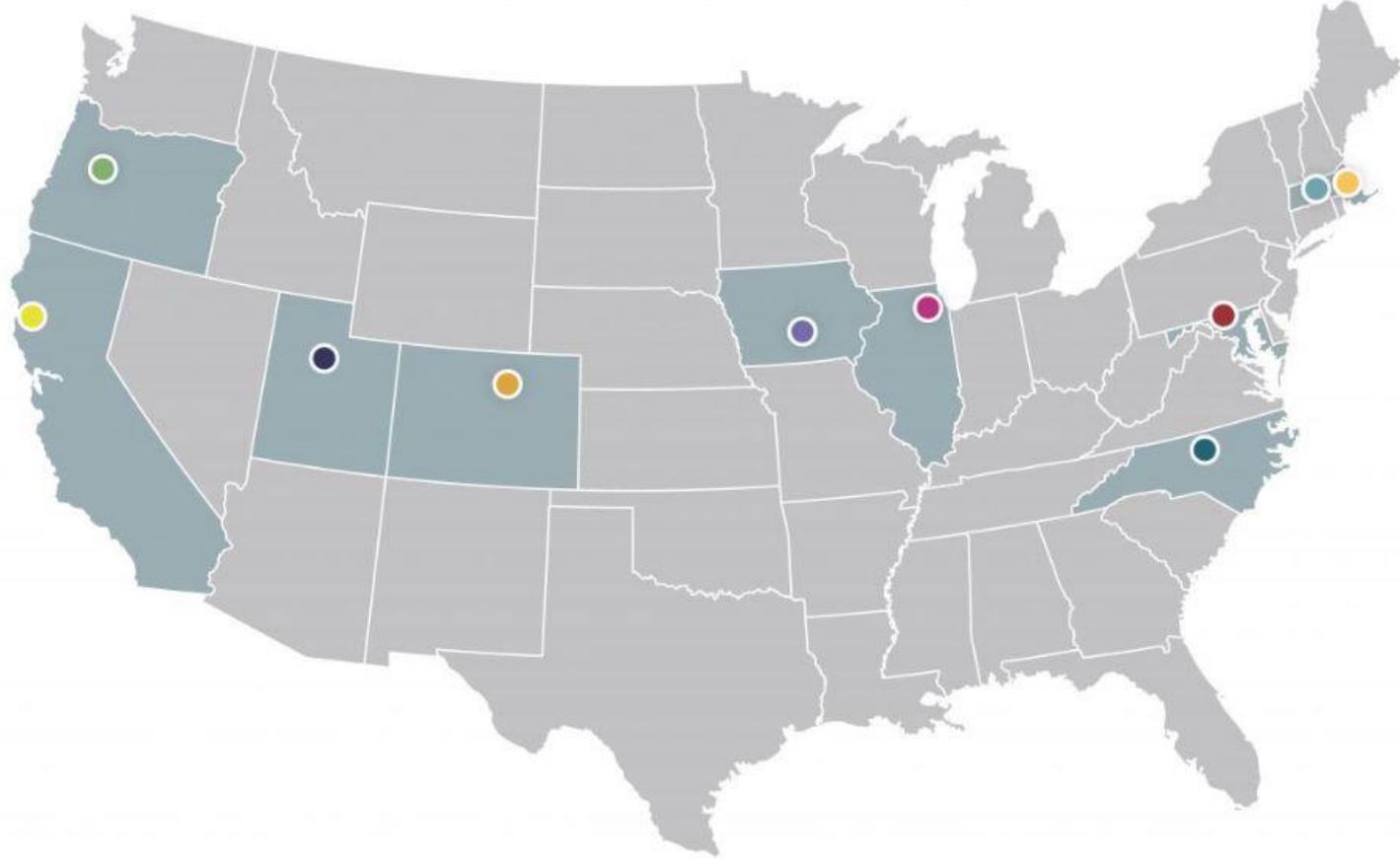
- California Labor Laboratory (CALL Center)
- Carolina Center for *Total Worker Health*® and Well-being
- Center for Health, Work & Environment
- Center for the Promotion of Health in the New England Workplace (CPH-NEW)
- Healthier Workforce Center of the Midwest
- Johns Hopkins P.O.E. *Total Worker Health*® Center in Mental Health (POE Center)
- Oregon Healthy Workforce Center (OHWC)
- The Harvard T.H. Chan School of Public Health Center for Work, Health & Well-being
- UIC Center for Healthy Work
- Utah Center for Promotion of Work Equity (U-POWER)
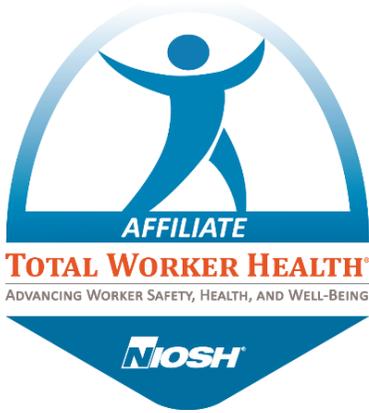
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ADVANCING WORKER SAFETY, HEALTH, AND WELL-BEING
NIOSH®

