



CPH-NEW
Center for the Promotion of Health
in the New England Workplace

ANNUAL REPORT

October 1, 2021 to September 30, 2022

Impacts that Matter: A Healthier Workforce



UConn

Inside:

Message from the Co-Directors	1
Center Overview	2
Research Impacts	5
Outreach and Education	14
Training the Future Workforce	17
Connect with Us	18

A Message from the Co-Directors

The Center for the Promotion of Health in the New England Workplace (CPH-NEW) is an interdisciplinary collaboration between researchers at the University of Connecticut and the University of Massachusetts Lowell. With ever-changing workplaces, and health challenges from climate and public health crises, employers and workers need occupational health research and innovation now more than ever.



The past few years have brought many new challenges to workers, in the form of stressors caused by the pandemic and other events. Organizations have a pressing need to understand how the changing nature of work and employing organizations can impact the health and well-being of workers.

CPH-NEW researchers conduct participatory research involving workers and their employers to overcome workplace obstacles to workforce health. Our research-based toolkits and educational methods help employers achieve a healthy and productive workforce and workplace.

Our research reflects **NIOSH Total Worker Health® Program** principles, recognizing how the complex interplay of factors at work and outside of work can affect worker health and wellbeing.

Building on our longstanding field research projects in health care and corrections, two new research projects were focused on developing a participatory TWH approach for educators and a TWH crisis planning approach for use by small- and medium-sized enterprises.

All of these research initiatives offer important opportunities to expand, adapt and evaluate our **Healthy Workplace Participatory Program** an approach which engages employees in designing TWH interventions that address a wide range of work environment, work organization, safety and employee health issues.

This report highlights the people and projects that make up our Center and describes our ongoing research efforts to develop, evaluate, and disseminate novel participatory TWH approaches and toolkits for workers, unions, and employers. These materials have resulted from the dedication and expertise of Center faculty and staff, students, affiliates, and external advisors who support our work. We are especially indebted to our partnering organizations who have shown an exceptional commitment to improve the health and well-being of their workforces and a willingness to allow students to gain valuable field research experience.

We trust that you will enjoy browsing this report of CPH-NEW activities for the 2021-22 fiscal year. We hope that you will consider the advantages that a participatory TWH approach might bring to your organization, and we invite your questions and comments. Please feel free to contact us at any time.

With best regards,

A handwritten signature in black ink that reads "William S. Shaw".

William S. Shaw, PhD, CPH-NEW Co-Director
Associate Professor, UConn School of Medicine

A handwritten signature in black ink that reads "Laura Punnett".

Laura Punnett, ScD, CPH-NEW Co-Director
Professor, University of Massachusetts Lowell

Center Overview

The Center for the Promotion of Health in the New England Workplace (CPH-NEW) conducts research with working people and employers to overcome workplace obstacles to health and well-being. The Center also offers evidence-based program tools and educational support to help employers achieve a health-promoting workplace and a vital, productive workforce.

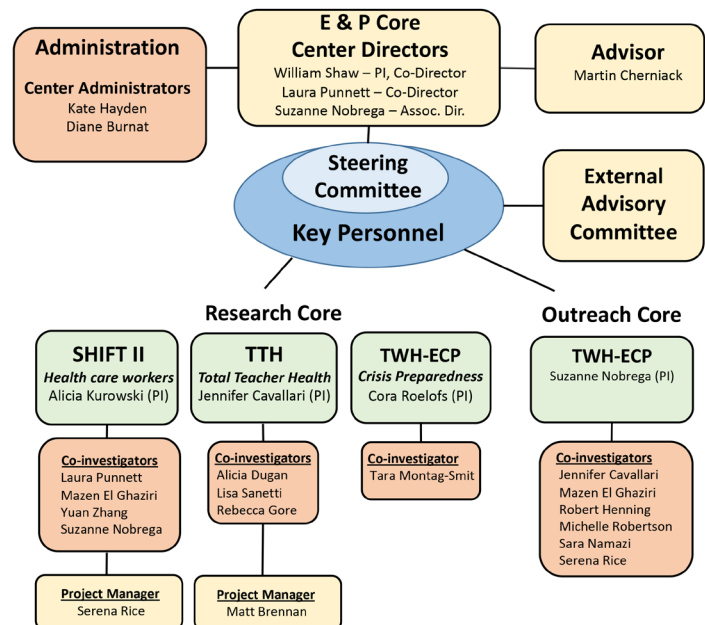
CPH-NEW is a joint, interdisciplinary initiative of the University of Connecticut and the University of Massachusetts Lowell.

