Concurrent Session 4.3

Integrating TWH Practices into Healthcare Settings

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Exploring Occupational Health Nurse's Understanding and Needs in Regards to Total Worker Health (TWH)

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Learner Outcomes

1. Review the concepts of total worker health.

2. Review the research findings conducted with AAOHN members on the exploration of attitude and knowledge of the TWH concept.

3. Review ideas for implementing a TWH program
Total Worker Health History

- **2003** NIOSH launched Steps to a Healthier US Workforce initiative
- **2004** Steps to a Healthier U.S. Workforce Symposium
- **2005** NIOSH “WorkLife” Initiative is launched
- **2006** NIOSH funded two Centers of Excellence to Promote a Healthier Workforce (WorkLife Centers) to support program goals: the Healthier Workforce Center of the Midwest at the University of Iowa and the Center for the Promotion of Health in the New England Workplace
- **2007** NIOSH funded a third Center of Excellence: Harvard T.H. Chan School of Public Health Center for Work, Health, and Well-being
- **2007** WorkLife 2007 Symposium
- **2011** NIOSH funded a fourth Center of Excellence: Oregon Healthy Workforce Center
- **2011** NIOSH renamed WorkLife Initiative to Total Worker Health® Program
- **2016** NIOSH funded the fifth and sixth Centers of Excellence: University of Colorado and the University of Illinois-Chicago
What is 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.”

- NOT the same as Health Promotion programs!
The Total Worker Health Approach

- Integrates workplace interventions that protect workers’ safety and health with activities that advance their overall well-being.
- Prioritizes a hazard-free work environment that protects the safety and health of all workers.
- Advocates for integration of all organizational policies, programs and practices that contribute to worker safety, health and well-being,
- Promotes research into how new patterns of employment, and emerging types of work restructuring, affect overall worker health, safety and well-being.
Issues Relevant to Advancing Worker Well-being Through Total Worker Health®

Control of Hazards and Exposures
- Chemicals
- Physica Agents
- Biological Agents
- Psychosocial Factors
- Human Factors
- Risk Assessment and Risk Management

Organization of Work
- Fatigue and Stress Prevention
- Work Intensification Prevention
- Safe Staffing
- Overtime Management
- Healthier Shift Work
- Reduction of Risks from Long Work Hours
- Flexible Work Arrangements
- Adequate Meal and Rest Breaks

Built Environment Supports
- Healthy Air Quality
- Access to Healthy, Affordable Food Options
- Safe and Clean Restroom Facilities
- Safe, Clean and Equipped Eating Facilities
- Safe Access to the Workplace
- Environments Designed to Accommodate Worker Diversity

Leadership
- Shared Commitment to Safety, Health, and Well-Being
- Supportive Managers, Supervisors, and Executives
- Responsible Business Decision-Making
- Meaningful Work and Engagement
- Worker Recognition and Respect

Compensation and Benefits
- Adequate Wages and Prevention of Wage Theft
- Equitable Performance Appraisals and Promotion
- Work-Life Programs
- Paid Time Off (Sick, Vacation, Caregiving)
- Disability Insurance (Short- & Long-Term)
- Workers’ Compensation Benefits
- Affordable, Comprehensive Healthcare and Life Insurance
- Prevention of Cost Shifting between Payers (Workers’ Compensation, Health Insurance)
- Retirement Planning and Benefits
- Chronic Disease Prevention and Disease Management
- Access to Confidential, Quality Healthcare Services
- Career and Skills Development

Community Supports
- Healthy Community Design
- Safe, Healthy and Affordable Housing Options
- Safe and Clean Environment (Air and Water Quality, Noise Levels, Tobacco-Free Policies)
- Access to Safe Green Spaces and Non-Motorized Pathways
- Access to Affordable, Quality Healthcare and Well-Being Resources

Changing Workforce Demographics
- Multigenerational and Diverse Workforce
- Aging Workforce and Older Workers
- Vulnerable Worker Populations
- Workers with Disabilities
- Occupational Health Disparities
- Increasing Number of Small Employers
- Global and Multinational Workforce

Policy Issues
- Health Information Privacy
- Reasonable Accommodations
- Return-to-Work
- Equal Employment Opportunity
- Family and Medical Leave
- Elimination of Bullying, Violence, Harassment, and Discrimination
- Prevention of Stressful Job Monitoring Practices
- Worker-Centered Organizational Policies
- Promoting Productive Aging

New Employment Patterns
- Contracting and Subcontracting
- Precarious and Contingent Employment
- Multi-Employer Worksites
- Organizational Restructuring, Downsizing and Mergers
- Financial and Job Security

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Examples of TWH Programs

- Control hazards and exposures
- Design work schedules and patterns to reduce stress and increase worker control
- Build safe, healthy environments
- Provide fair compensation and affordable benefits that enhance health
- Cultivate leaders and values that encourage healthy supervision, respect for workers, and responsible business decisions
- Create policies and environments that are inclusive and accepting of workers’ differences
- Create safety and health interventions that will also have community impact
Examples of TWH Programs for Specific Workplace Challenges

- To prevent risk of musculoskeletal disorders, consider:
  - Reorganizing or redesigning how individuals do their work;
  - Providing ergonomic consultations; and
  - Providing education on arthritis self-management strategies.

