



Developing practical recommendations for integrating workplace safety and wellness initiatives

Avi Biswas, PhD

Institute for Work & Health

Acknowledgements

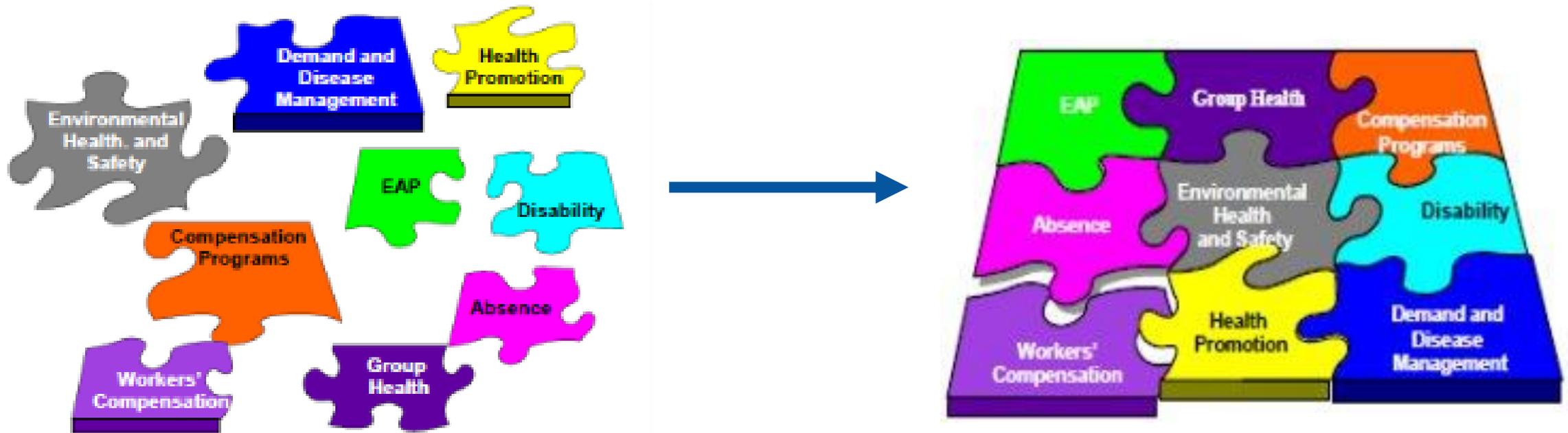
- Dr. Dwayne Van Eerd
- Dr. Monique Gignac
- Dr. Peter Smith
- Momtaz Begum
- Siobhan Cardoso
- **All our stakeholders**



OHS Futures Program
Grant Agreement #095244774

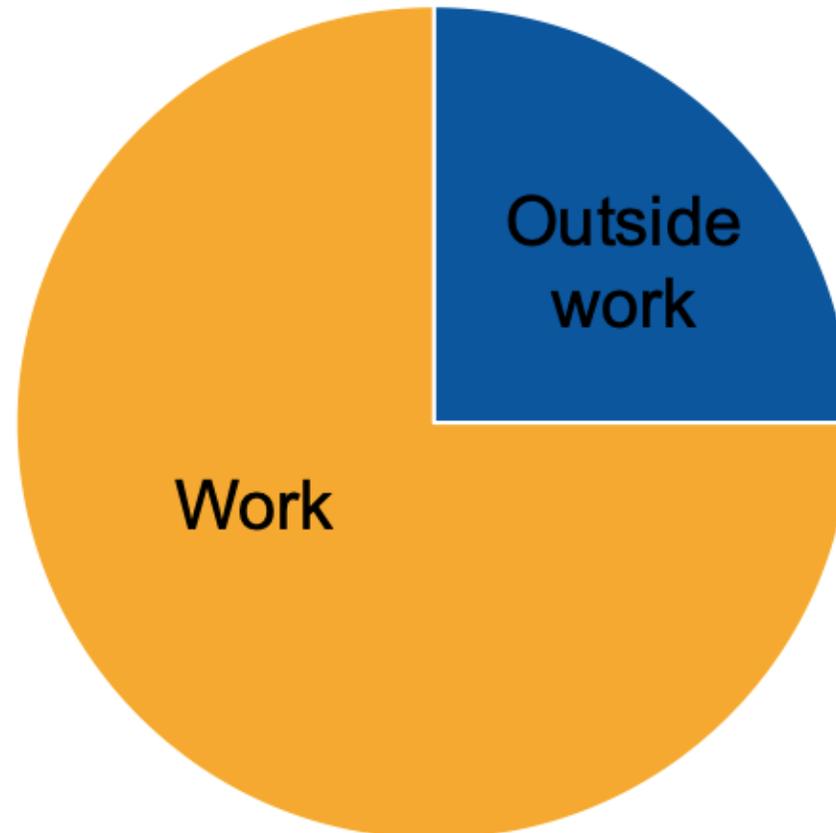
What do we mean by an integrated approach?

