

TOTAL WORKER HEALTH® IN ACTION

Strategies for Organizational Success in Alaska

Workshop - April 7, 2025

Naomi DuCharme, Alaska Safety Alliance

Katia Costa-Black, Oregon Health & Science University

Nancy Simcox, University of Washington

With Special Guest

Lili Tenney, Center for Health, Work & Environment at Colorado School of Public Health



Oregon Institute of
Occupational
Health Sciences



**NORTHWEST CENTER
FOR OCCUPATIONAL
HEALTH AND SAFETY**

UNIVERSITY of WASHINGTON



**ALASKA
SAFETY
ALLIANCE**

Safety & Health Moment



Emergency Exits



Restroom Location



AED & First Aid Kit Location



Please Silence Cell Phones



What do you need to be present for the day?



Keep moving as needed





Naomi DuCharme

Executive Director

Alaska Safety Alliance

Katia Costa-Black, PhD, PT

Senior Manager for Education & Partnerships

Institute of Occupational Sciences, Oregon Healthy Workforce Center

Nancy Simcox, MS

Associate Teaching Professor & Director of Occupational Safety & Health

Continuing Education Program, University of Washington

Special Guest

Lili Tenney, DrPH, MPH

Director of Outreach and Programs
Centers for Health, Work, and Environment
Colorado School of Public Health

Agenda



10:00 AM Welcoming and Opening Session

10:30 AM Understanding the *TotalWorkerHealth®* Approach and why it is needed

11:10 AM *Break*

11:20 AM Framing and Assessing Workers' Health, Safety & Well-Being with Valid Tools

12:00 PM *Lunch & Networking*

12:50 PM Breakout Session 1: Identifying Working Conditions and Challenges in Alaska

1:30 PM Building the Business Case for *TotalWorkerHealth®*

2:30 PM *Break*

2:40 PM Application of *TotalWorkerHealth*: Case Studies

3:10 PM Breakout Session 2: Designing a Pathway to Bring *TWH* to your Industry or Organization

4:10 PM Workshop Reflection, Open Discussion, and Building Collaborations for TWH Success in Alaska

4:30 PM Feedback, Educational Opportunities & Future Workshop Suggestions



Our Group Agreement



**Actively participate
and share from your
experiences**



**Communicate
respectfully**



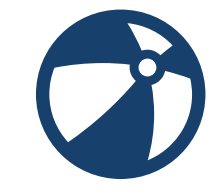
**Approach
conversations with
curiosity**



**Share speaking time so
everyone's voice is
heard**



Keep confidentiality



Learn and have fun!

Who's here today?



- Name
- Organization
- How did you hear about this workshop and what you want to get from today?
- What is important for your well -being?

Disclosures

Total Worker Health® is a registered trademark of the U.S. Department of Health and Human Services (HHS). Participation by the speakers does not imply endorsement by HHS, the Centers for Disease Control and Prevention, or the National Institute for Occupational Safety and Health (NIOSH).

Our respective organizations offer different educational opportunities related to Total Worker Health®, however, none of us have actual or potential conflict of interest in relation to this presentation nor any financial relationship to disclose.



Understanding the Total Worker Health® Approach and its Relevance

- 1 Why it is needed and what it is
- 2 Total Worker Health® guiding principles for success

Facilitated discussions: Reflecting on various connections

Organizations are dealing with many new challenges...



Technology
Adoption



Multigenerational
Workforce



Mental Health
Issues



Workplace Violence
& Incivility



Climate Disasters



DEI Issues



Social Isolation and
Remote Work



Labor Shortage and
Retention

We have some serious unresolved issues...

Fatalities: 8.9% increase in fatal work injuries in the U.S. in 2021

Chronic Conditions: 6 in 10 adults in the U.S. have a chronic disease

Ineffective Programs: There are many “good intention” OSH and Wellness programs that have failed



How mental health conditions are affecting workers

“ 1 in 4

WORKERS ARE EXPERIENCING THE MORE SEVERE SIGNS OF BURNOUT, INCLUDING REDUCED PERSONAL EFFICACY AND CYNICISM TOWARDS PEERS AND THEIR JOBS

CHRONIC WORKPLACE STRESS AND BURNOUT CAN LEAD TO MENTAL HEALTH CONCERNS IF LEFT UNTREATED ”

“ 4 in 5

WORKERS REPORT THAT WORKPLACE STRESS AFFECTS THEIR RELATIONSHIPS WITH FRIENDS, FAMILY, AND COWORKERS ”

“ 1 in 5

WORKERS WILL EXPERIENCE A MENTAL HEALTH CONDITION IN A YEAR ”

“ 49,000

Total Died in 2022
By Suicide
1 every 11 minutes

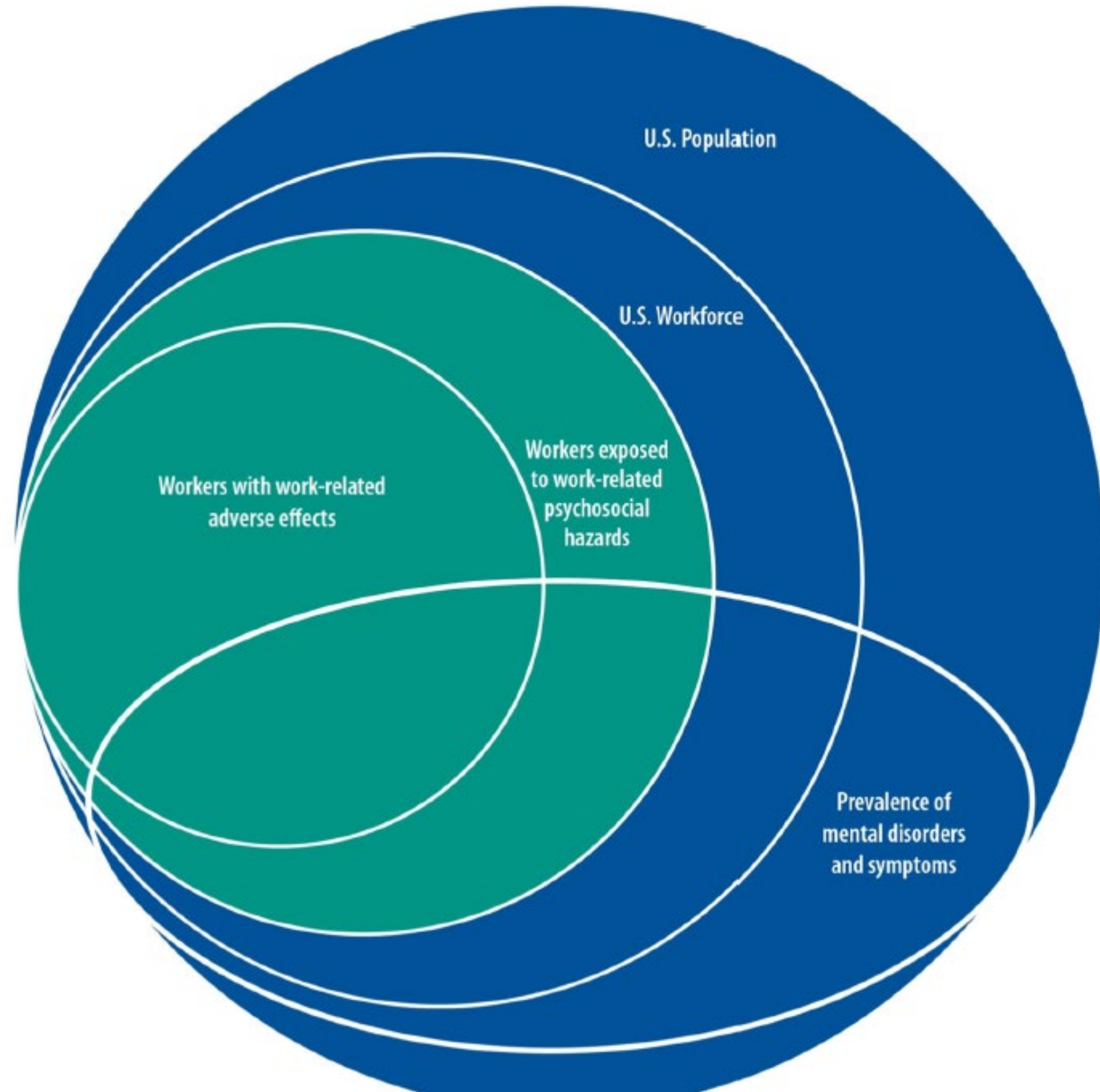
”


Source: Mental Health America 2023

Psychosocial Hazards & Health

How strong is the link between psychosocial hazards and adverse health effects on the workforce?

