

Presentation Title	Place in Schedule
Total Worker Health Leadership: A small business leader perspective	Concurrent Session 2.4 <i>Day 2 – Wednesday</i> <i>May 9th, 2018</i> <i>2:30 – 3:45pm</i>
Description of Presentation	Presenter Name(s) And Credentials
<p>As the Total Worker Health® (TWH) framework gains research and practice support, it is important to study the role of organizational leadership. Unfortunately, organizational leadership research has been segregated to be primarily focused on either health promoting leadership or safety leadership. The application of leadership theories to health thus far have fallen short of integrating both health promotion and health protection into a practical approach. The advantage of integrating these two strains of leadership research is a greater potential for leadership support for the total health of the worker. The influence of health and safety leadership in small enterprises is especially important albeit understudied. Therefore, the purpose of this study was to gain an understanding of organizational health, wellness and safety from a small business leader perspective. Qualitative semi-structured interviews were conducted with 20 small business senior leaders (CEO, Vice President) in agriculture, service sector, manufacturing, construction, mining, sanitary services, retail and finance industries. The interviews lasted for 30 minutes and were conducted either in-person or on the phone. The goal of the interviews was to gain a deeper understanding of if and how senior leaders use leadership skills to influence TWH. The questions reflected common leadership theories (e.g., transformational leadership): organizational mission and vision, organizational culture, whether and how they lead by example, strategies for employee advancement, and whether and how they give feedback and recognition. Common interview themes included the acknowledgement of leader participation in health and wellness initiatives, corporate social responsibility, walking the talk, and developing personal connections with workers in order to achieve personal and professional goals.</p>	Janalee Thompson, MS <i>Colorado School of Public Health, Center for Health, Work & Environment</i>
	Natalie Schwatka, PhD, AEP <i>Colorado School of Public Health, Center for Health, Work & Environment</i>
	Liliana Tenney, MPH <i>Colorado School of Public Health, Center for Health, Work & Environment</i>
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“There's a lot of companies that do a lot of great things and events, but you don't often see the upperlevel management going to be in the nitty-gritty and participate in some of that stuff.” –Interviewed Leader

“The success of the project depends on people being able to contribute based on their skills and experiences and I think that being healthy is a fundamental component of that.” –Interviewed Leader

Results have indicated that small businesses usually lack a formalized health, safety and wellness program beyond organizational health benefits. Though there were differences between industry perspectives on safety and wellness. When asked broadly about health, safety and wellness, high-risk industries such as construction and mining, usually mentioned safety in some capacity, whereas low risk industries such as finance and the service sector focused primarily on wellbeing and rarely mentioned safety.

“I think it's important from a personal perspective not only for ourselves, but also for our employees and that they conduct themselves in a safe manner so that they return to their families safely and be healthy and be able to provide for their families.” –Construction Industry Leader

This may demonstrate a lack of awareness or knowledge around safety in the workplace. The interviews have demonstrated that leaders care about the health of their employees, but they may lack resources in time and manpower to develop a successful, formalized health, safety and wellness program. Future research should obtain both a leader and worker perspective to compare leader actions to worker perceptions of leader TWH behaviors and practices.