Building on traditional safety and health initiatives by identifying and enhancing working conditions most relevant to worker health, safety, and wellbeing



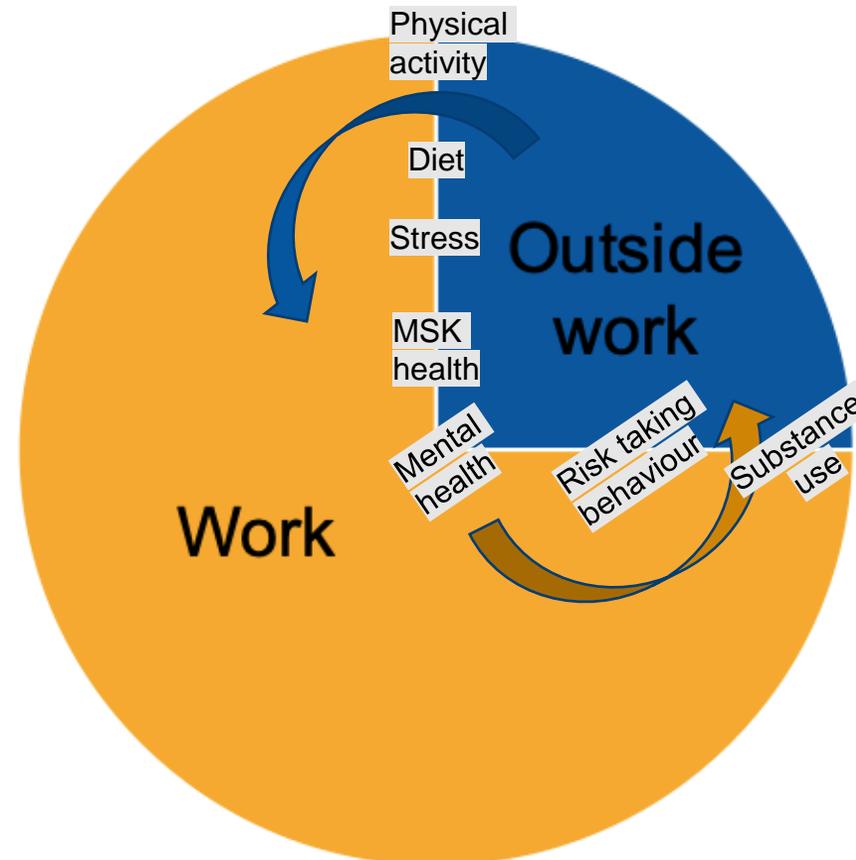
The case in support of an integrated approach

Workplace safety, health, and wellbeing are inextricably linked, both on- and off-the-job



The case in support of an integrated approach

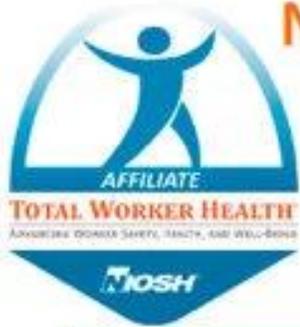
Workplace safety, health, and wellbeing are inextricably linked, both on- and off-the-job



The case in support of an integrated approach

- Reduction in workplace injuries and illnesses
- Improved workers' job satisfaction
- Enhanced organizational culture of trust, safety, health
- Reduction in work-related stress
- Improved health opportunities, more informed decision-making
- More productive employees
- Reduction in healthcare costs
- Family, community, and societal gains