Center for Promotion of Health in the New England Workplace (CPH-NEW)



CPH-NEW is a Center of Excellence for *Total Worker Health*[®], funded by the National Institute for Occupational Safety and Health (NIOSH). CPH-NEW conducts research studies to evaluate the health benefits, obstacles, and cost effectiveness of workplace programs that integrate occupational health and safety with other measures to enhance worker well-being. Our studies examine musculoskeletal, cardiovascular, and mental health outcomes; the underlying role of work organization; and the importance of worker involvement in program design and implementation. We offer evidence-based program tools and guidance to employers, unions, health professionals, and policy makers to establish a worker-centered approach to safety and well-being.

CPH-NEW is a joint interdisciplinary initiative of the University of Connecticut and the University of Massachusetts Lowell. Key academic units are **UConn's School of Medicine**, the **Division of Occupational and Environmental Medicine**, and the **Department of Public Health Sciences**, at UConn's Storrs campus the **Department of Psychological Sciences**, and **Neag School of Education**; and the **Department of Biomedical Engineering** and the **Solomont School of Nursing** at the University of Massachusetts Lowell.



External Advisory Committee

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CPH-NEW By the Numbers

2021/22

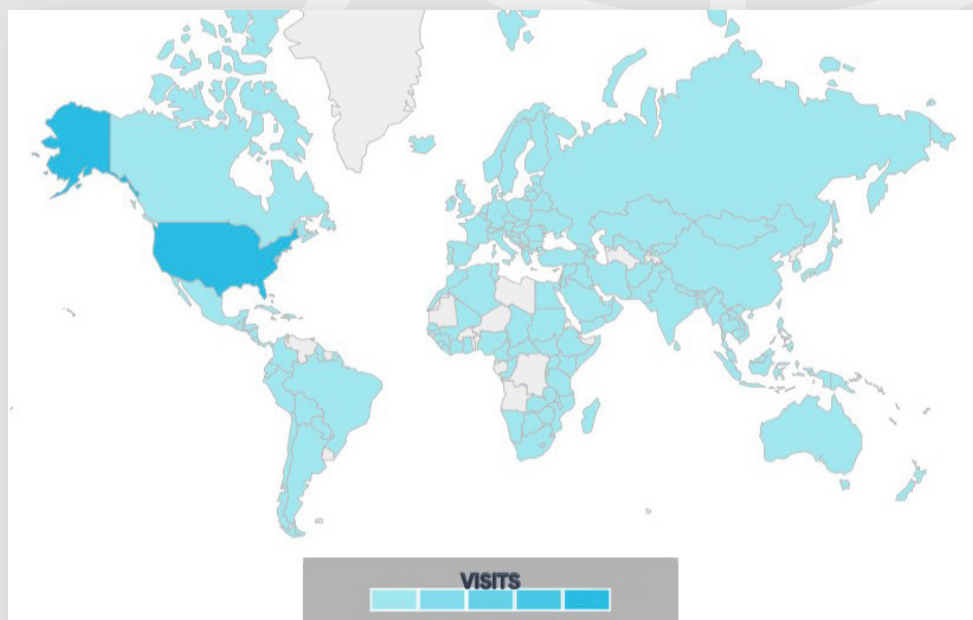
First Year Impacts



Digital Communication Metrics

28,973 Website Visitors | 51,348 Social Media Views | 172 Countries

Website Visitors by Country



Improving the Health & Well-Being of Teachers



“Ensuring a high-quality public education for students starts with healthy teachers.”

