

the Guidelines are being used and adapted in practice. This presentation will provide

- an introduction to the Center's integrated approach to work, health, and well-being to serve as the springboard for the other symposium presentations
- descriptions and examples from each phase of the Guidelines—leadership and building collaboration, planning, implementing, and evaluating
- lessons learned—input on research-to-practice experiences in implementing the Guidelines Methods/Analyses

To obtain information on lessons learned, we used qualitative analyses of verbal and written evaluations gathered in key informant interviews, meetings, and trainings on Guideline use. Interview scripts were used in discussions with key informants, and written transcriptions developed from the interviews. Notes are developed from meetings with collaborators. Training evaluation forms were circulated to and requested from training participants. Analyses entail intensive reading and group discussion of the data by the research team and collaborators. Results Preliminary results indicate that: the Guidelines can provide direction to organizations implementing integrated approaches to worker safety, health, and well-being; additional tools, technical assistance and training are desired by those implementing the Guidelines; calls for simplifying and reducing the amount of information provided were also made; end users may adapt the Guidelines depending on worksite context; and specific tools and examples are valued. Practical Implications The Center for Work, Health, and Well-being's Guidelines are useful for enterprises implementing integrated approaches focused on working conditions, and users report the specific tools and case examples provided are especially valuable. Conclusions The Center for Work, Health, and Well-being's Guidelines to worksite safety, health, and well-being may be used by enterprises implementing integrated approaches that focus on changing working conditions. Additional tools, training, and technical assistance to accompany the Guidelines were recommended, but requests for simplifying and reducing the amount of information were also received. There is a tension between providing enough and too much documentation and information that warrants further study.

Application of Implementation Guidelines in a health services vendor: the WISH@Work pilot

Abigail Katz (HealthPartners)

Statement of the Problem As a part of its integrated health plan and care delivery system, Minneapolis-based HealthPartners creates and deploys web, telephonic and on-site solutions that aim to improve employee and organizational well-being. Employer customers range from small organizations to Fortune 500 companies, many of which are interested in strategies to address organizational factors affecting employee health, safety and well-being. In response to this need, HealthPartners uses organizational approaches that are consistent with and guided by the National Institute for Occupational Safety and Health's Total Worker Health® program¹ (TWH). As a Center for Excellence within the TWH program, the Center for Work, Health and Well-being (CWHW) at the Harvard T.H. Chan School of Public Health has worked closely with researchers from the HealthPartners Institute, a TWH affiliate, to implement employer-based organizational interventions². These efforts contributed, in part, to the development of CWHW's implementation guidelines (Guidelines), designed to help employers address the conditions of work affecting employee

health, safety and well-being³. Procedures/Approach HealthPartners, as it develops its own TWH approaches, is interested in testing the use of the Guidelines as part of its set of employer-based solutions and consultative services in the areas of Health & Well-being and Occupational Health and Safety. While organizational consultation is already part of its consultative approach, HealthPartners lacks a formal process to help guide employers in using policies and practices to address working conditions at their worksites. This presentation will describe the WISH@Work project, a 12-month pilot designed to assist 3 Minneapolis-based employers in applying select sections of the Guidelines. These include sections addressing:

Building collaborations

Getting leadership support

Assessing major working conditions driving outcomes at the worksite

Prioritizing actions to address them

Creating an evidence-based action plan

We have chosen to focus on these specific sections of the Guidelines in order to feasibly implement a worksite-based pilot within a 12-month period. Pilot activities are outlined in the timeline on Figure 1. [Insert Figure 1 here] Analyses Data collection for WISH@Work is scheduled to begin in July, 2019. By the time of the conference, we plan to present qualitative data collected in the early months of the pilot. Data will be gathered from key pilot stakeholders, including HealthPartners Technical Assistance (TA) consultants, worksite leaders and staff participating in the pilot process. Analyses will involve intensive reading, group discussion and synthesis of the evaluation data by the research team and pilot project collaborators. Results Results will provide initial insights about implementing the Guidelines within the early phases of a worksite pilot. We plan to present qualitative data related to the successes and challenges of:

Recruiting worksites to participate in the pilot

Training TA providers to deliver consultation to support worksites in implementing the Guidelines

Enlisting support of worksite leadership

Building teams at participating worksites to collaborate on using policies and practices to address working conditions at their enterprises

Practical implications We plan to present practical insights about the early phases of implementing a research pilot within worksites. These will include learnings regarding recruitment, training of consultants, getting leadership support, selecting champions and building intra-organizational collaboration on addressing working conditions. We will also consider differences in applying the Guidelines across participating worksites of different sizes, sectors and stages of readiness to implement organizational change. Conclusions. While the Guidelines are informed by field research, additional research is needed to understand the way the Guidelines can be adapted for practical implementation within worksites across size, sector and region. This presentation will present both opportunities and challenges related to the early phase of applying the guidelines as a vended consultative service to employers seeking to make meaningful organizational change in the areas of health, safety and well-being.

Using Guidelines for planning and implementing an integrated intervention for food service workers

Eve Nagler (Dana-Farber Cancer Institute/Harvard University)

Statement of the Problem Low-wage work, defined as work that earns two-thirds or less of the national median gross hourly earnings, is on the rise in many countries, including the US.^{1,2} Low-wage jobs

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