In support of an integrated approach



NIOSH Total Worker Health® Affiliates



Europe



Australia

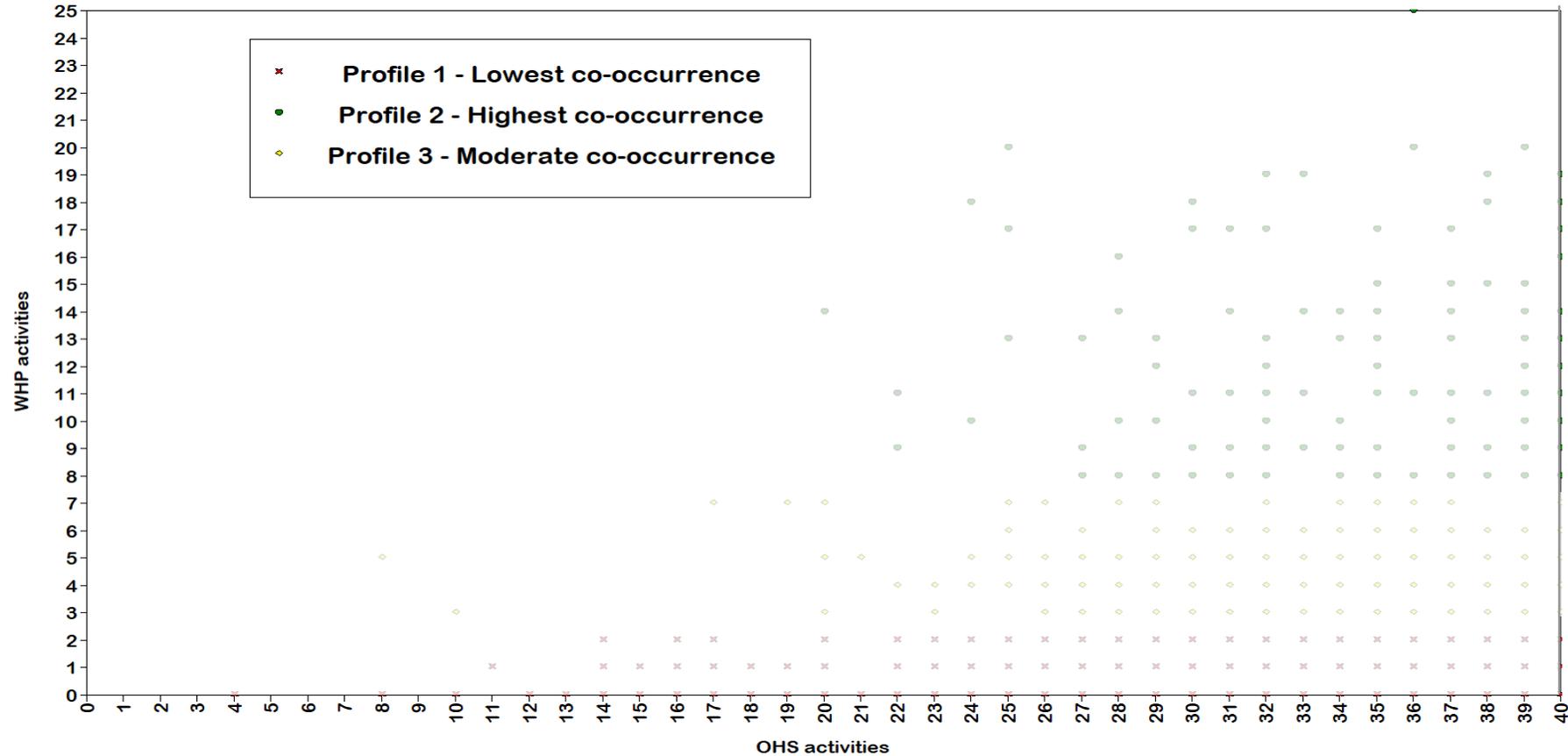


Canada



NIOSH TWH Affiliates	
AgriSafe Network	Mount Sinai Entities
American Association of Occupational Health Nurses	National Aeronautics and Space Administration
American College of Occupational and Environmental Medicine	National Institutes of Health
American College of Preventive Medicine	National Park Service
American Industrial Hygiene Association	National Safety Council
Association of Occupational Health Professionals in Healthcare	National Security Agency
Center for Social Epidemiology	Nebraska Safety Council
Communications Workers of America	Northern Kentucky University
Dartmouth Hitchcock Medical Center	Ohio Bureau of Workers' Compensation
Department of Nursing, University of New Hampshire	Plano (city), Texas
Eskenazi Health	SAIF Corporation
Eugene (city), Oregon	Society for Occupational Health Psychology
HealthPartners Institute	St. Louis Area Business Health Coalition
Industrial Minerals Association—North America	St. Luke's Health System (Idaho)
Institute on Disability, University of New Hampshire	University of Buffalo
Interdisciplinary Center for Healthy Workplaces, University of California-Berkeley	University of California-Irvine, Center for Occupational and Environmental Health
International Brotherhood of Boilermakers	University of Georgia
ISSA—The Worldwide Cleaning Industry Association	University of Michigan
Kentucky Department for Public Health	University of North Carolina-Chapel Hill, Gillings School of Public Health
Kentucky Injury Prevention and Research Center	University of Rochester
Labor Occupational Health Program, University of California-Berkeley	Valley Health Alliance
Laborers' Health & Safety Fund of North America	Western Kentucky University
Miami Occupational Research Group, University of Miami	

OHS and wellness activities in Ontario



Profile	n (%)	OHS activities	WHP activities
		[Mean (SE)]	[Mean (SE)]
1 Lowest co-occurrence	1,174 (83.5)	33 (0.5)	0 (0.1)
2 Highest co-occurrence	148 (3.8)	37 (1.0)	10 (0.8)
3 Moderate co-occurrence	317 (12.7)	34 (1.4)	4.3 (0.4)

The case against implementing an integrated approach

- It's just wellness with a fancier name
- Even if you build it, they won't come
- Emphasising individual worker responsibility for health
- It's not feasible
- Not sure how to implement it



Implementing an Integrated Approach

Weaving Worker Health, Safety, and Well-being into the Fabric of Your Organization

HARVARD TH. CHAN SCHOOL OF PUBLIC HEALTH | CENTER FOR WORK, HEALTH, & WELL-BEING

Guidebook
 Integrated approaches to
**worker health, safety
 and well-being**

WorkSafe | ISCRR | MONASH University

CAMPBELL INSTITUTE.