— Jennifer Cavallari, ScD, CIH

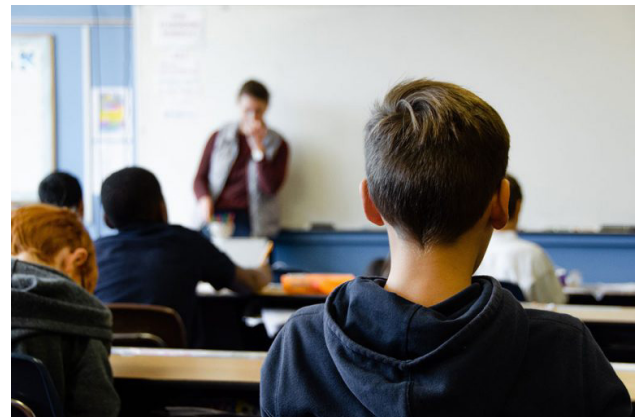
Principal Investigator:

Jennifer Cavallari, ScD, CIH, Associate Professor of Public Health Sciences, University of Connecticut, School of Medicine

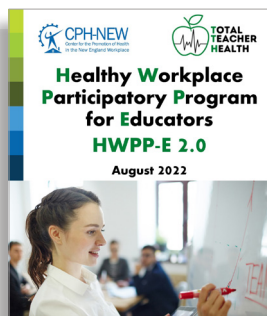
Total Teacher Health Project

U.S. teachers were at risk of stress, depression, and anxiety before COVID-19. Now things are even worse. Nationally, nearly 75% of teachers report frequent job-related stress, compared to a third of working adults, according to a recent survey by the Rand Corporation. In Connecticut, 80 to 85% of teachers surveyed by CPH-NEW reported highly stressful job conditions.

The Total Teacher Health (TTH) Project aims to improve educator health, safety, and well-being to protect a vital education workforce and to ensure a high-quality public education for students. To accomplish this, researchers are using the TWH model to develop a tailored, adaptable Healthy Workplace Participatory Program for Educators (HWPP-E). School districts will use a set of program tools to promote and protect the well-being of their teachers.



3 out of 4 teachers report high job stress.
(Rand, 2002)



First Year Stats

- 2** School districts recruited
- 7** Focus groups conducted
- 43** Teachers and administrators shared their experiences

The “HWPP-E” program manual was created and reviewed by content experts

2021 Accomplishments

Focus Groups Highlight Mental and Physical Exhaustion Among Teachers

In the first year of the five-year study, CPH-NEW researchers conducted four focus groups with elementary and secondary school teachers to better understand how their work impacted their well-being. Teachers reported pressure to do more work with less support and stress about the health of their families. Read on to hear what teachers had to say.



More Work, Less Support

Many educators described feelings of having work “added to their plate.” One educator shared: “in my district, there’s a lot of talk on self-care and how teachers should focus on it. But it just doesn’t feel genuine when it comes from the people who then add more to our plates, then causes more stress, which results in less self-care.”

An Un-balanced Life

“...there’s a sense of guilt when you are so busy trying to get school stuff done, or grade work, or whatever happens, and it always feels like work kind of takes the forefront and family takes the backside. And I think that can be hard. I think anyone who has small children at home, it becomes even harder.”

Hopeful for Solutions

Notably, teachers expressed enthusiasm for participatory approaches and opportunities for expressing their opinions and being listened to by administrators: “If we want change to occur, it needs to come from bottom up.”

Next Steps in the Study

The researchers used the input from the focus groups to customize the Total Teacher Health Survey that will be issued in Fall 2022 to assess educator stressors and well-being.

Based on the results of the survey, the research team will conduct an intervention study to adopt and test the Healthy Workplace Participatory Program for Educators (HWPP-E).

The partnership will produce a customized HWPP-E Toolkit for school administrators and teachers that fits within the context of public-school systems. Researchers will then test the adapted HWPP-E program toolkit among six elementary schools.

Publications

Sanetti, et al. (2022). [Scale-out of a Total Worker Health® approach for designing interventions to reduce teacher stress: Pilot implementation evaluation](#). *BMC Public Health*

Raising Healthcare Workers' Voices: Comparing Strategies for Employee Engagement



Principal Investigator:

Alicia Kurowski, ScD, Research Professor, Department of Biomedical Engineering, UMass Lowell

Embedding Employee Participation in Safety and Health through Integrated Facilitated Teams Project (SHIFT II)

Health care workers, which make up 11 percent of the US labor force, face a staggering range of occupational hazards. Working conditions contribute to well-documented negative health outcomes.