- Musculoskeletal disorders
- Cardiovascular Diseases
- Mental Illnesses
- Stress and burnout
- Opioids and Substance Use





Alaska Health & Safety Issues



Alaska's Unique Issues & Trends



Environment

- Extreme Dark and Light (SAD)
- Cold Temperatures

Rural/Remote Locations

Transient Workforce

Workforce Shortage with 12-year net outmigration

High Hazard Industries & Aging

Workforce 2018 - Alaska had the 2nd highest work-related fatality rate and 14th highest non-fatal injury rate in the US for young workers

Alaska's Unique Issues & Trends

Alcohol Related Fatalities

Doubled in Alaska since 2019

Over 2x greater than the US average

Opioid Related Fatalities have tripled in Alaska since 2014

Suicide

3rd highest in the US

2010-2019 Alaska data shows highest rates among 15- to 24-year-olds





What is Total Worker Health®?



Keep Workers
SAFE

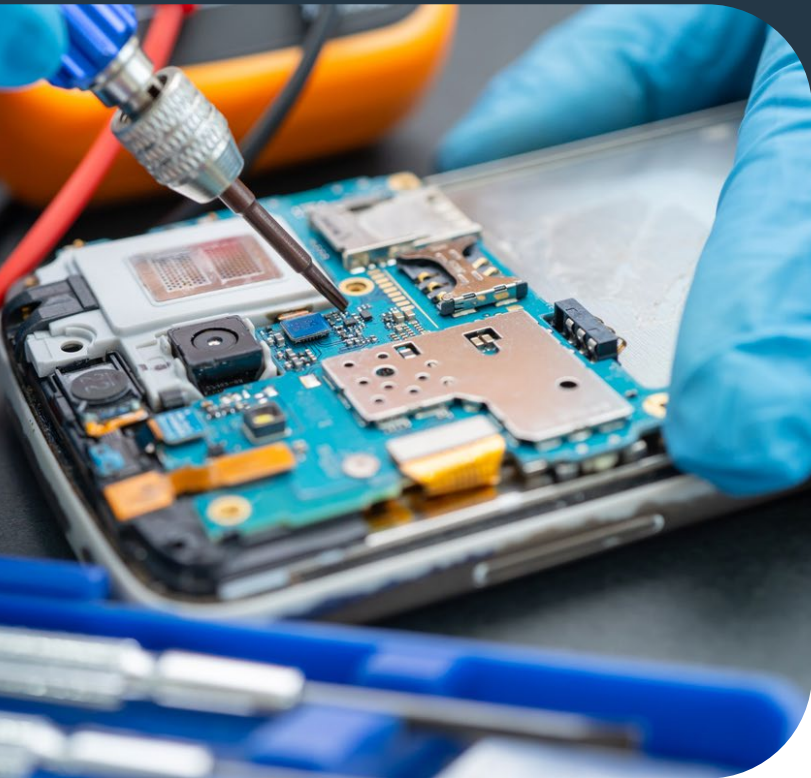


Support Total
HEALTH



Cultivate Worker
WELL-BEING

Continuing Improvement Goals



NIOSH Official Definition & Vision

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.**”

Source: National Institute for Occupational Safety and Health, <https://www.cdc.gov/niosh/twh/default.html>



Work as the entry point for health & well-being

Well-being is an integrative concept that characterizes quality of life with respect to an individual's health and work-related environmental, organizational, and psychosocial factors. Well-being is the experience of positive perceptions and the presence of constructive conditions at work and beyond that **enables workers to thrive and achieve their full potential.**

Chari 2018



What are the main premises for a TWH approach?

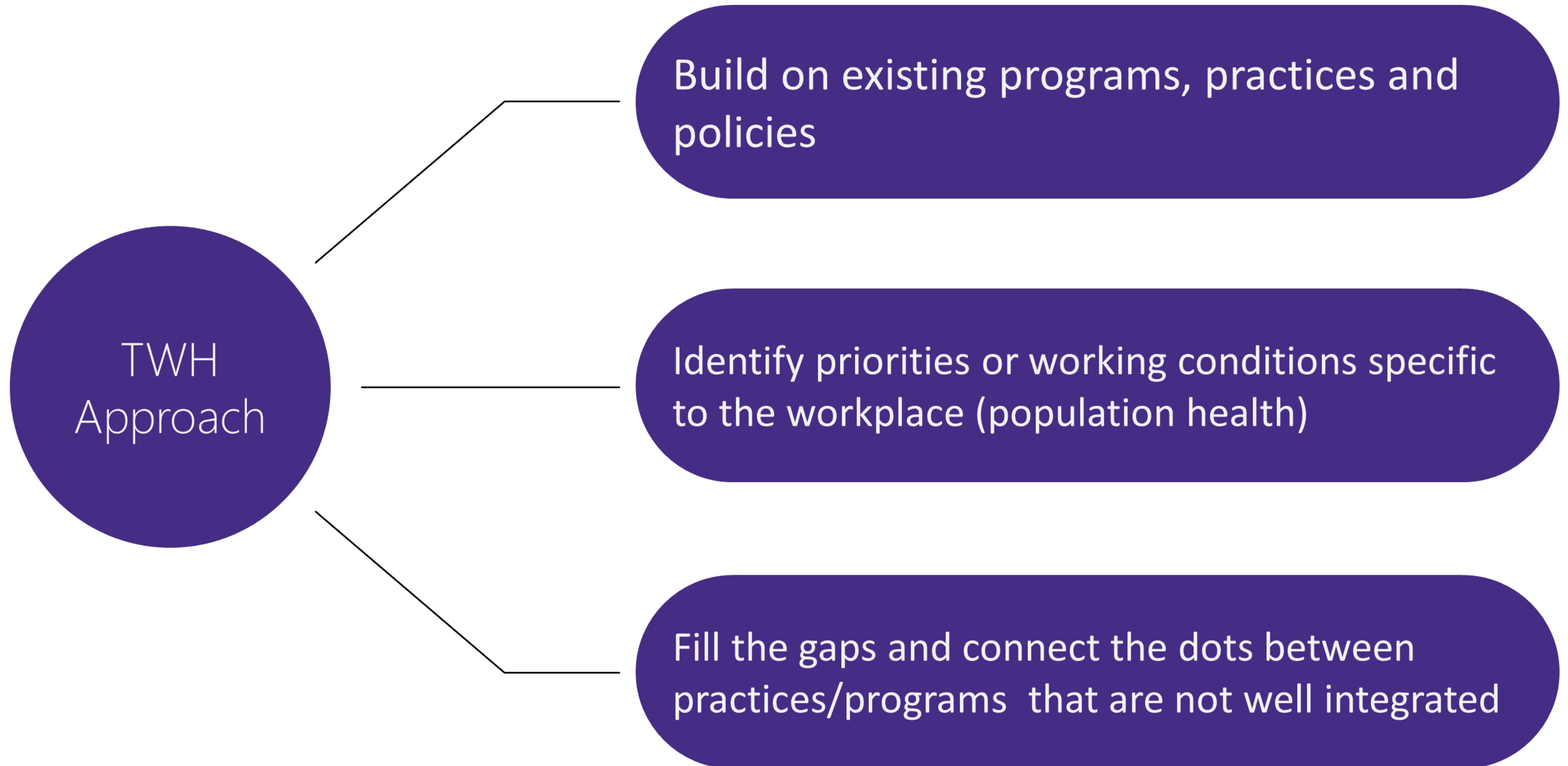
- It recognizes the **WHOLE WORKER**
- It prioritizes a **HUMAN CENTERED CULTURE** that is inclusive and a work environment that is **FREE OF HARM**
- It proposes **SYSTEMS**-thinking and on-going efforts with the workplace as the entry-point
- Solutions should be at least **EVIDENCE**-informed
- **MULTIPROFESSIONAL** collaboration is key

LET'S DISCUSS

Do you have Health & Safety or other programs or policies in place that support worker well-being?