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University of New Hampshire

University of Buffalo

SAIF Workers Compensation
City of Eugene, OR
Eugene Water & Electric Board

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of Michigan

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Health System

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 Workplaces, UC Berkeley

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Safety Council

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Compensation

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Alabama

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AgriSafe Network
American Association of Occupational Health Nurses
American College of Occupational and Environmental Medicine
American College of Preventive Medicine
American Industrial Hygiene Association
American Society of Safety Professionals
Association of Occupational Health
 Professionals in Healthcare
Society for Occupational Health Psychology

Northern Kent U

University of Texas
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Western Kent U

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Kentucky Injury
Prevention and
Research Center

Miami Occupational
Research Group

ISSA -The Worldwide Cleaning Industry Association
National Association of Worksite Health Clinics
National Safety Council
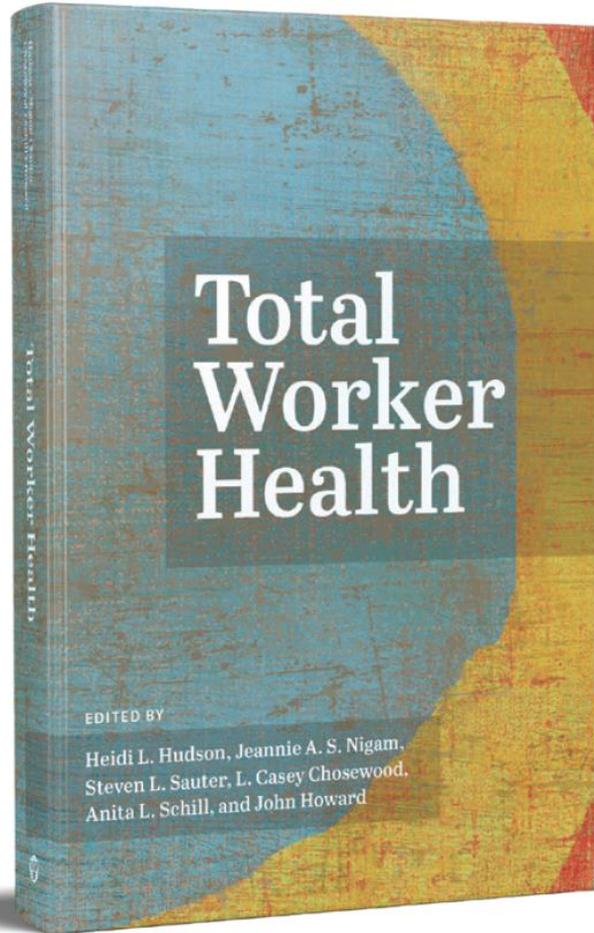
Total Worker Health

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https://www.linkedin.com/groups/4473829/

TWH in Action!
eNewsletter
http://www.cdc.gov/niosh/TWH/newsletter/

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Questions & Discussion