Tailoring Your Approach to Workplace Health Based on Your Budget and Organizational Culture

2nd Annual Worksite Wellness Conference
The Ultimate Bottom Line: Sustaining Employee Wellness
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Presented by:
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Purpose

• Describe organizational culture and the value of integration for creating a healthier and safer workplace

• Apply a variety of free and low-cost strategies to fit your budget and organizational culture

• Identify essential elements for implementing more effective workplace programs and policies for improving worker health and well-being
Mission: Improve the health of workers in Iowa and nationally through integrated health promotion and health protection research, collaboration, and dissemination of successful interventions.

Outreach Program Goals
- Identify and promote Total Worker Health™ best and promising practices
- Serve as a state and national resource center for integrated employee health, wellness and safety programs, practices and policies

Target small employers and those with limited resources

CDC NIOSH Total Worker Health™ Center of Excellence
Total Worker Health™

is a strategy to integrate occupational safety and health protection with health promotion to prevent worker injury and illness and to advance health and well-being.
Occupational Safety and Health vs. Worksite Health Promotion

- **Traditional Occupational Safety and Health (OSH)**
  - Focuses on reducing hazards and exposures at the workplace to prevent injury and illness
  - Often focuses on policy and environmental changes
  - Programs often mandatory or heavily regulated

- **Traditional Worksite Health Promotion (WHP)**
  - Focuses on reducing lifestyle risk factors by promoting healthy behaviors and actions
  - Often focuses on promoting individual behavior change
  - Programs often voluntary

- **Total Worker Health™**
  - Focuses on both worker protection and worker wellbeing
  - Integrates programming and breaks down silos
  - Programs may be mandatory and/or voluntary
  - Focuses on worker as a whole and promoting cultural change
How Work Shapes Worker’s Well-Being

Physical aspects of work and the workplace (environment)

Psychosocial aspects of work and how work is organized (experience of work itself)

Work-related resources and opportunities (wages and salaries, employee benefits, wellness programs)

Exposure to physical risks and hazards

Stress

Ability to obtain nutritious foods, adequate physical activity, healthy housing, medical care

Worker’s well-being (physical, mental, emotional, financial, spiritual)

Worker’s family’s well-being

Adapted from Robert Wood Johnson Foundation Egerter et al., 2008, www.commissionhealth.org
No Silos Based Integrated Structure

HPM—Putting the Pieces Together

Research Compendium - NIOSH TWH™ Program: Seminal Research Papers 2012, p.78
http://www.cdc.gov/niosh/docs/2012-146/pdfs/2012-146.pdf
What does integration look like?

- Continuum of approaches/degrees of integration
- Organizational leadership and commitment to integration
- Coordination between WHP, OSH, HR and benefits
- Supportive organizational policies and practices
- Comprehensive program content
- Will vary by a company’s culture

Sorenson, Harvard School of Public Health Center for Work, Health & Well-being
Lincoln Industries

• Top 25 mid-sized companies to work for
• Believes a healthy employee makes a safer work environment
• Two beliefs integrated into day-to-day operations
  • A safe working environment is our commitment to each other
  • Wellness and healthy lifestyles are important to our success
• Integrate wellness, safety and health benefits
• Comprehensive programming: Occupational/career, financial, emotional, physical, spiritual and social
• Encourages work-home balance
• View employees as *people* and their hope is that *their people feel as good when they go home as they did when they arrived*
Focusing on the whole person, our Wellness Program is dedicated to improvement, no matter how small. This support has transformed people’s lives in a way that has contributed greatly to our culture, quality, productivity, and overall success of our company.
Total Health Culture

A socially constructed set of core attributes reflecting the prevailing values, underlying assumptions, expectations, and definitions that members of a work organization collectively maintain that affect the way they think, feel, and behave related to personal and group health.

Judd Allen, PhD, President, Human Resources Institute, LLC
www.healthyculture.com
Workplace Environment

Adapted from a presentation by Dr. Rosie Ward, www.drrosieward.com
The Underlying Current...