**A Systems Approach
 to Worker Health and
 Wellbeing**

INTERNATIONAL SAFETY COUNCIL

Project objectives

STEP 1: Conduct a scoping review of existing literature

- Document approaches to integrated workplace safety and wellness
- Identify characteristics of integrated approaches, their challenges and successes, and “what works, for whom, and in which contexts”

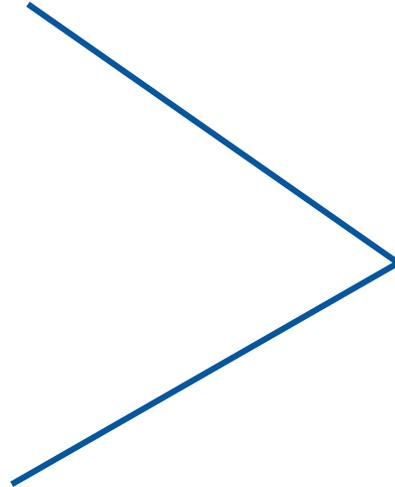
STEP 2: Work closely with stakeholders to identify principles that should be considered by workplaces for an integrated approach to workplace safety and wellness

- Consult with a stakeholder advisory committee
- Conduct a ranking exercise of principles and recommendations of importance to stakeholders

Stakeholder advisory committee

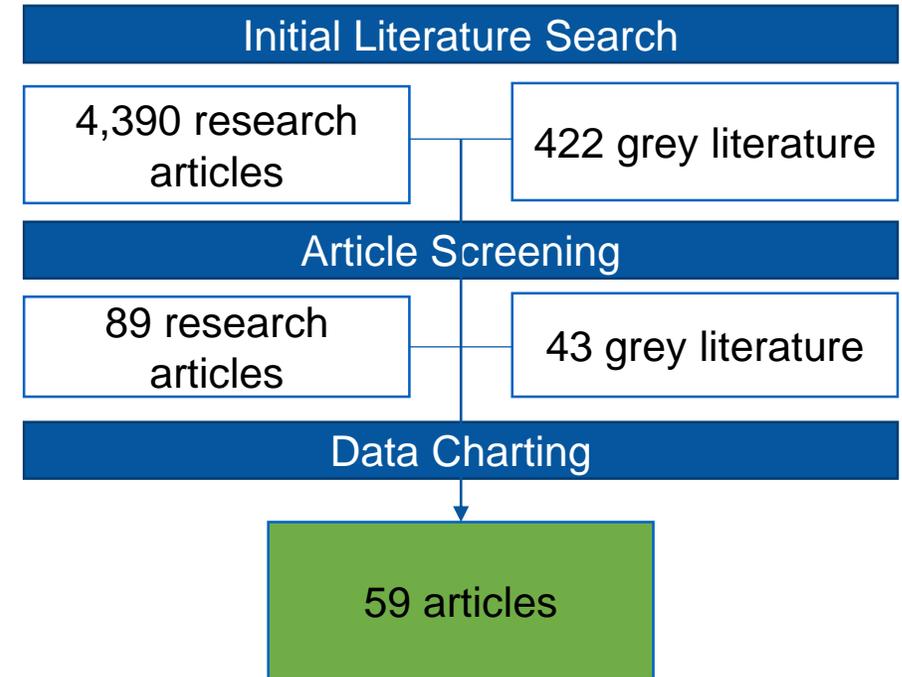
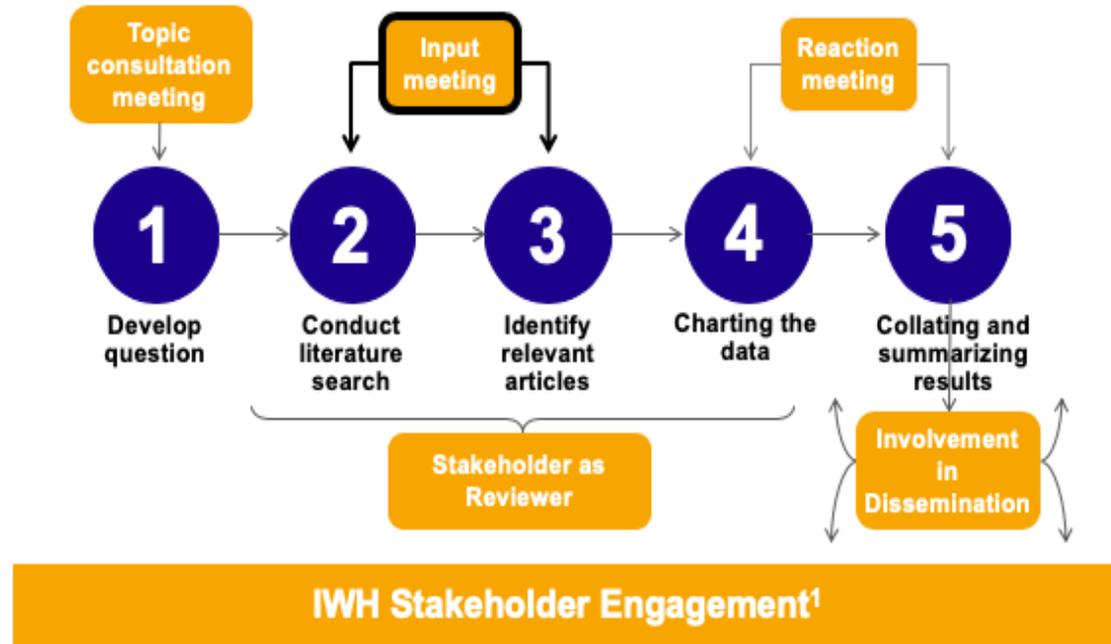
Representation from

- Research
- Government
- Private sector
- Public sector



- Consultancy
- Leadership
- Health & safety
- Human resources
- Employee benefits program

