The Power of Organizational Culture in Workforce Well-being

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SafetySpeaks

What is a culture of workforce well-being?

- Shared beliefs and values
- Operations
- Programs
- Policies

Definition

Total Worker Health® is defined 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.

- From: National Institute for Occupational Safety and Health (NIOSH).
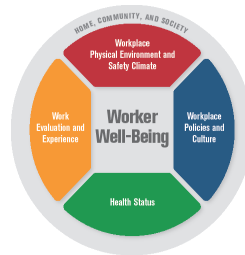

Total Worker Health®
Key Elements

- Demonstrate leadership commitment to worker safety and health at all levels of the organization.
- Design work to eliminate or reduce safety and health hazards and promote worker well-being.
- Promote and support worker engagement throughout program design and implementation.
- Ensure confidentiality and privacy of workers.
- Integrate relevant systems to advance worker well-being.

Worker Well-being

- **quality of life** with respect to an individual's health and work-related environmental, organizational, and psychosocial factors.

- positive perceptions and the presence of constructive conditions at work and in other areas of life that **enables workers to thrive and achieve their full potential.**

Creating culture change in the workplace requires changing the environment

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Culture of health and well-being

- Align with organization vision, mission and values
- Senior leaders engaged and visible
- Workers are engaged in the process
- Funding long-term and integrated
- Programming considers the diverse workforce needs
- Procedures remove barriers
- Policies support existing workers and facilitate recruiting

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Developing the plan

- Multidisciplinary team

- Needs assessment or health risk appraisal data

- Prioritize interventions

- Engage all levels in the plan

Slide 1

Example of a Culture of Well-being

Slide 2

Enhancing our Culture of Health at L.L.Bean
A continued path of evolution and innovation.
A multi-year, long term investment in employees and their families.

Slide 3

Safe & Healthy Living Core Value

We believe healthy people lead fuller, more productive lives. Our employees and other stakeholders should feel their association with L.L.Bean contributes to their health and well-being.

Slide 4

Facility design

- Fitness rooms
- Onsite health clinic
- Mother's rooms
- Quiet rooms
- Inclusive restrooms
- Accessible entry and parking
- Cafeterias
- Adjustable, ergonomic workstations
- Air quality and light

Benefit plan design

- Create financial incentives

- Focus on prevention

- Consider demographics of the workforce

- Employee engagement and include families

- "50% of the US population has a chronic disease, creating an epidemic, and 86% of health care costs are attributable to chronic disease"
- (NIH 2020)

- "Rising number of employers asserting that their health and well-being strategy plays an integral role in workforce strategy—increasing from 42% to 66%"
- (Business Group on Health - Large employer survey, 2024)

Remove barriers

- Provide targeted interventions on paid time during normal work hours
- Allow flexible hours for childcare and/or eldercare
- Provide healthy food onsite that is less expensive than less healthy food
- Create tobacco free campuses
- Create indoor and outdoor walking paths

Policies to support workers

- Train supervisors
- Adequate staffing
- Flexible scheduling
- Tobacco free workplace
- Paid leave
- Contact tracing and Pandemic pay
- Promote adequate sleep
- Schedule meetings and counseling (EAP) services during shift

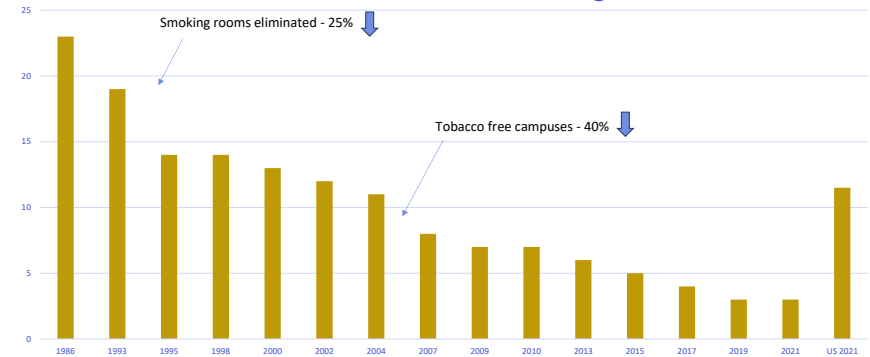## Engage the workers – What are they motivated to do?

- Mindfulness education for stress reduction?

- Couch to 5K?

- Reduce smoking?

- Eat healthier?

- Walk more?

- Participate in safety management process?

Slide 1

Design interventions that meet the needs of the workforce

Slide 2

Health risk - Smoking

Smoking rooms eliminated - 25%

Tobacco free campuses - 40%

Bar chart with years: 1986, 1993, 1995, 1998, 2000, 2002, 2004, 2007, 2009, 2010, 2013, 2015, 2017, 2019, 2021, US 2021

Slide 3

Cafeteria offering healthy choices

Green Foods
- Healthy options
- Lower cost

Yellow Foods
- Moderately healthy, eat less often
- No change in cost

Red Foods
- Less healthy, eat only occasionally
- Slight increase in cost
- Over time transition to baked instead of fried

Slide 4

Structured Support - Weight Loss Comparison

	BeanStrong I (year long)	BeanStrong II (year long)	BeanStrong III (4 months)	BeanStrong IV (4 months)
Average participant weight loss	15lbs.	14lbs.	15lbs.	13lbs.
Average percent weight loss	6%	7%	6% - 7%	6%

Included exercise, nutrition education, mental health/emotional wellbeing

https://www.cdc.gov/diabetes/prevention/path-to-adoption.htm

Other ideas

- Influenza vaccine onsite, during shift and no cost
- Stretch breaks in the work area
- Outdoor walking meetings
- Sit-stand stations
- Telemedicine during shifts
- Flexible hours or locations

Modifiable lifestyle risk factors

1	2	3	4
Smoking	Unhealthy diet	Lack of exercise	Alcohol consumption

What are the health risk factors in your worker population?

What is your culture of health or well-being?

Summary

- Establishing a culture of health can change the well-being of the workforce and positively impact your organization's health risks and costs.
- The most powerful way to do that is to change the environment.
- When people know they matter, the results will follow!

References

- **2024 Large Employers' Health Care Strategy Survey: Executive Summary**
https://www.businessgrouphealth.org/en/resources/2024-large-employer-health-care-strategy-survey-executive-summary

- **CDC National Diabetes Prevention Program**
https://www.cdc.gov/diabetes-prevention/programs/index.html

- **NIOSH Fundamentals of Total Worker Health® Approaches**
https://www.cdc.gov/niosh/docs/2017-112/pdfs/2017_112.pdf?id=10.26616/NIOSHPUB2017112

Other resources

- Total Worker Health® for OSH Professionals course
https://www.uml.edu/research/cph-new/education-training/intro-to-twh-for-osh/

- The Wiley Guide to Strategies, Ideas, and Applications for Implementing a Total Work Health® Program
  - Written specifically for OSH Professionals -To be published in the fall of 2024

Thank you!

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Please complete the Online Evaluation

https://www.surveymonkey.com/r/2024NationalSafetyProfessionalsConference