Creating a Culture of Total Worker Health

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Purpose

• Introduce the concept of Total Worker Health and discuss the benefits of integrated programs

• Describe workplace culture and its role in employee health, well-being and safety both on and off the job

• Share free and low-cost strategies and resources that support a culture of Total Worker Health
University of Iowa Healthier Workforce Center for Excellence

- Funded 2006-2011 through NIOSH Worklife Initiative
- 2011-2016: One of Four CDC National Institute for Safety and Health (NIOSH) Total Worker Health™ Centers for Excellence for a Healthier Workforce

Mission
Help improve the health and safety of employed populations in Iowa and nationally through ergonomic research, translation of research into best practices, and outreach activities

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

Common Approach—Individual Program Management

- Demand and Disease Management
- Health Promotion
- Environmental Health and Safety
- Compensation Programs
- Workers’ Compensation
- Group Health
- EAP
- Disability
- Absence

Research Compendium - NIOSH TWH™ Program: Seminal Research Papers 2012, p.78
http://www.cdc.gov/niosh/docs/2012-146/pdfs/2012-146.pdf
No Silos Based Integrated Structure

HPM—Putting the Pieces Together

[Diagram showing various components such as EAP, Group Health, Compensation Programs, Disability, Demand and Disease Management, Health Promotion, Absence, Workers’ Compensation, Environmental Health and Safety, and Health Promotion, with a figure standing in front, gesturing towards the components.

Research Compendium - NIOSH TWH™ Program: Seminal Research Papers 2012, p.78
http://www.cdc.gov/niosh/docs/2012-146/pdfs/2012-146.pdf
The World Health Organization (WHO):

- Defines health as a “state of complete physical, mental and social well-being, and not merely the absence of disease or disability”
- Establishes the workplace as a priority setting for health promotion in the 21st Century
- Influences physical, mental, economic and social well-being
- Offers ideal setting and infrastructure to support health promotion for a large audience
- Central role in health of workers and their families
Wellbeing

5 Essential Elements
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
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
Benefits

• Happier, healthier and safer employees
• Increased engagement, higher participation in programs
• Less turnover, increased loyalty to company
• Higher morale and improved productivity
• Lower absenteeism and presenteeism
• Reduced worker’s comp and disability claims
• Lower healthcare costs (medical expenditures)
• Return on Investment (ROI)
• Value on Investment (VOI)
• Longer-term sustainability and culture change
What does integration look like?

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

Sorenson, Harvard School of Public Health Center for Work, Health & Well-being
Comprehensive TWH Programming

FIGURE ES-1 An integrated and sustainable approach for Total Health Management.

Institute of Medicine. Integrating Employee Health: A Model Program for NASA
http://www.nap.edu/catalog/11290.html
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.
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

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

Make health, wellness and safety part of your mission and values.
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

![Image showing healthy and unhealthy food choices with the message: Make healthy choices every day.](image-url)
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
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
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
Connect On- and Off-the-Job Safety

- 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
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
Implementation Resources

- Public Health Departments
- Third party vendors
- Local physicians, nutritionists, fitness instructors, massage therapists
- Local, state and national organizations
  - Hospice, Hy-Vee, Local Red Cross Chapter
  - LiveHealthyIowa
  - American Heart Association, American Lung Association
- Iowa-Illinois Safety Council, OSHA
- Wellness Council of Iowa
- HWCE
Healthier Workforce Monthly e-Bulletin: Sign up at www.hwce.org

Social Media Channels

Pinterest at pinterest.com/iowatwh
Facebook: Healthier Workforce Center for Excellence
Twitter: @UIHWCE

Website: Calendar of Events, Model Programs, Information and Resources Supporting Employee Health Programs
www.hwce.org
Incentives Activate Employee Engagement in Wellness
Incentives are often used among employers to increase employee participation in specific wellness programs or to improve health outcomes by meeting specified health standards with the most commonly incentivized programs being the completion of a health risk assessment (HRA). According to the Accountable Care Act’s proposed regulations, these purposes can be categorized into two general types of incentives-based wellness programs: (1) participatory wellness programs and (2) health-contingent wellness programs. Although evidence shows that incentives can increase participation, evidence also suggests that long-term risk factor management requires more than just financial or extrinsic motivation. The key to a successful incentivized wellness program and sustaining behavior change among employees is within the establishment of a culture that supports Total Worker Health™. Within a TWHi™ culture, the role of the incentive is to activate employee engagement in their health and enable them to begin selected behavior changes.

For the Employer
Confusion on the use of incentives is not uncommon, particularly when an employer requires employees to meet a specific health standard to obtain the reward. Employers who are considering offering an incentives-based program, whether participatory or health contingent (outcome-based), need to take careful consideration on the type, size and direction of the reward. A Joint Committee has recommended questions to help employers determine the incentive amount. Employers should also be aware of state and federal laws that might apply to using financial incentives to reach a health outcome, including the Accountable Care Act’s proposed regulations.

Model Integrated Incentives-Based Wellness Program
JM Swank, a subsidiary of ConAgra foods and small business located in North Liberty, IA, takes an integrated point-based system approach to their incentives-based participatory wellness program. All employees and their spouses are eligible and have a menu of activity options to choose from. The program has become part of the company’s culture and they have seen high rates of participation. By offering both at-work activities and outside-of-work activities and by including spouses, JM Swank exemplifies an integrated approach and Total Worker Health™ strategy to employee health. Read more

www.hwce.org
HWCE Social Media

UI HWCE @UIHWCE
Employers benefit from flu vaccination programs. Learn more from the latest @UIHWCE bulletin. eepurl.com/HDNXj

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

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

TWH Infographics

Upcoming Events

Resources for Employers

Promoting Physical Activity

Promoting Cardiovascular Health

Promoting Wellness

Daily Challenge

Healthier Workforce Center for Excellence

@UIHWCE
Managers’ Buzz
BY ANITA L. SCHILL, PHD, MPH, MA AND L. CASEY CHOOSEWOOD, MD

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 the Department 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® 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:...
Additional Resources
Closing Comments

- Understand how workplace culture shapes the well-being of workers and their families
- Recognize that integrated employee health, wellness and safety is the *right thing* to do
- Integration results in more positive VOI and ROI
- Promote a Total Worker Health approach and integration of workplace programs, policies and practices
- Look at workers as *whole people*
- Role as a Public Health Professional
  - Help employers create a culture of Total Worker Health
  - Communicate Total Worker Health strategies
  - Connect employers to relevant information and resources
- Culture is a journey
Thank you!

For more information:

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www.hwce.org