This project is a large, multi-phase participatory action research study that aims to improve the health, safety, and well-being of health care workers. The study evaluates and compares two new methods for implementing TWH strategies:

- 1) An organizational training program for participatory health and safety problem-solving
- 2) A union-based training program for health and safety problem-solving

Our TWH intervention program, the **Healthy Workplace Participatory Program** (HWPP), teaches workers to use root cause analysis for identifying problems and generating solutions. Both implementation strategies in this study will use the HWPP to promote worker engagement as safety and health leaders.



2021 Accomplishments

Union-Based Train-the-Trainer Program

CPH-NEW researchers developed a Train-the-Trainer program that teaches workers how to effectively facilitate meetings, collaborate with management, and lead change efforts using Healthy Workplace Participatory Program tools. Six union leaders partnered for field testing during materials development.

Listening Sessions with 57 Workers Uncover Needs to Improve Work Environment

At a Massachusetts public-sector mental health facility, researchers delivered a “train the trainer” program to build capacity of front-line healthcare workers to lead focus group meetings and enhance collaboration skills. These workers (called a Design Team or DT) then implemented five hospital-wide listening sessions to better understand the

impact of the COVID-19 pandemic on their colleagues. This specialized training creates a **sustainable model** to be used continuously for long-term health and safety advocacy in the facility. The hospital executive leadership team also implemented three listening sessions with staff and received positive feedback. **Communication was the most common topic across all sessions.** The listening sessions enabled the front-line workers and executive leaders to collaborate and prioritize interventions to improve working conditions. Working together created shared commitment to making the workplace more health promoting.

Five themes revealed in listening sessions:

"This is the first time I felt heard, like someone was listening to us" – Healthcare worker

"I think that the leadership team has an incredible tool [HWPP] to help us really focus and stay accountable and make sure that we're hearing what we need to hear."
– Hospital Administrator

Communication
Respect
Teamwork
Trust
Accountability

Five solutions generated from listening session feedback:

- Mentor program
- Updated code of conduct
- A "day in the life" activity to build teamwork
- Enhanced supervisor training
- A "know my name" campaign to promote relationship building

Next Steps in the Study

In the coming year, the hospital will expand the number of front-line workers to be trained as TWH leaders. The hospital will prepare to embed the HWPP into their organization, using the listening session model to engage their workforce in problem identification, root cause analysis and problem-solving brainstorming. In early 2023, a follow up survey study will assess the long-term impact of COVID-19 on the health and well-being of workers. Additionally, the TWH Train-the-Trainer program will be delivered bi-monthly to build TWH leadership capacity in union and worker organizations. We will provide technical assistance to trainees and evaluate how they are using new skills to create change for workers.

Publications

- Chin, W, et al. (2021). **Use of a mobile app for the process evaluation of an intervention in health care: Development and usability study.** *JMIR Formative Research*
- Punnett, L. (2022). **Response to NIOSH request for information on interventions to prevent work-related stress and support health worker mental health.** *New Solutions: A Journal of Environmental and Occupational Health Policy*
- Suh, C, Punnett, L. (2021). **Surface-acting emotional labor predicts depressive symptoms among health care workers over a 2-year prospective study.** *Int Archives Occupational and Environmental Health*
- Zhang, Y, et al. (2021). **Emotional labor and depressive symptoms among healthcare workers: The role of sleep.** *Workplace Health & Safety*

Protecting Worker Health by Preparing Employers for Crises



Principal Investigator:

Cora Roelofs, ScD, Research Professor, Department of Biomedical Engineering, UMass Lowell

TWH Employer Crisis Preparedness Project

This two-year study responds to the revealed need in the COVID pandemic for business planning and human resources management to integrate TWH approaches into crisis management planning efforts.

Our goal is to develop and assess trainings that can help employers protect worker health, safety, and well-being in the face of emergencies and disasters impacting the workplace.