- To reduce work-related stress, consider:
  - Implementing organizational and management policies that give workers more flexibility and control over their schedules;
  - Providing training for supervisors on approaches to reducing stressful working conditions; and
  - Providing skill-building interventions on stress reduction for all workers.
Why TWH?

Employee’s with Better Well-Being…..

- ...Create a happier, less stressful, and better work environment.
- ... Enjoy their jobs more, stay in their jobs longer
- ... Are good for business
- ... Are more engaged
Why TWH?

Benefits to Employers......

- reduce the impact and cost of injuries and illness
- ... work environments change to meet the demands of 21st century economies
- ... new solutions to long-standing issues related to worker safety and health.
AAOHN: TWH Affiliate

The Affiliate Program seeks to:

- Increase the visibility, uptake, and impact of Total Worker Health (TWH) to advance the safety, health and well-being of workers through NIOSH assistance to Affiliates.
- Attract and assist new collaborators to enrich and broaden current NIOSH TWH translational research.
- Attract and work with new collaborators to enrich and broaden current NIOSH TWH practice and dissemination efforts.
- Publicly recognize the contributions of the Affiliates to the development and dissemination of TWH research and practice.
TWH Survey

- Exploratory study, IRB approved
- Electronic Survey – email invitation
- 84 Questions
  - 11 demographic questions
  - 10 TWH questions
  - 13 Attitude toward change
  - 17 Resistance to change
  - 9 Organizational readiness for change
  - 6 Leadership commitment
  - 18 Transformational Leadership
Sample Description

- 5.3% response rate *(4777 invited to participate)*
- Demographics
  - Bachelor prepared or higher (43%), RN (78%)
  - >11 years experience (70%)
  - Employed industrial manufacturing plant (43%)
    - >500 employees (63%)
  - Covers more than one facility (59%)
  - Average age 36-55 years (67%)
  - Familiar with TWH concept (76%)
TWH Knowledge

- 86% Defined TWH
- 95% Identified issues relevant to TWH
- 98% TWH relevant to all industries
- 90% Understood rational for TWH
- 88% Separated TWH from other programs
TWH Currently

- 57% Did not have a TWH program
- 17% unsure
- 74% Have interest in implementing TWH
- Challenges perceived to implement TWH
  - Personnel needed (62%)
  - Mgmt. Commitment (57%)
  - Employee interest (40%)
  - Budget (60%)
  - Time constraints (50%)
  - Other (14%)
Change and Leadership

- Inferential statistics on split data
  - Familiar with TWH – yes (n=193) / no (n=60)
  - Have TWH in place – yes (n=59) / no-unsure (n=167)
  - Years of experience - ≤ 5 years (n=44) / ≥ 6 years (n=209)
  - Education Level- ≤ BS (n=169) / ≥ MS (n=66)
  - Average age - ≤ 45 years (n=100) / ≥ 46 years (n=91)
Familiar with TWH

- Change stimulated them ($p=0.025$)
- Others see them supporting change ($p=0.007$)
- Inclined to try new ideas ($p=0.0014$)
- Suggest new approaches ($p<0.0001$)
- Employees listen to their ideas ($p=0.026$)
Have TWH in Place

- Don’t change their mind easily (p=0.0017)
- Employees encourage to explore other alternatives to proposed change (p=0.029)
- Employees adapt quickly to change (p=0.013)
In Summary

- Understand what TWH is about
- Open to implementing TWH
- Favorable attitude toward change
- Need education on how to move forward
Implications for the Occupational Health Nurse

- Strategically plan to implement TWH
- Attend AAOHN & Occupational Health educational opportunities
- Seek guidance from those who have implemented TWH
- Approach Mgmt. with Proposals
So where to begin.............
Ideas that you can implement right now.....

- **Dedicate a portion of time** at meetings for updates from other departments
- **Hold joint meetings** between health protection, health promotion, human resources, workers’ compensation, and other departments with a stake in worker safety, health, and well-being.
- **Discuss plans for the future** so that leaders from different departments can coordinate strategies
- **Ask employees** what factors are getting in the way of their safety, health, work-life balance, or productivity
- **Sponsor brief lunch-and-learns**
- **Invite staff to share their expertise to address shared goals**
- **Incorporate new information into trainings**
- **Consider sharing physical resources and space**: anything from adjoining cubicles, to a break room, to an office, to the floor of a building
- **Give workers more flexibility and control** over their working conditions and schedules whenever possible
- **Ensure that your built environment, policies, and work schedules enhance safety, health, and well-being**
Fundamentals of Total Worker Health® Approaches

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

https://www.cdc.gov/niosh/docs/2017-112/pdfs/2017_112.pdf
Defining Elements of Total Worker Health

- Defining Element 1: Demonstrate Leadership Commitment to Worker Safety and Health at All Levels of the Organization
- Defining Element 2: Design Work to Eliminate or Reduce Safety and Health Hazards and Promote Worker Well-Being
- Defining Element 3: Promote and Support Worker Engagement Throughout Program Design and Implementation
- Defining Element 4: Ensure Confidentiality and Privacy of Workers
- Defining Element 5: Integrate Relevant Systems to Advance Worker Well-Being
Thank you!!!

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