The Integration of Health Protection and Health Promotion: Practical Interventions for the Workplace

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Overview

• Introductions
• Overview of NIOSH
• What is Total Worker Health™?
• Why now? A look at current challenges
• Examples of Program Efforts
• How can you get started and stay connected?
Introductions

- Family / Home Composition
- Job; What do you do? Kind of job
- Tell me one thing you’ve done for yourself today to improve your health

Today’s CDC workplace looks like this...
...with employees responding to events such as...

But the deadliest threats facing CDC employees are...

- Cardiovascular Disease
- Cancer
- Diabetes
- Preventable Injuries
Occupational Safety & Health Act

- Sec. (2)(b) . . .to assure so far as possible every man and woman in the Nation safe and healthful working conditions and to preserve our human resources . . .

NIOSH Mission

To generate new knowledge in the field of occupational safety and health and to transfer that knowledge into practice for the betterment of workers.
WHAT IS TOTAL WORKER HEALTH™?
The Total Worker Health™ Approach

- Total Worker Health™ is a strategy integrating occupational safety and health protection with health promotion to prevent worker injury and illness and to advance health and well-being.

Source: Dr. Kent Anger, Oregon Health and Science University, 2014.
Economic Necessity: TWH™

- Workers:
  - Spend ≥ 1/3 of day at work
  - Limited supply
  - Getting older
  - Have more chronic health conditions
- U. S. employers pay for:
  - 36% of the nation’s healthcare expenditures
  - Workers’ compensation claims
- Company health & employee health are interdependent!
Occupational Safety and Health & Health Promotion Silos

- Traditional occupational safety and health protection
  - focus on reducing hazards and exposures at the workplace to prevent occupational injury and illness, optimally promoting collective change; programs are often mandatory or regulated heavily
- Traditional health promotion
  - involves interventions aimed at reducing lifestyle risk factors by promoting healthy behaviors and actions, often focusing on promoting individual change

Integrated Approach to Total Worker Health

Example of Integration

An example: Provision of mandated respiratory protection programs that simultaneously and comprehensively address and provide supports for tobacco cessation.

Example of Integration

An example: Providing ergonomic consultations for work conditions within interventions that also include arthritis self-management strategies.
**Issues Relevant to a TOTAL WORKER HEALTH™ Perspective**

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*Issues in these lists are for illustrative purposes, are not meant to be exhaustive nor do they necessarily reflect equivalent importance.  
Health Insurance Portability and Accountability Act  
Updated: August 2013*

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**WHY NOW?**

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Isn’t Behavior Change Enough?

“It is unreasonable to expect people to change their behavior when the social, cultural and physical environments around them fully conspire against them....”

Adapted from M. Marmot/Institute of Medicine Report

Annually, employers report...

- Nearly 4 Million nonfatal workplace injuries and illnesses\(^1\,^2\)
- Over 55,000 deaths from work-related injuries and illnesses\(^3\)
Cost of Workplace Injuries & Illness*

- $250B per year for work injuries & sick days
- Medical costs = 27% of total
- Indirect costs (productivity) = 73% of total
- <25% covered by Workers’ Compensation
- Most covered by Medicare, Medicaid, and health insurance provided by employers


In 2012...

U.S. healthcare spending reached

$2.79 Trillion

15
Workers’ risk of disease may be increased by exposure to both occupational hazards and individual risk-related behaviors.\textsuperscript{14}

In 2010... 44% of Americans reported that work is often or always stressful.\textsuperscript{9}
Workers Report...

- 20% say that work interferes with family time and home responsibilities
- 50% do not take allotted vacation time
- 3 out of 4 employees actively or passively searching for a new job

Sources: St. Paul Fire and Marine Insurance Company, 1995; NIOSH QWL; SHRM

Stress, Mental Health Costs

- Costs $300 billion annually in absenteeism, diminished productivity, employee turnover, direct medical, legal and insurance fees
- Including healthcare & other indirect costs
  - Depression = $83.1 billion
  - Anxiety disorders = $63.1 billion
- Health care costs 50% higher for workers under high stress

1. American Institute of Stress, 2005
2. Langlois (2005)
Nearly **50%** of Americans have one chronic health condition. And, of this group almost half have multiple conditions.\(^5\)
Obesity Trends* Among U.S. Adults, 1990

(*BMI ≥ 30, or about 30 lbs overweight for 5’4” person)

Source: Behavioral Risk Factor Surveillance System, CDC

Obesity Trends* Among U.S. Adults, 2010

Source: Behavioral Risk Factor Surveillance System, CDC
And most recently...

June 2013
American Medical Association officially recognizes obesity as a disease

Growth in Childhood Obesity, 1971 to Present

Obesity Increased from 5% to 17%

Source: CDC, National Center for Health Statistics, National Health and Nutrition Examination Surveys. Note: Obesity is defined as BMI ≥ gender- and weight-specific 95th percentile from the 2000 CDC Growth Charts

Hot Off the Press!