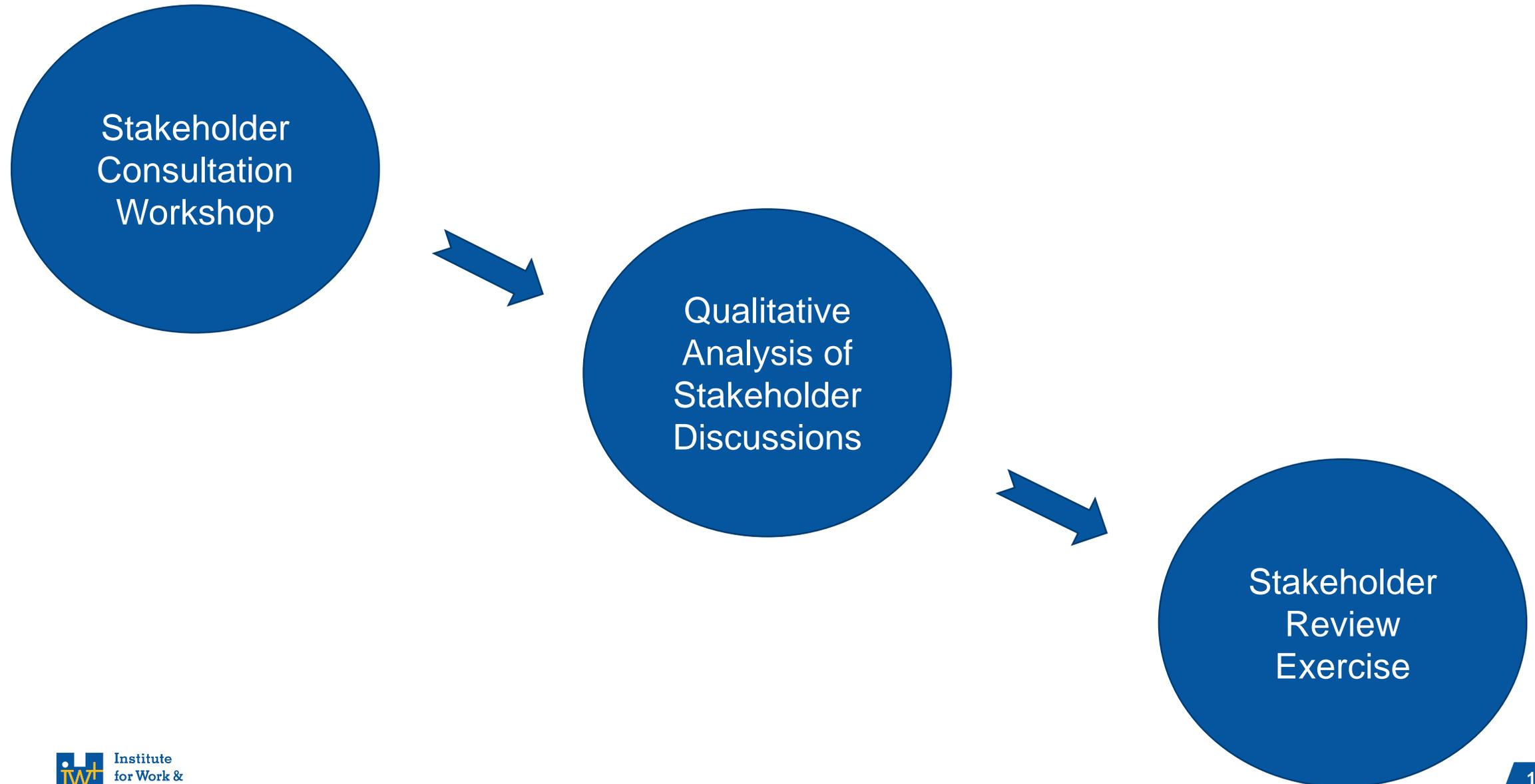
Step 1: Scoping Review



Review Question:

What are facilitators, barriers, and recommendations that are relevant to the implementation of integrated worker health approaches?

