

Background and approach. The National Institute for Occupational Safety and Health Office for Total Worker Health® (TWH) supports research and practice activities that integrate workplace policies, programs, and practices that protect workers' safety and health with efforts that advance their overall well-being.<sup>1</sup> While growing evidence supports the benefits of these approaches in improving both worker and employer outcomes,<sup>2-9</sup> resources and technical support for these integrated worksite initiatives remain limited. Models for distribution of effective TWH programs are needed.

Recognizing this gap, the Harvard T.H. Chan School of Public Health Center for Work, Health, and Well-being (Center) published Implementation Guidelines<sup>10</sup> (Guidelines) to provide direction on how to plan, implement, and evaluate integrated policies, programs, and practices addressing working conditions. They include a framework, processes, case studies, tips, tools, and resources. While examples are included, the Center recognizes that adaptations to the Guidelines are likely across different organizational contexts. As such, it is important to understand how these adaptations occur, what they are, and how they can be used to further research and practice.

The Guidelines are currently being used in studies to plan and implement integrated approaches in three industries: a large health services system, food services, and commercial construction. Each industry provides unique contexts and working conditions for implementing integrated approaches and this has informed their use of the Guidelines. As we plan and implement with our collaborators, successes and challenges surface that are instructive for those interested in the practice of implementing integrated approaches.

The symposium will use the organizing structure of the Guidelines to provide a framework for each presentation. This structure includes leadership and building collaboration, planning, implementing, and evaluating. Presenters will focus on slightly different aspects of the structure that are highly relevant in each of their respective industries and reflect different experiences in implementing integrated approaches.

The symposium will begin with an introduction to the Guidelines, with specific examples provided. Some of the lessons learned will be discussed, including feedback received from those using and adapting the Guidelines. The second speaker will describe how the Guidelines are being applied by a health services vendor in a pilot project with three employers representing diverse industries. Practical insights will be shared about early recruitment, staff training, collaboration-building, and planning in different worksite contexts. Particularly, challenges and opportunities will be discussed for enterprises in the early stages of implementing integrated approaches focusing on working conditions. The application of the Guidelines in developing and implementing an integrated intervention in worksites with low-wage workers in food services will be discussed by the third presenter. This speaker will describe how to gain management's support for and use participatory processes to engage workers and management to implement practical and sustainable strategies to improve working conditions at their worksite. An intervention plan will be outlined that addresses the three working conditions identified by formative research: safety and ergonomics, work intensity, and job enrichment. The last speaker will cover how the Guidelines have informed planning, implementing, and evaluating integrated approaches in a project with commercial construction sub-contractors. Despite the complex nature of the construction work environment, the Guidelines provided a framework that could be adapted for subcontractors in the commercial construction sector.

We will then stimulate an audience discussion about additional potential successes and opportunities in implementing research-to-practice initiatives focusing on integrated approaches to safety, health, and well-being.

**Analyses.** The analytic methods used in the presentation will be qualitative, and dependent on project aims. Each presenter will provide methods and results from qualitative data. These data were collected using a combination of interviews, focus groups, and data tracking systems. The data were systematically analyzed by research teams and collaborators using standard qualitative analyses methods.

**Practical Implications.** The Center for Work, Health, and Well-being's Guidelines are useful for worksites implementing integrated approaches focused on working conditions, and are used by a large health services system, food services, and commercial construction. Adaptation to each context may be necessary.

**Conclusions.** The Center for Work, Health, and Well-being's Guidelines to worksite safety, health, and well-being may be used in different industries implementing integrated approaches that focus on changing working conditions. Implementation in practice may focus on different sections of the Guidelines and depend on worksite context and experience.

### **Implementation guidelines for integrated approaches to work, health and well-being**

*Deborah McLellan (Dana-Farber Cancer Institute/Harvard University)*

Problem Total Worker Health® (TWH) is defined by the National Institute for Occupational Safety and Health as "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."<sup>1</sup> Growing evidence supports the benefits of these approaches in improving both worker and employer outcomes.<sup>2-8</sup> Resources and assistance for implementing these integrated worksite initiatives are limited, however, and effective implementation models for worksites to use are needed. Procedures/approach Recognizing this need, the Harvard T.H. Chan School of Public Health Center for Work, Health, and Well-being (Center) published implementation guidelines<sup>9</sup> (Guidelines) to provide direction for worksites to consider on how to plan, implement, and evaluate integrated policies, programs, and practices addressing working conditions. The Guidelines include a framework, processes, case studies, tips, tools, and resources. Our Center's research-based conceptual model<sup>10</sup> serves as the basis and overarching framework for the Guidelines. We focus on using policies and practices to impact the working conditions that are often the root causes of both worker and employer outcomes. These working conditions can include hazards in the physical environment, the pace and amount of work, and psychosocial factors like harassment and supervisor support. Using this framework, the Guidelines articulate a process enterprises can use as they identify, implement, and evaluate policies and practices to impact the specific working conditions and outcomes relevant to their worksites. This process is based on Plan, Do, Study, Act cycles that are inherent in management and safety improvement initiatives.<sup>11</sup> Specific examples, case studies, tips, and tools are provided to further assist worksites in implementing integrated approaches. The Guidelines are available at <http://centerforworkhealth.sph.harvard.edu/> on the Center's website, as well as on other websites related to TWH, since their publication in late 2017. Subsequent to their distribution, the Center is providing training and obtaining feedback on the Guidelines. As a result, we are learning how

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® program<sup>1</sup> (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 interventions<sup>2</sup>. 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-being<sup>3</sup>. 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.<sup>1,2</sup> Low-wage jobs

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