Emergency preparedness is expanded to include human resources policies related to leave, mitigation of risk through toxics use-reduction and personal preparedness training through wellness education.

2021 Accomplishments

Foundational Research for Developing Valuable Training

Our previous pilot study surveyed human resources professionals, from small- and medium-sized employers, to assess their preparedness to protect employees and promote their well-being in the face of diverse crises such as weather events and violence. We found a need for more comprehensive training around preparedness that focused more on the human side of disasters impacting the workplace.

As we began our research on training interventions, we undertook needs assessment research including key informant interviews, a survey of potential training participants, and a focused discussion with members of the CPH-NEW External Advisory Committee. Over 80 people participated in total. Interviewees represented diverse positions including union staff, C-suite, insurance, armed forces, and small businesses.

We surfaced opportunities and challenges for the project, and gained insight into training topics, objectives, and modalities that should facilitate the development of relevant and valuable training.

First Year Stats

- 20 Stakeholders interviewed for the needs assessment, including:**
 - Human Resources Professionals
 - Unions
 - Business Owners
 - Academics
 - Insurance Companies
- 40 People completed the training needs assessment survey**
- 17 Human resources senior managers provided input**

Compassionate Leadership Needed

Potential trainees expressed that the “soft skills” of compassionate leadership, communication, reducing silos, building trust, and responsive benefits were high need areas for training. The “technical” aspects of disaster preparations, such as how to set up an emergency alert system, were emphasized less.



The car of a small business owner interviewed for this project. The owner and her employees survived a direct tornado hit in the basement of their workplace.

Challenge of “Crisis Fatigue”

Potential trainees shared their preferences for hybrid and workshop type training. Two important barriers were identified. The first is the overall “crisis fatigue” caused by the pandemic, complemented by a general resistance to preparedness planning. The second challenge related to a perception of limited latitude among potential trainees to initiate preparedness as a management priority.

Making the Case for Preparation

As a result, we will include training activities that support the building of a portfolio and “making the case” for preparation. Overall, this rich formative research was rewarding in itself and will enhance the likelihood of relevant and impactful training to enhance worker wellbeing through disasters.

Next Steps in the Study

We will refine the survey and then develop and evaluate a training program tailored to the needs of human resources professionals.

Together with our key partners, including the Northeast Human Resources Association, we will enroll human resources and other management professionals in one of two interventions:

- 1) an on-line self-directed course
- 2) a one-year coached community of practice cohort

Progress in achieving preparedness in both groups will be evaluated and compared.



Publications

Roelofs C. (2022). **Total Worker Health® employer preparedness: A proposed model and survey of human resource managers’ perceptions.** *Disaster Medicine and Public Health Preparedness*

Improving the Health of Correctional Officers



Principal Investigator:

Martin Cherniack, MD, MPH, Professor of Medicine Emeritus, University of Connecticut, School of Medicine

Health Improvement Through Employee Control (HITEC) for Correctional Personnel Project

Major threats to the health of Correctional Officers (COs) include a high prevalence of overweight or **obesity, hypertension and major depression**. In Connecticut, as elsewhere, the life expectancy of COs is 12 years shorter than people in other occupations.

Health Improvement Through Employee Control (HITEC) was a CPH-NEW three-phase, multi-year study (2011-2021) with Connecticut Department of Corrections (DOC) to evaluate effective *Total Worker Health* approaches for corrections officers. CPH-NEW researchers found that correctional employees start their employment physically and mentally fit, but after a short tenure on the job, their health declines to levels comparable to senior staff with elevated levels of **musculoskeletal problems, depression, work-family conflict and obesity**. Using this information, the researchers **studied participatory teams** of correctional supervisors and officers who were charged with designing, implementing and evaluating interventions **to improve staff health and well-being**.



CO design teams, trained on CPH-NEW's **Healthy Workplace Participatory Program (HWPP)**, created successful and sustaining interventions in work environment, work policies, and health promotion programs (see Highlights). The positive impact on **perceived organizational health supports** enabled officers and administrative leaders to work together in new ways to improve work life quality and wellbeing related to mental health, stress, nutrition, sleep and fitness.