Step 2: Identifying Recommendations



Recommendations

Pre-Plan

Understanding when to consider planning for an integrated approach



Plan

Establish objectives and processes required to deliver an integrated approach



Do

Delivering/implementing the plan in the "Plan" phase



Check

The data and results gathered from the "do" phase are evaluated

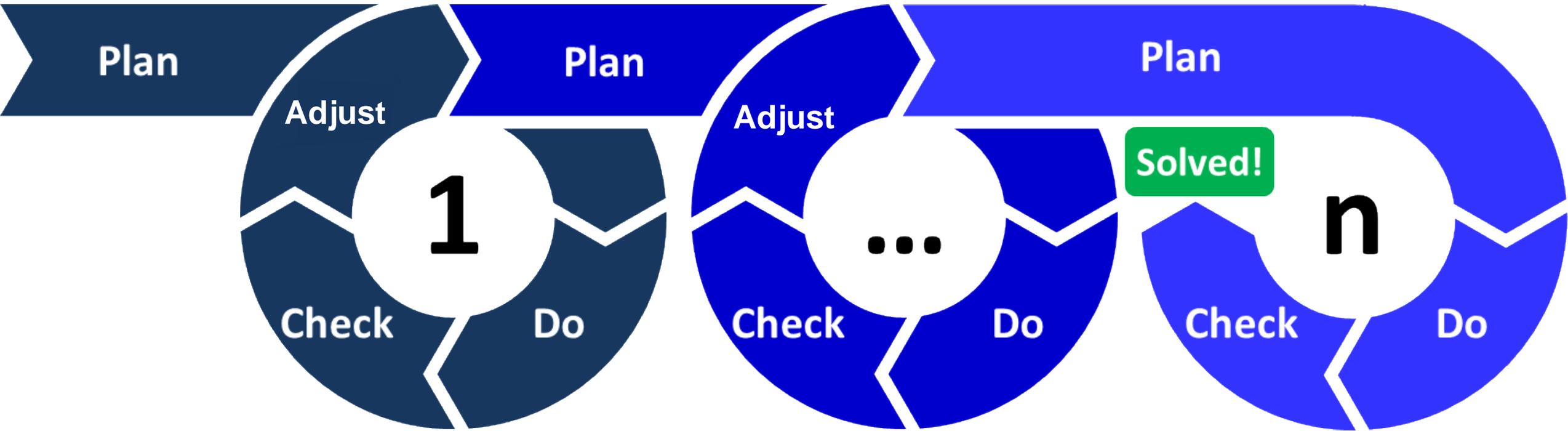


Adjust

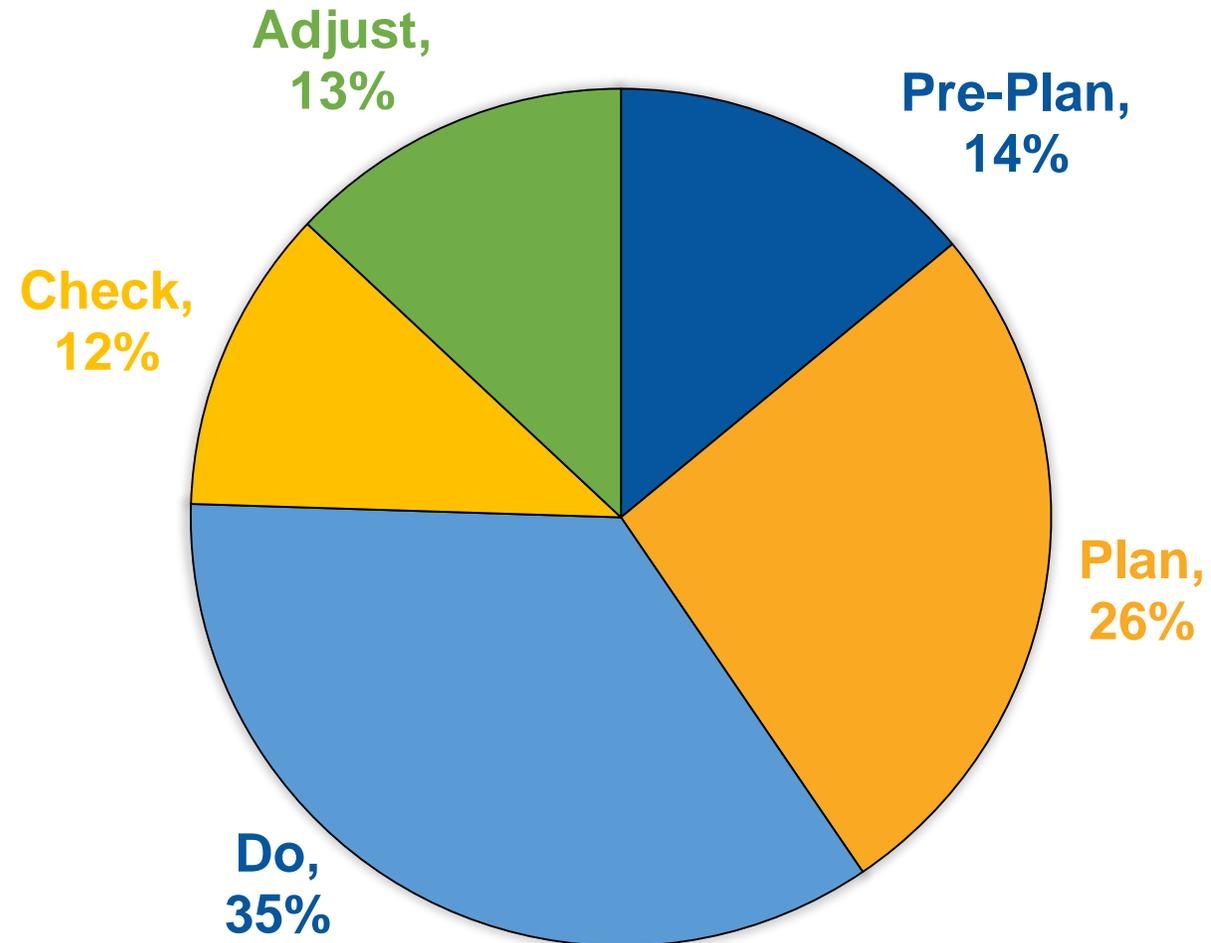
Making adjustments to the integrated approach, if needed



Recommendations



Estimated time and resources required



1. Pre-Plan

2. Plan

3. Do

4. Check

5. Adjust

Assess readiness

→ Understand whether the organization is open to reassessing how it supports the health and safety of its employees.