Adapted from a presentation by Dr. Rosie Ward, www.drrosieward.com
A Culture of Total Worker Health

Adapted from a presentation by Dr. Rosie Ward, www.drrosieward.com
Wellbeing

5 Essential Elements
Investing in Workplace Culture

• Return on Investment (ROI) and Value on Investment (VOI)

• Many culture change strategies are no- to low-cost

• Budgetary considerations
  – Program supplies, personnel time, paid staff member, incentives, ergonomic design changes, building/environmental changes
Culture Change Process

**Phase I Preparation**
- Analysis
- Set objectives
- Develop leaders

**Phase II Involvement**
- Plant seed
- Introduce new culture at all levels
- Communicate efforts

**Phase III Integration**
- Align touch points (formal and informal policies and programs)

**Phase IV Sustainability**
- Evaluate progress
- Celebrate success
- Renew and extend

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www.healthyculture.com
Organizational Best Practices

• Leadership
• Relevance
• Partnership
• Comprehensiveness
• Implementation

• Engagement
• Communication
• Data Driven
• Compliance
• Integration

Basic Elements of a Safety & Health Culture

- All individuals within the organization believe they have a right to a safe and healthy workplace.

- Each person accepts personal responsibility for ensuring his or her own safety and health.

- Everyone believes he or she has a duty to protect the safety and health of others.

OSHA, Safety & Health Management Systems eTool, Module 2-Safety & Health Culture
Integrating TWH into Your Culture

Promoting a lifestyle of healthy and safe choices.

Our company culture promotes a lifestyle of healthy and safe choices for our employees. We care about everyone’s safety and well-being—at work and at home—and have formed committees and created programs to foster this environment. Happy, healthy and safe employees not only result in greater productivity and a higher quality of work for our customers.

Make health, wellness and safety part of your mission and values.
Multi-Component Cardiovascular Wellbeing Program

Recommendation by the American Heart Association

- CVD education
- Tobacco cessation and prevention
- Early detection and screening
- Disease management
- Weight management
- Nutrition education – Heart healthy diets
- Physical activity
- Stress management/reduction
- Changes in the work environment to encourage healthy behaviors
- Promote occupational safety and health
Multi-Level Programming

Make healthy and safe choices the easy and attractive choices at work, at home and in the community

- **Organizational** support
- **Policies** demonstrate long-term commitment
- **Environmental** design and modifications
- **Social** environment and relationships
- **Individual** motivation and support
Multi-Level Healthy Eating Program

Weight Management & Obesity Prevention

- **Organizational:** Management support and modeling
- **Health Eating Policies** (vending, cafeteria, meetings, events)
- **Environmental:** Point of decision labeling, appliances in breakroom, signs, on-site garden
- **Social:** Events, peer to peer support, participation in program design
- **Individual** coaching, counseling, targeted education and messages
Multigenerational Approach

• 1st time four generations working together
• 1 in 5 workers over age 55; people working longer
• Older workers bring value and have fewer nonfatal injuries—when have injuries, more often fatal and longer recovery
• Risk for chronic disease increases with age - chronic disease raises costs, not age itself
• Tailor programs for aging workers
• Age-friendly workplace strategies
  – Ergonomics, good safety practices, Peer-to-Peer Training, Phased Retirement Plans, Physical Work Environment, Prevent Prolonged Sitting, Return to Work Programs, Respect, Supervisor Training, Training Initiatives & Opportunities, comprehensive wellness programs
Policies

Demonstrate long-term commitment & lead to culture change

Policies Related to Improving Employee Well-being

- Wellness & safety committee(s)
- Tobacco-free workplaces/no smoking/non-smokers
- Flex time/flexible schedules
- Movement and breaks during the workday
- Opportunities for physical fitness during paid time
- Healthy food guidelines
- Limited or alcohol-free events
- Breastfeeding
- Return to work
- Personal protective equipment (PPE)
- Employee Assistance Program (EAP)
Workplace Design

Built environment supports well-being
Integrated Programming

• Connect on and off the job safety
• Encourage movement and reduce prolonged sitting
• Support work-life balance and satisfaction
• Include family members
Policies, regulations and strong organizational support an injury-free workplace: No one likes to get hurt or see their families or co-workers hurt.