New NIOSH Report Recommends All Workplaces be Tobacco Free

Recommendations include exposures to e-cigarettes in the workplace

Navajo Nation’s Junk Food Tax
Shift Work

- Sleepier while awake affects ability to perform safely & efficiently
- Linked with
  - Gastrointestinal complaints
  - Psychological complaints including difficult relationships
  - Heart disease
  - Reproductive difficulties
  - Colon and prostate cancer
- Tolerance decreases with age

Low-Wage Workers: How Many? Who Are They?

- One out of every three workers in the US
- In 2010, around 40 million workers
- NIOSH defines the low-income worker:
  - A low-income worker is defined as earning a weekly wage that is less than 150% of what a worker who is paid the federal minimum wage would earn in a 40-hour workweek (≤$435).
- Disproportionately women, young, African-Americans, Hispanics and other minorities
- Low educational levels
- Cashiers, home health care/personal care, day care workers, housekeepers, servers, fast food, “hand workers”
Challenges Facing Low-wage Workers Are Numerous

- Job insecurity
- Part-time work (or forced overtime)
- Isolation from family or support systems for long spans of time
- Lack of representation
- Discrimination
  - Race, gender, age, disability, national origin, sexual orientation, language
- Bullying and harassment
- Lack of decisional latitude, control, respect
- Increased risk of job stress
• **Sedentary Office Work**
  • Basic definition
  • Prevalence of “sedentary” work *(does TWH have any info on this?)*
  • Societal burden *(does TWH have any info on this?)*
  • Overview of health risks of seated work
    – Stress
    – Obesity, heart disease...other physical health linkages?
    – MSDs
  • Overview of factors affecting office worker health [*maybe just a bulleted list to lay out organization of rest of workshop]*
    – Physical workplace
    – Organizational issues
    – Lifestyle/personal factors

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**Definition of Sedentary Work**

• **Sedentary Work** – Exerting up to 10 pounds of force occasionally to lift, carry, push, pull, or otherwise move objects, including the human body.

• Sedentary work involves sitting most of the time, but may involve walking or standing for brief periods of time.

• *Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met.*

  - US Department of Labor
Prevalence of Sedentary Work

- Sedentary jobs have increased 83% since 1950; Physically active jobs now make up only about 25% of our workforce. That is 50% less than 1950.

- American Heart Association
  – The Price of Inactivity
Sitting at work and at home...

- 79% of all full-time workers in the U.S. are employed in sedentary- and light-intensity occupations
- Combined total of occupational and non-occupational sedentary behaviors: up to 15 hours per day
- Effects of 15 hours of sitting are not mitigated by 1 hour of physical activity
- For many, little time left to achieve recommended levels of physical activity for overall health


“I exercise 30 minutes every day”
“Companies that build a culture of health by focusing on the well-being and safety of their workforce yield greater value for their investors.”
Dilbert Comic Strip
10/0/07

What are the Essential Elements of Effective Programs?

- Excellent
- Very good
- Good
- Average
- Poor
Essential Elements of Effective Workplace Programs

Organizational Culture and Leadership
1. Develop a “Human Centered Culture”
2. Demonstrate Leadership
3. Engage Mid-Level Management

Program Design
4. Establish Clear Principles
5. Integrate Relevant Systems
6. Eliminate Recognized Occupational Hazards
7. Be Consistent
8. Promote Employee Participation
9. Tailor Programs to the Specific Workplace
10. Consider Incentives and Rewards
11. Find and Use the Right Tools
12. Adjust the Program as Needed
13. Make Sure the Program Lasts
14. Ensure Confidentiality

Program Implementation and Resources
15. Be Willing to Start Small & Scale Up
16. Provide Adequate Resources
17. Communicate Strategically
18. Build Accountability into Program Implementation

Program Evaluation
19. Measure and Analyze
20. Learn from Experience

Activity
- Choose a workplace
- Discuss key factors that contribute to employee safety, health and well-being in your work setting
- Identify potential Risk Factors
- Who should be involved
- What resources do you need
- How will you engage leadership
- How will you engage the workforce
- Low-cost solutions
- Barriers and how to address
- Measure/evaluate success
- Report back to leadership
Employment Arrangements: Flexible Work

- Flexibility for Work-Life Fit¹ (Balance)
  - Greater Engagement
  - Greater Probability of Retention
  - Greater Job Satisfaction
  - Better Overall Health

- Flexibility to Balance Work & Life Most Effective²
  - Retain & Reward the Best People
  - Attract the Best People

¹2008 National Study of the Changing Workforce


Create Age-Friendly Workplaces

- Prioritize workplace flexibility
- Match tasks to abilities
- Involve workers in job redesign efforts
- Avoid prolonged, sedentary work
- Manage physical hazards, e.g., noise, slip/trip
- Provide ergo-friendly work environments
- Provide health promotion & lifestyle programs
- Accommodate medical self-care
- Invest in training & skill-building for all workers
- Encourage cross-generational interactions
- Manage reasonable accommodations & return to work
- Require aging workforce management skills training for supervisors

Loeppke et al., 2013; Silverstein, 2008 in Chosewood & Nigam, 2012; Grosch & Pransky, 2010
Keys to Success...