Connecting the dots



How?

The Five Defining Elements of TWH

1. Leadership Commitment

Demonstrate commitment to worker safety & health at all levels of the organization

2. Design Work

Design work to eliminate or reduce safety & health hazards and promote worker well-being

3. Worker Engagement

Promote and support worker participation and consultation from all levels

4. Confidentiality & Privacy

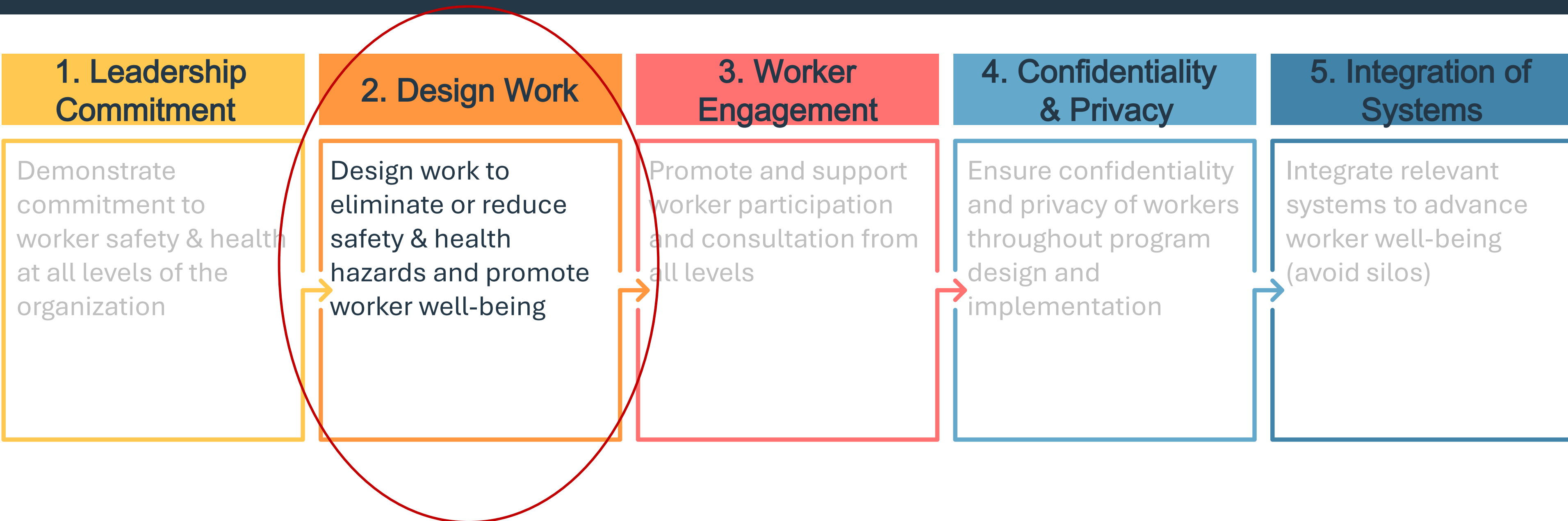
Ensure confidentiality and privacy of workers throughout program design and implementation

5. Integration of Systems

Integrate relevant systems to advance worker well-being (avoid silos)

How?

The Five Defining Elements of TWH



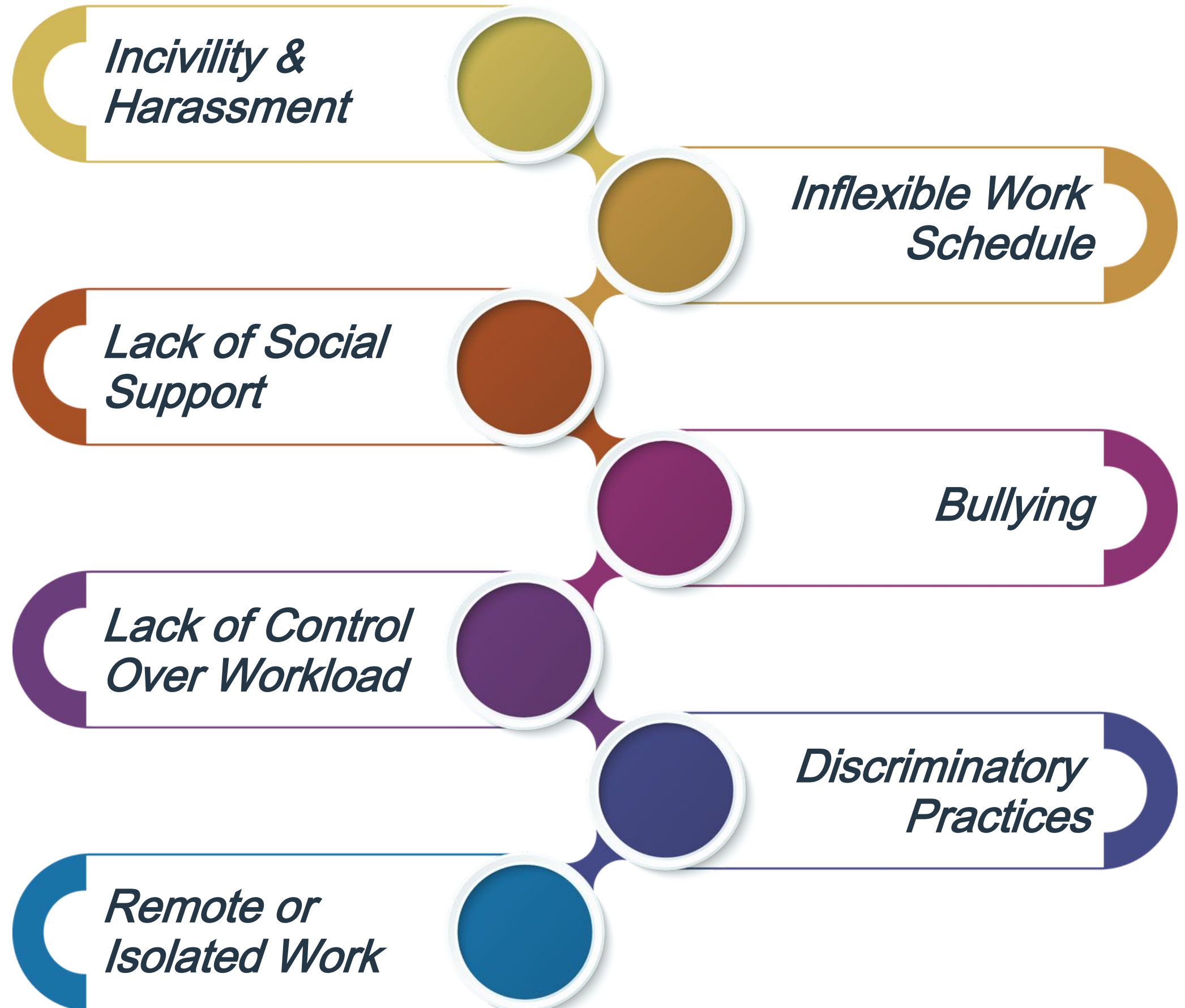


Expanded View of Hazards/Risk Factors





Psychosocial Hazards



Source: ISO 45003:2021
Occupational health and safety management —
Psychological health and safety at work —
Guidelines for managing psychosocial risks