Employees that feel safe are happier, healthier and more productive.
Off-the-job injuries occur nearly 3 times as often to on-the-job injuries and lead to increased healthcare costs, increased absenteeism and decreased productivity.

Way employers can show they truly care for the well-being of their employees and their families at work, at home and in the community.

Offer classes, trainings and activities with linked messages.

Topics: Vehicle safety, falls prevention, home fire safety, first aid, stretching/flexibility, electrical safety, proper lifting, seasonal safety topics, Personal Protective Equipment (PPE).
Taking PPE & On-the-Job Safety Home
Encourage Movement

- American Medical Association encourages employers to provide alternatives to sitting (June, 2013)

- Prolonged sitting with little movement negatively impacts one’s health and reduces productivity

- Active employees reduce levels of presenteeism, absenteeism, injuries, disability compensation, health care costs and life insurance costs

- Movement fosters greater concentration and engagement; refreshes energy levels and focus; boosts productivity; and improves overall employee health, wellness and safety
Moving More During the Workday

Physical activity is one of the most effective disease prevention strategies (CDC)

- Standing meetings, standing conference calls
- Walking programs, walking clubs, walking meetings
- Encourage stair use and improve staircase environment
- Dynamic stretching programs, stretch breaks
- Pedometer programs
- Office equipment (standing/treadmill desks, standing workstations, isometric ball chairs)
- Encourage and support frequent breaks
When Movement Becomes Part of the Culture
Support Work-Life Balance & Satisfaction

Five tips for better work-life-family balance (L. Hammer)

1. Train managers and supervisors to be more supportive
2. Give workers more control over their work hours
3. Create a resource guide for employees and their families
4. Be a role model
5. Encourage and support flexible schedules
Include Family Members

- Special events, health fairs
- Smoking cessation programs
- Incentive-based programs (screenings, program activities)
- Seasonal vaccination programs
Getting Started
Checklist for Integrating OSH & WHP

- Engage active worker participation
- Ensure active management participation
- Develop a clear program with adequate resources
- Integrate relevant systems: Break down silos
- Address both individual and organizational factors
- Customize your design
- Provide appropriate incentives
- Protect confidentiality
- Stay flexible
- Evaluate your program

Commission on Health and Safety and Workers’ Compensation. The Whole Worker: Guidelines for Integrating Occupational Health and Safety with Workplace Wellness Programs
NIOSH Essential Elements of Effective Workplace Programs

Guiding principles and practical direction for effective workplace programs to improve worker wellbeing

• Organizational Culture and Leadership
• Program Design
• Program Implementation and Resources
• Program Evaluation

http://www.cdc.gov/niosh/TWH/essentials.html
Office Ergonomics

Maintaining a healthy, safe and productive office environment requires designing workspaces to allow each employee to work comfortably and without awkward postures (such as craning the neck forward or tilting the head to the side) or the use of computer input devices (keyboard and mouse) for long periods without breaks. Ergonomics—commonly referred to as “fitting the work to the worker”—is a science that seeks to optimize the relationship between people and their work environment. In an office setting, ergonomics principles can be used to improve the physical “fit” between each employee and his/her computer workstation. A qualified ergonomist can also work with employers and employees to explore organizational and psychosocial factors that may also contribute to musculoskeletal discomfort, such as the design of specific tasks and occupational stress.

For the Employer

Musculoskeletal pain and disorders are common among office workers and can result in more frequent absences and reductions in productivity. Effective and successful ergonomics programs involve employees throughout the entire process, from identification of the problem to the development and implementation of solutions. A participatory approach gives employees a voice in the discussion and planning of workplace changes and may promote greater acceptance of potential solutions. Click here for more information on office ergonomics and links to resources for designing a participatory ergonomics program.