Find out if the organization prioritizes the safety, health, and wellness of employees in their existing practices, mission statement or corporate policies

→ Examine whether the external economic climate and political climate is favourable for the implementation.

Assess organization's willingness to direct, or redirect, internal resources in support of program development and implementation.

→ If unionized, assess the support of union leadership and their future role.

Highest Priority

Strong Priority

1. Pre-Plan

2. Plan

3. Do

4. Check

5. Adjust

Gain organizational buy-in

→ Gain leadership buy-in by outlining what employers and employees can gain from an integrated strategy in terms of its value on investment and return on investment.

→ Identify change agents and champions within the organization who can help the organization and employees see the value of an integrated strategy.

Assess perceptions of enablers and barriers to change among leadership and employees. Understand who believes changes are needed, and why.

→ Leverage evidence of the benefits of integrating wellness and safety from data sources (internally or externally)

Listen to what organizations have to say and leverage what you can to get going.

Highest Priority

Strong Priority

1. Pre-Plan

2. Plan

3. Do

4. Check

5. Adjust

Understand needs and priorities

Tailor the integrated strategy towards employer needs and priorities.

→ Conduct a needs assessment of employer and employee priorities via meetings, focus groups, surveys, etc.

Highest Priority

Strong Priority

1. Pre-Plan

2. Plan

3. Do

4. Check

5. Adjust

Plan the strategy

→ A planning committee should have representation from organization leadership, employees, department representatives, and possibly members of the community at large that can share their insights on the implementation process (e.g., non-profits, health care organizations).

→ Consider putting in place mechanisms to protect employee privacy, allay any fears of retribution and communicate these clearly to employees.

→ Consider tailoring communication about the strategy to different departments and employees. For small-medium organizations, consider if sending a single message is more appropriate.

Highest Priority

Strong Priority

1. Pre-Plan

2. Plan

3. Do

4. Check

5. Adjust

Train others

→ Consider a change management process to prepare, equip and support leadership and employees on the uptake of the integration strategy.

Train leadership, HR/safety, wellness managers, and employees early on to make sure everyone understands how the strategy will work and its benefits.

→ Consider adding an external stakeholder to the planning group. Consider the addition of an external individual with relevant experience to the planning process.

Consider formal and informal meetings with representation from within the organization and other organizations/researchers/community organizations to learn/share experiences regarding the challenges and successes of implementing an integrated strategy.

Highest Priority

Strong Priority

1. Pre-Plan

2. Plan

3. Do

4. Check

5. Adjust

Prepare budget and resource requirements

→ Ensure budgeting and staffing resource requirements are considered or make clear how existing budgets and staff will be utilized.

Highest Priority

Strong Priority

1. Pre-Plan

2. Plan

3. Do

4. Check

5. Adjust

Develop an evaluation strategy

→ Develop an evaluation framework and develop metrics to measure the progress or successes of the integration strategy.

If it is difficult to develop or implement progress measures, consider whether there is existing data to inform progress.

Highest Priority

Strong Priority

1. Pre-Plan

2. Plan

3. Do

4. Check

5. Adjust

Implement and deliver the integrated approach

→ Ensure leadership presence in program delivery models.

Ensure a balanced integration of physical and psychological health and safety.

→ Ensure that the integration of wellness activities do not compromise safety activities.

Make sure all design and implementation steps are conducted in a timely manner.

Highest Priority

Strong Priority

1. Pre-Plan 2. Plan **3. Do** 4. Check 5. Adjust

Communicate and promote the integrated approach

→ Enable change agents to promote the strategy.

→ Build momentum on early successes from short and simple programs and leverage for larger and more long-term strategies.

→ Decide what and how often to communicate the strategy in a way that is meaningful to employees and that will reach the most employees. Communicate how the program goals will be measured. Clarify what is voluntary and what is mandatory.

Highest Priority

Strong Priority

Have individuals and departments that employees typically interact with (e.g., colleagues, HR, managers) deliver the communication strategy.

Communicate how successes will be achieved, and the consequences of success, in other analogous settings.

1. Pre-Plan

2. Plan

3. Do

4. Check

5. Adjust

Measure and evaluate

Ensure that progress measures reflect goals set out in the original implementation plan.



Consult with the organization's leadership and program participants on their perspectives on how the program was delivered and if any challenges need to be addressed.

Highest Priority

Strong Priority

1. Pre-Plan

2. Plan

3. Do

4. Check

5. Adjust

Communicate successes and barriers

→ Make the organization's leadership and employees aware of any milestones and successes resulting from the integrated strategy.

Communicate barriers to success that were identified and what has been done to attempt to address them.

Highest Priority

Strong Priority

1. Pre-Plan

2. Plan

3. Do

4. Check

5. Adjust

Refine and continually improve

→ Revisit and adjust the design and implementation of the strategy regularly.