Recognizing Organizational Conditions

Task demands

Built
environment

Policies and
programs

Culture and
practices



Recognizing Physical/Environmental Conditions

Noisy
environment

Ergonomic
hazards

Lack of task
variability

Chemical and
biological
exposure

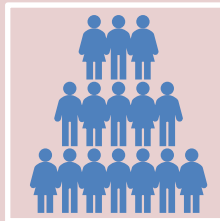
Design issues

Level of
workload



WHY IT MATTERS

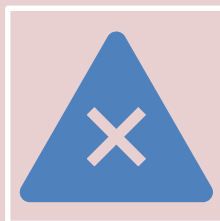
*The whole human is the **Business Value** and is what sustains an organization*



When human capital is valued, workers are empowered and feel more engaged and motivated.



When implemented as “continuous improvement participation”, organizational learning and culture develops with enhanced trust and better communication



It is an opportunity to unravel systems’ deficiencies from the broader view of hazards and conditions that was not looked at before, resulting in various organizational-level improvements, increased business reputation and profits

Overall Value Proposition

For the EMPLOYER

- Improves safety metrics, trust, and communication
- Strengthens company image
- Tackles emerging issues
- Reduces workers' comp claims and OSHA recordables
- Supports organizational resilience & worker retention

For the EMPLOYEE

- Enhances morale
- Improves physical, psychological & social well-being
- Higher motivation, growth, and job satisfaction
- Improves performance
- Enhanced workplace safety behavior