Encourage Frequent Breaks

Prolonged sedentary behavior is associated with many chronic conditions including type 2 diabetes, cardiovascular disease, hypertension, obesity, and musculoskeletal discomfort. Typing for long periods without breaks likely increases the risk of musculoskeletal pain and disorders. Taking short (one to two minutes) breaks away from the workstation as often as every 30 minutes may limit discomfort. Employees should encourage and support breaks to promote more movement throughout the work day for employees in an office environment. Read more on moving more in the workplace.

Take Action with a NIOSH Essential Element for Effective Programs

Involving and engaging employees by encouraging and supporting their participation. Ergonomics programs, as well as other health protection and health promotion programs, are most effective when employees participate in the process. NIOSH Essential Elements to Develop a “Human Centered Culture” states effective programs thrive in organizations with policies and programs that promote respect throughout the organization and encourage active worker participation, input, and involvement. Download the elements here.
Program Support

The HWCE translates research and shares evidence-based information, tools and low-cost strategies for delivering comprehensive workplace wellness and safety programs that support a culture of Total Worker Health. New program areas continue to be developed.

Cardiovascular Health
Health Risk Assessments
Heat Safety
Hydration Promotion
Incentives-based Programs
Moving More in the Workplace
Obesity & Healthier Eating
Office Ergonomics
Off-the-Job Safety
Seasonal Influenza (Flu) Vaccinations
Sleep & Fatigue
Social Media
Workplace Stress

Interested in a specific topic? Let us know!
HWCE Social Media

UI HWCE @UIHWCE
Employers benefit from flu vaccination programs. Learn more from the latest @UIHWCE bulletin - eeurl.com/HDNXj
29 Oct

UI HWCE @UIHWCE
Tip of the Week: Ensure your employees know where to locate #safety devices. ow.ly/i/3m9SB
28 Oct

Total Worker Health @NIOSH_TWH
Learn how worker health can move beyond conventional #healthpromotion on Mon 11/4 at @APHAAnnualmtg. bit.ly/1gEWHZO #APHA13 @UIHWCE
25 Oct

TWH Infographics
Upcoming Events
Resources for Employers

Promoting Physical Activity
Promoting Cardiovascular H...
Promoting Wellness

Pinterest at pinterest.com/iowatwh
Facebook: Healthier Workforce Center for Excellence
Twitter: @UIHWCE
The New Year holds much promise for Total Worker Health™. In fact, 2013 may well become the year of disease prevention and health promotion! This abundance of opportunity can be credited to the Affordable Care Act and its provisions related to wellness programs.

NIOSH Director, John Howard, M.D., spoke eloquently about this coming shift in national consciousness in November at the first Symposium on Total Worker Health™ sponsored by the University of Iowa's NIOSH-funded Healthier Workforce Center of Excellence®. During his opening remarks, Dr. Howard briefly discussed the three new proposed rules [finally released by Departments of Health and Human Services, Labor, and the Treasury] (read more about the TWH™ Symposium in News from Our Partners)

Of these rules, the one that focuses on employer wellness programs [finally released by Departments of Health and Human Services, Labor, and the Treasury] has the most potential to directly affect the Total Worker Health™ community. This proposed rule will expand the ability of employers to reward workers who achieve health improvement goals. Beginning in 2014, the health care law will allow employers to increase incentives for participation in programs that require an employee to achieve an agreed-upon wellness goal (health-contingent wellness programs). Specifically, employers will be able to increase incentives from the currently allowable 20% to as much as 30% of an employee’s insurance costs, and in some cases as much as 50%. Examples of health-contingent wellness programs include:

"Occupational health is economic health" says, Dr. John Howard, at the Iowa Symposium on Total Worker Health™ held in November 2012
Closing Comments

- Look at workers as *whole people*
- Understand how workplace culture shapes the well-being of workers and their families
- Recognize that integrated programs can lead to more positive VOI and ROI
- Culture change strategies can be implemented on any budget
- Culture is a journey
Thank you!

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