HITEC Impact Highlights

- COs experienced **reduced diastolic hypertension and workplace burnout** at one year after a peer-to-peer mentoring program.
- Correctional supervisors, aided by researchers, developed, and deployed an app to track and improve sleep quality and quantity that suffers from shift work schedules.
- The CO supervisor union successfully bargained for permanent annual mental health and wellness awareness and skills training.
- Participatory health promotion programs that were customized to CO needs were evaluated as more successful than standard programs for **weight loss**.
- COs advocated for facility environmental upgrades, such as new HVAC systems to improve indoor air quality and a dedicated decompression room for critical incident recovery and report-writing.
- CPH-NEW maintains six **Corrections Officer Health and Wellbeing Resources** web pages.

Sustaining HITEC Research Advances in a Corrections Agency



The HWPP program has now transitioned successfully from a research study to a sustainable workplace program, self-funded by the CT DOC. With 1 million dollars allocated from the CT State budget, CPH-NEW personnel are training the agency to self-support the internal management of the program.

One legacy program is a peer health mentor program. CPH-NEW worked with DOC to create a free Total Worker Health **Mentor Toolkit for Corrections Personnel** for Corrections Personnel to enable other corrections agencies to implement peer mentoring that helps COs manage job stressors and maintain wellbeing. The materials were based on a popular and **successful HITEC intervention to reduce burnout**.

Building on a Legacy of Success

The HITEC project led to multiple new initiatives to expand research and education that supports CO health and wellness.

- Sustainment of a 40-member, interdisciplinary **National Corrections Council** to advance research and workplace programs to promote corrections worker wellbeing.
- A new partnership with Middlesex Sherriff's Office to bid on Law Enforcement Mental Health and Wellness Act (LEMHWA) program to deliver improved mental health services
- \$ 160,830.00 in new funds received to develop effective stress and trauma education for COs
- \$ 1,055,130.00 in State of CT appropriation to support HITEC IV, a legacy program to scale up and institutionalize the participatory HWPP and mentoring programs in the CT Department of Correction, developed and implemented during earlier HITEC funding periods.

“We have timely experience on the job the mentees don’t. . . Our experience is the greatest asset to the mentee.”

– Corrections Officer Mentor

Publications

Dugan, AG, et al. (2022). **Participatory assessment and selection of workforce health intervention priorities for correctional supervisors.** *Journal of Occupational and Environmental Medicine*

Dugan, AG, et al. (2021). **Participatory survey design of a workforce health needs assessment for correctional supervisors.** *American Journal of Industrial Medicine*

Kotejoshyer, R, et al. (2021). **Impact of a Total Worker Health® mentoring program in a correctional workforce.** *International Journal of Environmental Research & Public Health*

Namazi, S, et al. (2021). **Development and implementation of a Total Worker Health® mentoring program in correctional workforce.** *International Journal of Environmental Research and Public Health*

Namazi, S, et al. (2021). **Traumatic incidents at work, work-to-family conflict, and depressive symptoms among correctional supervisors: The moderating role of social support.** *Occupational Health Science*

Leveraging our Center's Success - Expanding Total Worker Health Impacts

Research Affiliates Program

Researchers around the globe collaborate with CPH-NEW to generate new knowledge for the *Total Worker Health* program. **CPH-NEW's Research Affiliates** program engages 30 experts who contribute to the mission of CPH-NEW, regardless of their home institution.

Related Research Projects

Additionally, our research track record has made it possible for CPH-NEW investigators to attract funding from private and public funding agencies that extends our scientific impact. A total of \$370,000 was received by CPH-NEW during the year to support novel studies that contribute to the mission of the NIOSH TWH program. Examples of current and past affiliated research are highlighted below.