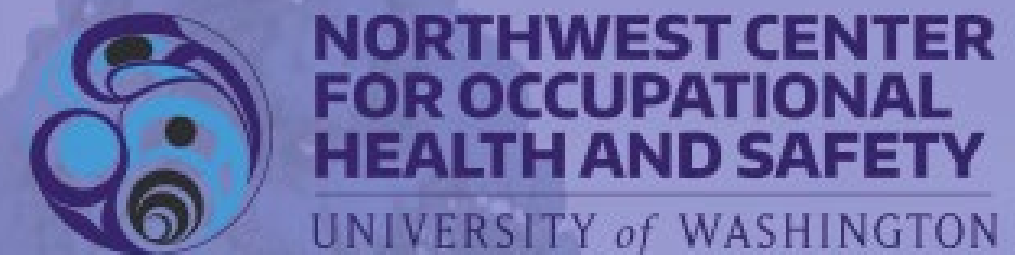


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RESOURCES



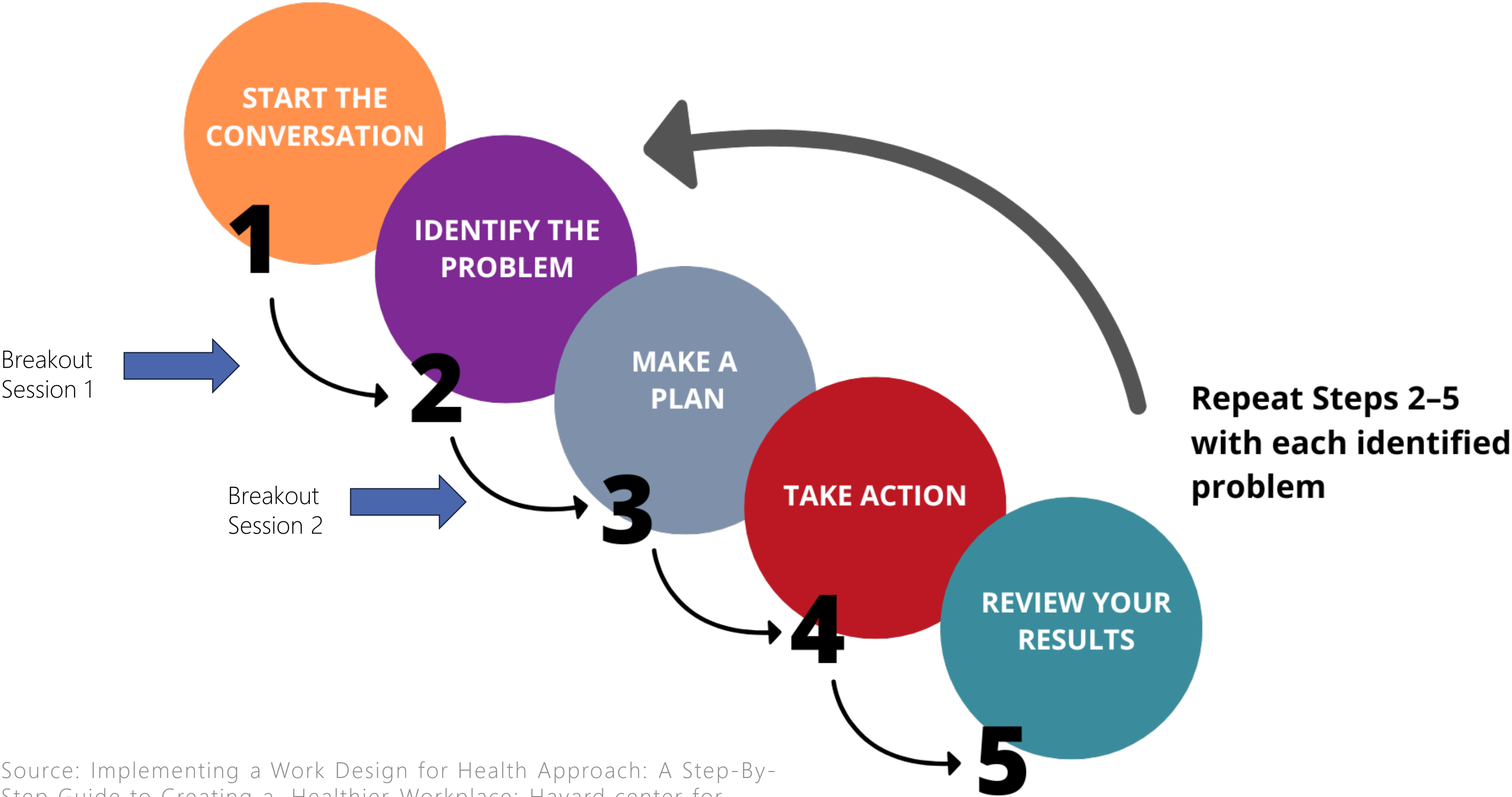
10 MINUTE BREAK

Framing and Assessing Workers' Health, Safety & Well-Being with Valid Tools

- 1 At the individual level
- 2 At the organization level

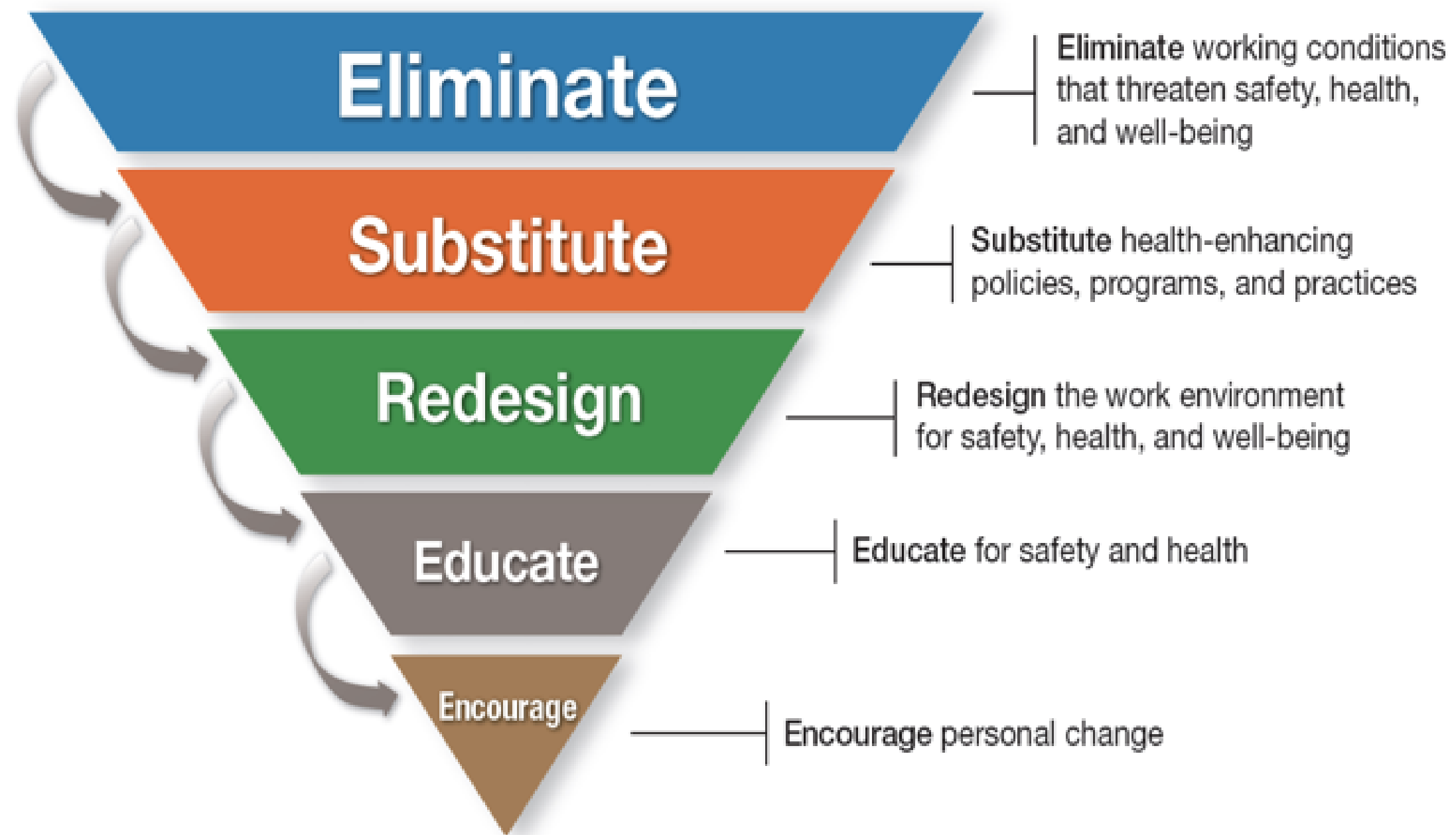
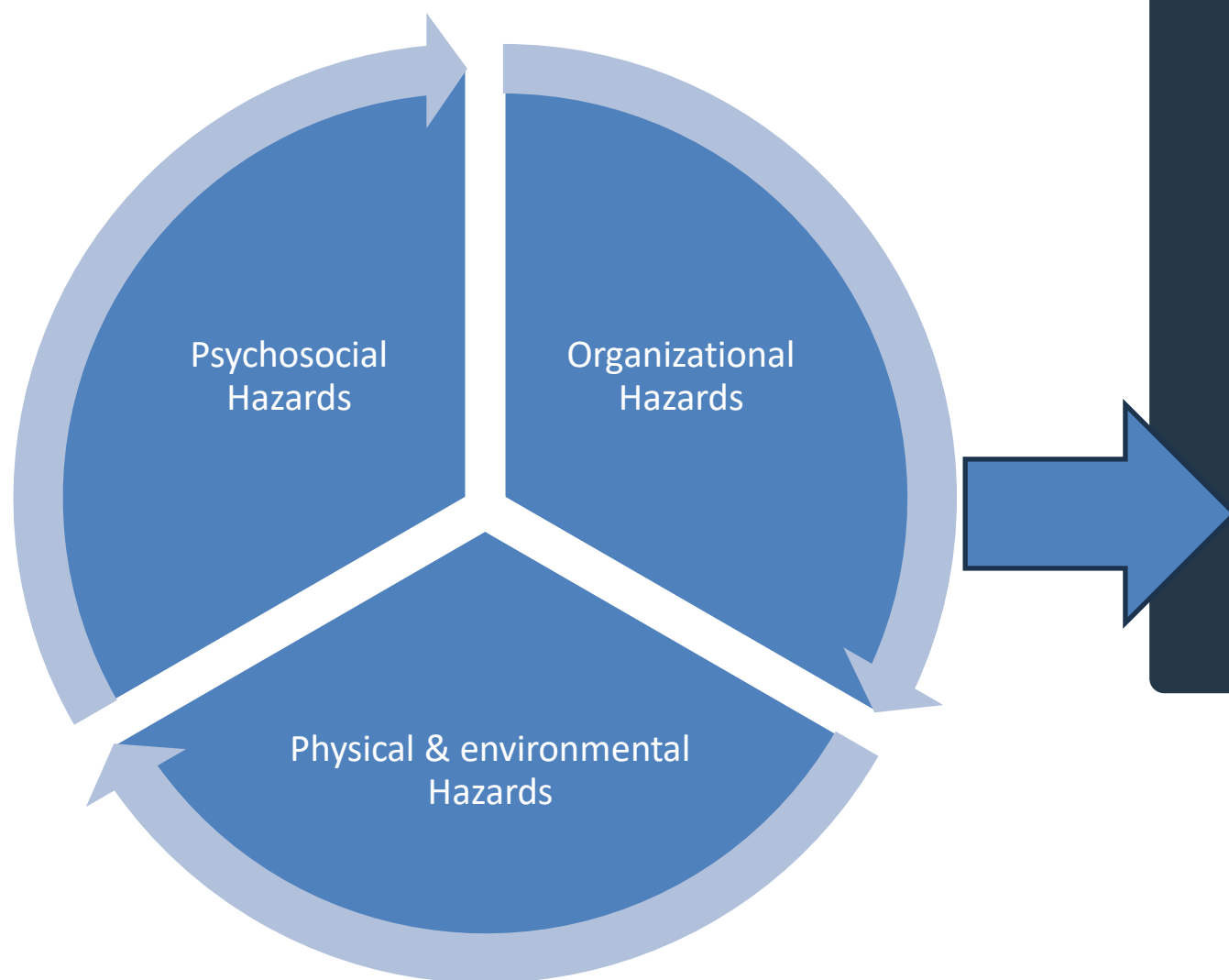


Framing and addressing the problem



Source: Implementing a Work Design for Health Approach: A Step-By-Step Guide to Creating a Healthier Workplace: Havard center for population and development studies June 2024

What to do... Prioritize!



The Hierarchy of Controls Applied to NIOSH Total Worker Health®

First, let's talk about hazards...

VULNERABILITY

POTENTIAL
for harm

Sources of
Harm
HAZARDS

Likelihood of
an
injury/illness
RISK

VULNERABILITY CHECK

- WHO is affected?
- How long?
- How frequent?
- How severe?