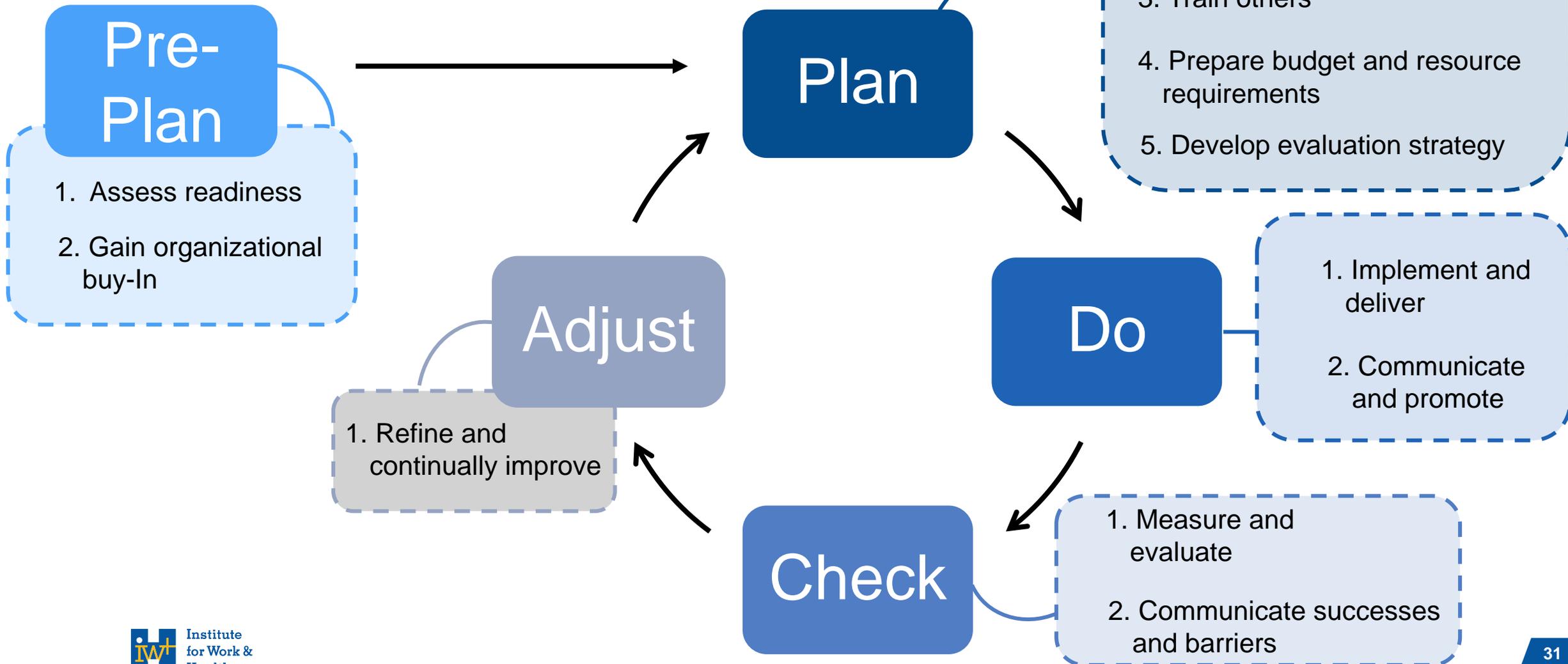
Prepare, support, and help employees in any changes to the refinement of the strategy.

Build idea that this is a continuous improvement process, so the process is never 'done'.

Highest Priority

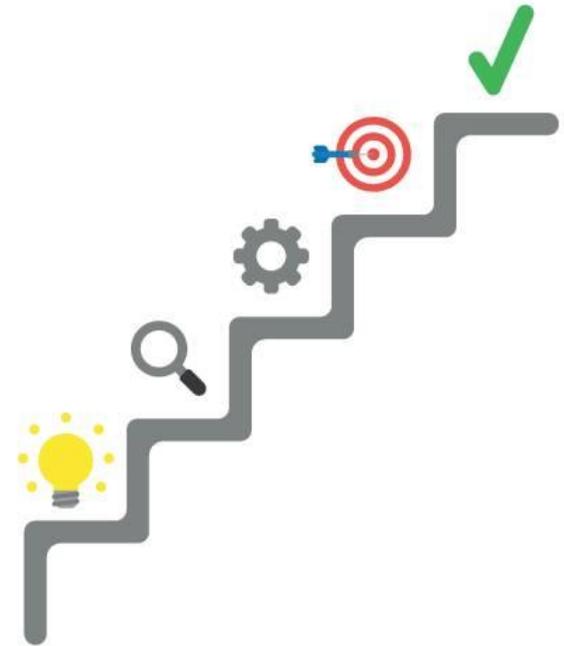
Strong Priority

Recommendations



Next steps

- Refine the recommendations for specific workplace contexts (e.g., workplace size, industry sectors, provinces)
- Develop and validate recommendations into indicators of integrated safety and wellness



Thank you



abiswas@iwh.on.ca



biswas_aviroop



This document/slide is licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License: <http://creativecommons.org/licenses/by-nc-nd/4.0/>.

Keep up on evidence-based practices from IWH



Sign up online for our monthly e-alerts, our quarterly newsletter, event notifications and more: iwh.on.ca/subscribe



Follow @iwhresearch on Twitter:
twitter.com/iwhresearch



Connect with us on LinkedIn:
linkedin.com/company/institute-for-work-and-health



Subscribe to our YouTube channel:
youtube.com/iwhresearch