- Clear Vision, Goals, Timeline and Accountability
- Dedicated Resources
- Responsiveness to the People You Serve
- Willingness to Hit “Refresh” Often
- Focus on Women as Primary Target Audience
  - Care
  - Connect
  - Cultivate
  - Control
Address the Stress

Organizational Change

• Workload
• Job design
• Clear roles & responsibilities
• Job-related decision making
• Improve communications
• Social interaction
• Flexible work schedules

Individual Change

• Stress management

http://www.cdc.gov/niosh/docs/99-101/

Key Work-Life Balance Truths

• Workers Want, Need and Will Seek Out More Flexibility
• Organizing Work around People Works Better than Organizing People around Work
• View every workplace decision through the lens of “the health and wellbeing of the worker”
  – Every workplace policy will have some effect on the health and wellbeing of workers—take steps to make sure it is a positive one
• Healthier, happier workers are more engaged and productive
Which break room looks like yours?

Your break room sends a message about how much your employees are valued. A small investment in upgrades can send a powerful message.

Does Your Built Environment Allow Health to Thrive?

• Safe, hazard-free workplace
• Welcoming, User-Friendly, Ergo-Appropriate Workspaces
• Commitment to Employee Respect, Engagement, and Input
• Stairs, Walkways, Paths, Trails are Safe and Inviting
• Onsite food choices that make eating healthier easy
• Transportation and Parking Options Enhance Health
• Onsite or Nearby Health Clinic or Access to Healthcare Providers
• Fitness Facilities or Opportunities for Physical Activity
CDC StairWELL Project

- Simple Changes to Dreary Stairwells Increase Usage
  - Painting
  - Carpeting
  - Framed artwork
  - Motivational signs
  - Music

- Low-Cost, High-Impact
Case Study: CDC’s Tobacco Free Campus Initiative

- Significant Policy Change in 2005
  - Completely Smoke Free Campuses, Indoors and Out
- Collaboration of Health Promotion, Clinical, EAP staff and “Quit-Lines”
- Personal Quit Plan, Free Nicotine Replacement
- Support for Multiple Quit Attempts
- Link Annually with the Great American Smokeout*

Gender Sensitive Restrooms
Smoking Shelter Becomes Covered Bike Parking!
Engaging the “Un-Engaged”

• Go Green! Get Healthy!
  • Combines personal health promotion and environmental awareness efforts
  • Improves workplace morale, resiliency
  • Allows for ownership and role modeling
  • Enhances environmental responsibility and corporate citizenship

• CDC’s Fall Flu Campaign

• Everybody Eats!

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Garden Markets & Healthy Produce Opportunities

- Designed to Increase Fruit & Vegetable Consumption
- Expanded in 4 Years to 6 CDC Locations
- Weekly Specials, Recipes, Reminders
HealthiestNIOSH

HealthiestNIOSH is a great way to say *I believe in health, safety and wellbeing for me, for those I care about and for the people we serve.* Make the most of your health today…”

Sit-Stand Workstation
Walking Workstation

WEAR THIS BIOSENSOR SO MANAGEMENT CAN MONITOR YOUR HEALTH DURING THE DAY.

WOW. I DIDN'T KNOW YOU CARED SO MUCH ABOUT MY HEALTH.

OH, I DO.

EMPLOYEE 479 DOESN'T HAVE SHALLOW BREATHING. YOU CAN GIVE THAT ONE SOME MORE WORK.
Personal Lifestyle Factors

Work and Life: Acknowledge the Balancing Act
Consider Not Smoking

- Tobacco smoking increases the risk for serious health problems, numerous diseases, and death. People who stop smoking greatly reduce their risk for disease and premature death.

Know Your Numbers!

- Body Mass Index (BMI)
- Blood pressure screenings
- Breast, Prostate and other exams
- Biometric screening:
  - cholesterol (HDL and LDL)
    - Glucose
    - triglycerides
Relax

Vaccinate
Adopt Healthy Eating Habits

Rest!

• How much sleep is really enough?
  – Most adults need 7-9 hours of sleep each night to feel fully rested
CDC National Healthy Worksite Program

For resources on Total Worker Health™, visit: http://www.cdc.gov/niosh/TWH/
Worksite Health ScoreCard

The CDC Worksite Health ScoreCard is a tool designed to help employers assess and improve health promotion in their worksites.

http://www.cdc.gov/dhdsp/pubs/worksite_scorecard.htm
Find out more...

• National Institute for Occupational Safety and Health
  – NIOSH Home www.NIOSH.gov
  – NIOSH Total Worker Health Home www.NIOSH.gov/twh
  – Coming Soon! Healthy Aging and Work Topic Page

• Centers for Disease Control and Prevention
  – www.CDC.gov/aging
  – www.CDC.gov/workplacehealthpromotion

• New Article: Advancing Workplace Health Protection and Promotion for an Aging Workforce
  Journal of Occ and Env Med May 2013 Issue

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Why health matters...