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Root Causes



- Think about hazards more as the root causes, not symptoms
- Does your risk assessment include these 3 **categories of hazards?**
 - Physical/Environmental—examples: mechanical lift availability, slippery floors, workstation design
 - Work organization—examples: workload, job tasks (move heavy items, stationary work), work schedules
 - Psychosocial—examples: lack of supervisor support, bullying

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Follow Any Systematic Process that Works for You

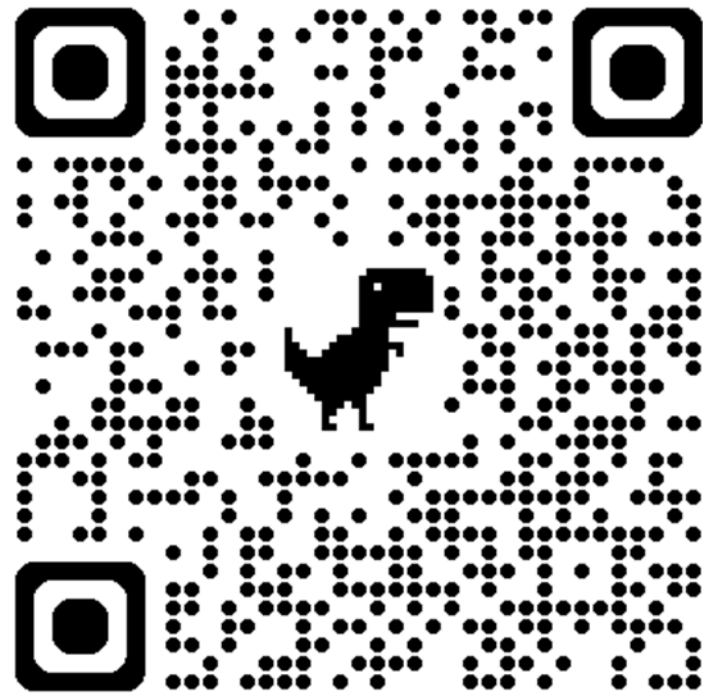


A photograph of two people shaking hands. The person on the left is wearing a green sleeveless top, and the person on the right is wearing a light blue button-down shirt. They are shaking hands in front of an orange background. The text is overlaid on the image in white boxes.

Recruitment & Retention;

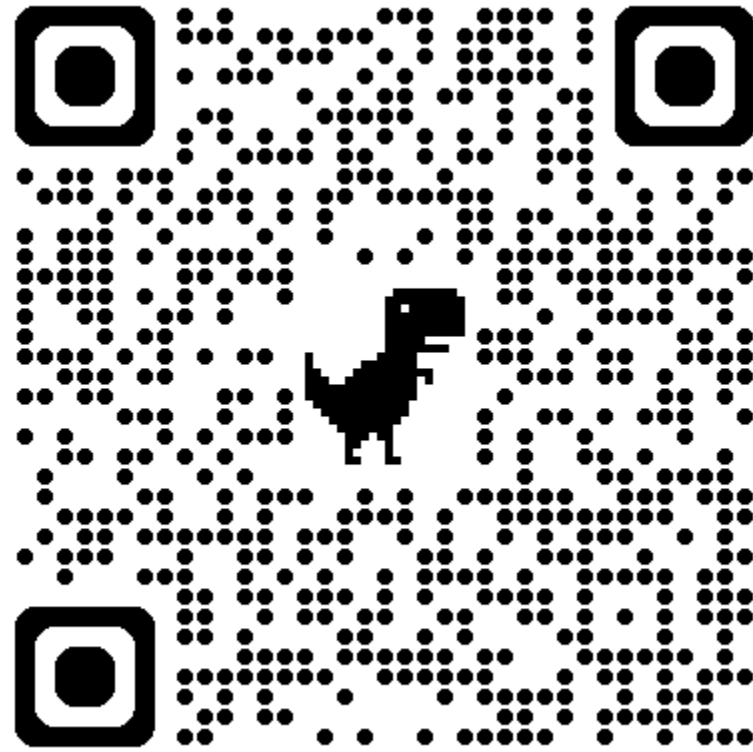
More Than Just A Paycheck

Are you measuring your employees' well-being?



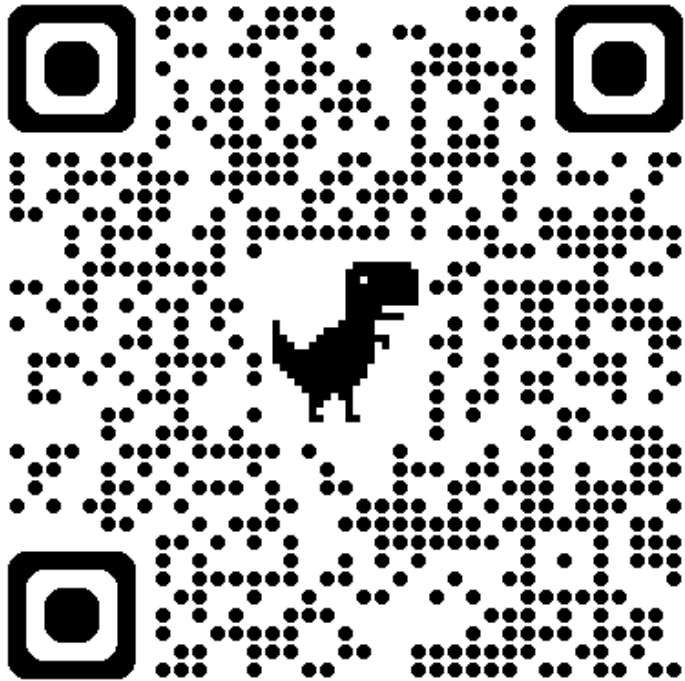


Thriving from Work Questionnaire





Healthy Work Survey: Assessing work stressors



**Healthy
Work
Survey**
for Individuals





HEALTHY WORK CAMPAIGN

To take the survey, visit:
<https://healthywork.org/healthy-work-survey-individuals/>

Measuring Safety Culture



1

What it is?

- Shared beliefs, practices, attitudes, and norms that exist within an organization related to physical and psychological safety.

2

How to Measure?

- Ansbro Safety Culture Spectrum
- NIOSH Well-being Questionnaire

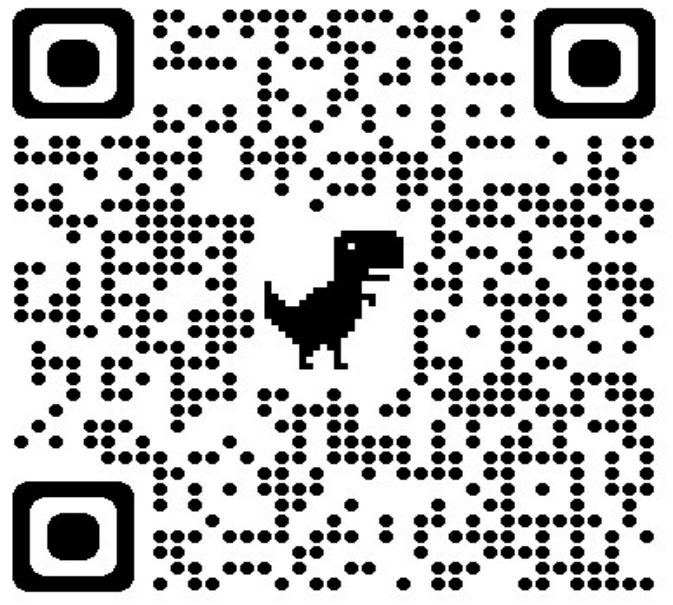


Creating a Health & Safety Culture





Another good place to START ...



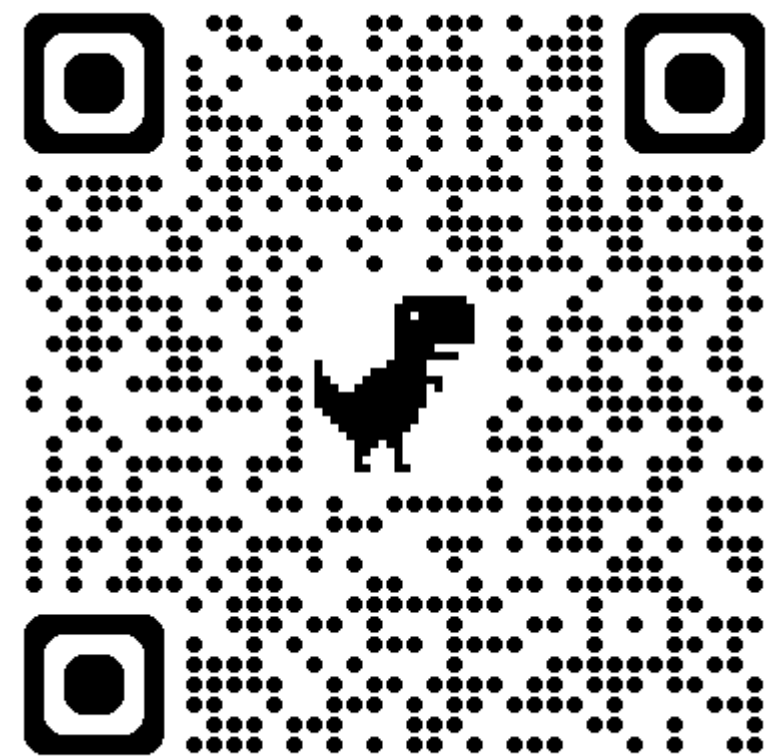
Ansbro Safety Culture Spectrum

Where are you now? Where would you like to go? We'll help you get there.

	Reactive	Compliant	Managed	Comprehensive
	Informal, no action or minimal effort	Focuses on OSHA compliance	Efforts driven by management	Efforts supported by everyone
Leadership and competing demands	Desires to stay out of trouble Lacks a formal approach to safety Thinks common sense is a safety principle Focuses on production at the expense of safety Accepts some injuries as normal and expected	Expects safety role modeling only from those responsible for safety Follows OSHA rules as foundation for safety program Defines success as avoiding OSHA fines and keeping insurance costs down Uses injury count or lost time days for incentives Maintains compliant safety practices when there are high production demands to satisfy customers needs	Expects safe and healthy behaviors, starting with management role modeling Promotes safety and health improvement through management systems to exceed OSHA standards Includes safety as a measurement in performance reviews Believes learning and improving is vital Identifies trends using historical information Considers employee safety and well-being for scheduling, designing workflow, and the physical working environment	Upholds mutual respect, trust, and open communication Leads a self-sufficient and sustainable organization Measures activities that support safety and health Supports health improvements for injury prevention Considers employee impact and contributions when making operational decisions Promotes learning teams to engage employees Values safety and well-being as a deeply ingrained habit at all levels above competing demands
Accountability	Holds employees accountable for not using common sense instead of teaching best practices Blames employees most often after an incident or accident Considers hazards, injuries, and unsafe processes as the cost of doing business Omits safety in performance reviews	Sees OSHA and workers' compensation as negative Disciplines by policing and as a way to ensure compliance Designs incentives in a way that might discourage injury reporting Believes employees know what to do without reminders or clear instruction	Gives supervisors clear understanding and responsibility for their team's safety Holds employees accountable to defined responsibilities and procedures Incorporates safety expectations into performance reviews Bases incentives on leading indicators, safety committees, required OSHA training and compliance	Rewards and recognizes employee ideas Establishes accountability at all levels Values coaching for learning and improvement Promotes peer-to-peer coaching and observation in individuals and teams Bases incentives on successful trainings, injury prevention, and positive safety behaviors
Employee involvement and communication	Sets little to no (minimal) expectations for employee behavior Uses one-way communication with employees Lacks a safety committee	Expects employees to follow OSHA regulations Accepts minimal communication, participation, and reporting from employees to maintain compliance Minimal engagement in the safety committee	Believes safety and health improvements are important to the company and should be valued by all employees Responds to employee concerns and ideas consistently Seeks employee input and involvement frequently Uses safety observations as a learning tool Fosters quality communication systems between managers and employees at all levels	Engages in open communication; demonstrates mutual trust and respect at all levels Empowers all employees to communicate concerns Participates in learning teams for continual improvement Measures employee perceptions to make improvements Leverages employee strengths to solve problems and improve safety and health systems
Risk assessment	Believes accidents just happen Assesses hazards only after a serious accident or incident Disregards safety and/or industrial hygiene exposures Lacks knowledge of responsive or preventative actions to improve known safety hazards	Investigates accidents superficially and with minimal follow through Assesses hazards and accidents inconsistently Uses OSHA limits to protect employees from industrial hygiene exposures Complies with minimum OSHA requirements for updating safety analysis, assessment, and evaluation systems	Analyzes root cause of incidents/accidents effectively Assesses hazards and controls during preplanning and on a regular basis Uses health-based limits, versus OSHA compliance to protect employees from industrial hygiene exposures Updates and improves hazard assessments regularly	Improves hazard and risk assessment systems continually Identifies emerging or unrecognized hazards and takes action consistently Evaluates ergonomics on a systemic level Performs risk analysis on all projects and communicates results to everyone
Programs, procedures, policies, and training	Relies on worker experience without verification of skills and knowledge Emphasizes informal on-the-job training and often doesn't track progress or completion Focuses on production at the expense of safety Reacts to serious incidents with minimal safety improvements	Considers implementation of OSHA-mandated programs adequate Trains as required by OSHA, often through videos with limited follow-up, hands-on learning, or quizzes Uses OSHA-required template as generic written program Relies on one person or a safety committee to be responsible for safety	Integrates safety and well-being into the workplace and exceeds OSHA standards Emphasizes updated, timely, and effective employee training, ongoing coaching, and associated record keeping Applies written policies and maintains programs that effectively address system improvements at all levels Develops training based on job hazards	Fosters open communication and innovation in problem-solving Promotes opportunities for learning at all levels with a focus on high quality training and personal development Shares responsibility and collaborates at all levels Embraces continuous improvement processes
Equipment, environment, and budget	Lacks safety knowledge; relies on posters to deliver safety messages Uses outdated equipment and minimal personal protective equipment (PPE) as key safety protection Aims to improve safety of physical environment only after an incidence has occurred Uses outdated equipment and materials Neglects safety and health in budget	Uses PPE as the key safety measure Provides safeguards based on OSHA-compliance Implements minimal OSHA requirements rather than thinking proactively Funds industrial hygiene and safety programs to meet compliance requirements Applies required maintenance and updates to equipment and material	Manages hazards by performing regular risk assessments and maintaining equipment Builds a proactive and safe environment into almost every process that exceeds OSHA requirements Includes line items for safety and health, development of programs, procedures, policies, and training, and equipment maintenance and updates in budget	Emphasizes and plans employee safety, health and well-being into every process; budget, purchasing, ergonomics, and the physical environment. Continually updates and invests in equipment, environment, and materials to the most current technology Values superior and inclusive training, and program development



Organizational Readiness-Survey



Overall Organizational Readiness

Please indicate your level of agreement with the following statements.

For the final item, "Management" refers to senior level decision makers with responsibility and authority for the whole organization. Examples are President, CEO, COO, CFO, Executive Director, and Agency Director.

	Strongly Disagree	Disagree	Agree	Strongly Agree
1. In this organization, safety, health, or well-being programs address individual behaviors <u>as well as</u> features of the overall work environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Resources in this organization are available for promoting employee safety, health, and well-being.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. New programs for improving employee health and safety have been successful in this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

BREAK 12:00- 12:50



Lunch & Networking

NIOSH Fundamentals Workbook

Consult the Workshop
Resource page (PDFs)

Fundamentals of *Total Worker Health®* Approaches

Essential Elements for Advancing
Worker Safety, Health, and Well-Being



DEPARTMENT OF HEALTH AND HUMAN SERVICES
Centers for Disease Control and Prevention
National Institute for Occupational Safety and Health



Issues Relevant to Advancing Worker Well-Being Using *Total Worker Health*® Approaches

Prevention and Control of Hazards and Exposures

- Biological Agents
- Chemicals
- Ergonomic Factors
- Physical Agents
- Psychosocial Factors
- Risk Assessment and Management

Built Environment Supports

- Accessible and Affordable Health Enhancing Options
- Clean and Equipped Breakrooms, Restrooms, and Lactation Facilities
- Healthy Workspace Design and Environment
- Inclusive and Universal Design
- Safe and Secure Facilities

Community Supports

- Access to Safe Green Spaces and Pathways
- Healthy Community Design
- Safe and Clean Environment (Air and Water Quality, Noise Levels, Tobacco-Free)
- Safe, Healthy, and Affordable Housing Options
- Transportation and Commuting Assistance

Compensation and Benefits

- Adequate Wages and Prevention of Wage Theft
- Affordable, Comprehensive, and Confidential Healthcare Services
- Chronic Disease Prevention and Management Programs
- Continual Learning, Training, and (Re-)Skilling Opportunities
- Disability Insurance (Short- and Long-Term)
- Employee Assistance and Substance Use Disorder Programs
- Equitable Pay, Performance Appraisals, and Promotions
- Minimum Guaranteed Hours
- Paid Time Off (Sick, Vacation, Caregiving, Parental)
- Prevention of Healthcare Cost Shifting to Workers
- Retirement Planning and Benefits
- Work-Life Programs
- Workers' Compensation Benefits

Healthy Leadership

- Collaborative and Participatory Environment
- Corporate Social Responsibility
- Responsible Business Decision-Making
- Supportive Managers, Supervisors, and Executives
- Training
- Worker Recognition, Appreciation, and Respect

Organization of Work

- Adequate Breaks
- Comprehensive Resources
- Fatigue, Burnout, Loneliness, and Stress Prevention
- Job Quality and Quantity
- Meaningful and Engaging Work
- Safe Staffing
- Work Intensification Prevention
- Work-Life Fit

Policies

- Elimination of Bullying, Violence, Harassment, and Discrimination
- Equal Employment Opportunity
- Family and Medical Leave
- Human and Natural Resource Sustainability
- Information Privacy
- Judicious Monitoring of Workers and Biomonitoring Practices
- Optimizing Function and Return-to-Work
- Prevention of Stressful Job Monitoring Practices
- Reasonable Accommodations
- Transparent Reporting Practices
- Whistleblower Protection
- Worker Well-Being Centered
- Workplace Supported Recovery Programs

Technology

- Artificial Intelligence
- Robotics
- Sensors

Work Arrangements

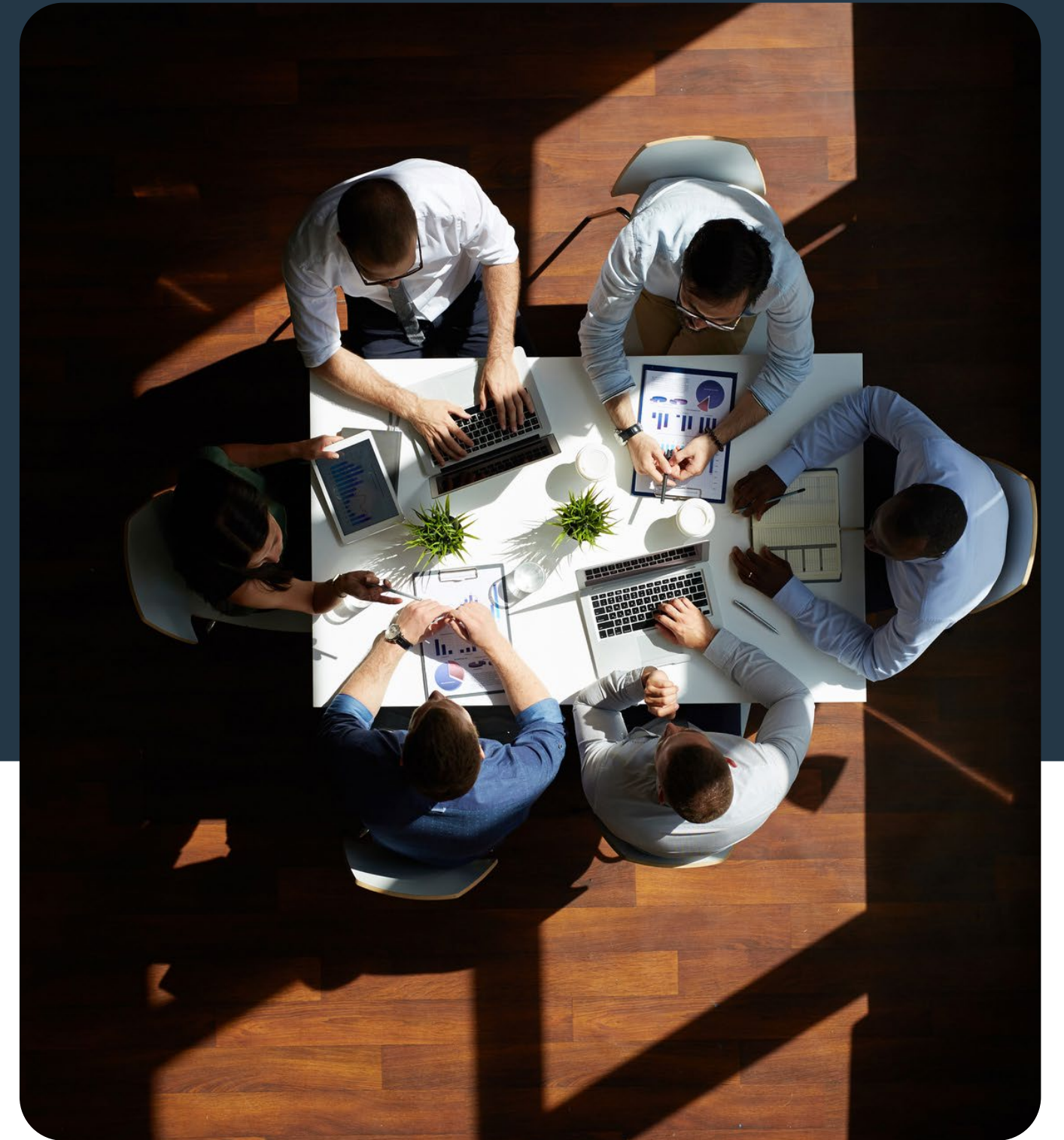
- Contracting and Subcontracting
- Free-Lance
- Global and Multinational
- Multi-Employer
- Non-Standard
- Organizational Restructuring, Downsizing, and Mergers
- Precarious and Contingent
- Small- and Medium-Sized Employers
- Temporary
- Unemployment and Underemployment
- Virtual

Workforce Demographics

- Diversity and Inclusivity
- Multigenerational
- Productive Aging across Lifecourse
- Vulnerable Workers
- Workers with Disabilities

Breakout Session One

- 1 As a **group** make a list of what you consider to be the ***biggest challenges*** in the working conditions, health, safety & well-being, retention, culture, etc.
- 2 Narrow the list down to the **Top 3** that, if addressed, would have the ***biggest impact***
- 3 Choose a group speaker to **share** your group's Top 3





Meet Lili Tenney

Lili Tenney, DrPH, MPH is the Director of Outreach and Programs for the Centers for Health, Work & Environment at the Colorado School of Public Health. She is a leader in public health, Total Worker Health, communications, and implementation sciences and is the founder of Health Links—helping organizations achieve sustainability and social change.

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RESOURCES