Project Title	Principal Investigator(s)
Worker Education about Opioids	Cora Roelofs, ScD
HearWell Pilot Program	Jennifer Cavallari, ScD, CIH
WorkTime: Changes in the way we work - the non-standard workday and worker and family health	Jennifer Cavallari, ScD, CIH & Alicia Dugan, PhD
Responding to Staff Trauma and Organizational Stress in Prisons and Jail Settings	Mazen El Ghaziri PhD & Lisa Jaegers, PhD
Factors influencing early educational and occupational trajectories in Adult Congenital Heart Disease	William S. Shaw, PhD & Alicia Dugan, PhD
Surviving at Work – Reducing Barriers to Cancer Survivors Returning to Work	Alicia Dugan, PhD

More information about these affiliated projects and others is on our [Related Research Page](#).

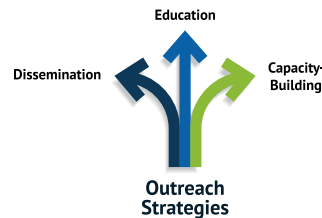
Accelerating Research to Practice through Outreach and Education



Principal Investigator:
Suzanne Nobrega, MS

CPH-NEW's *Total Worker Health Research to Practice (R2P) Hub* serves as a learning and development center for practitioners, employers and

public health and labor leaders, catalyzing positive change for a healthier workforce. We translate the knowledge gained from research into practical education and tools for professionals in real-world settings using strategies of dissemination, education, and capacity-building.



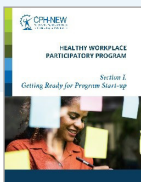
First Year Stats

Our reach spans the globe, with visits from every continent.

Website and Online Reach

28,166	New CPH-NEW website visits
172	Countries visiting web pages
3,107	Email subscribers
556	Social media followers
22	YouTube videos (6 new last year)
700	Professionals reached at 8 conferences
469	Continuing education (CE) course graduates
60	TWH facilitation skills training graduates
459	Webinar attendees
92%	Participants said facilitation skills improved
64%	Participants reported TWH knowledge gains
66%	Participants said they implemented what they learned

Resources for Employers



Healthy Workplace Participatory Program online toolkit

An online toolkit to support employer implementation of participatory, TWH approaches in the workplace.

Stress@Work

An informational website for employers and professionals to help reduce job stress.

CPH-NEWs and Views: Emerging Topic Briefs **4 NEW Articles!**

A quarterly blog featuring 73 practice and policy topics related to healthy workplaces.



Resources for Researchers

Research publications page **17 NEW Articles!**

Peer reviewed articles by CPH-NEW researchers.

Total Worker Health® Trends Expert Webinars Series **4 NEW Webinars!**

State of the science presentations on TWH research and practice.

Resources for Professionals

Our training and education portfolio offers education for TWH beginners to advanced professionals to develop competencies in TWH practice.

Online, OnDemand Continuing Education

- **Ergonomics in Healthcare** – Aims to prevent musculoskeletal injuries by using safer policies, programs, practices for patient handling.
- **Job Stress for Today's Nurse** - Aims to prevent stress-related illness by using a comprehensive, TWH approach to addressing occupational stressors.
- **Total Worker Health® for Occupational Safety and Health Professionals** **NEW!**
Aims to develop foundational TWH knowledge and facilitate practical workplace application of TWH principles.

What professionals are saying about the new *Total Worker Health* course:

“Really one of the best on-line learning experiences I have had. I found the material inspiring and the presentation extremely well-done.” – Industrial Hygienist

“Overall, the course was excellent. Professionals interested in learning about the TWH approach and ways to implement a program have the tools they need from this course.”

– Laura Weems, Industrial Hygienist, Safety Professional

Total Worker Health Facilitation Skills Training course



Trainer Serena Rice delivers **hands-on learning** to strengthen the skills of professionals to engage workers in making the workplace healthier.

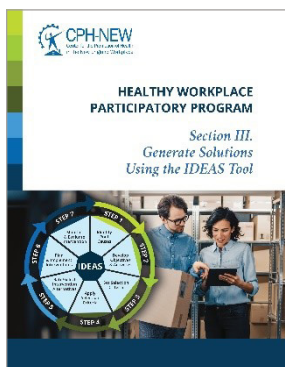
Participants practice group facilitation techniques to maximize worker involvement in health and safety by following the **HWPP Intervention Design and Analysis Scorecard (IDEAS)** process. When they leave the course, they are prepared and ready to use what they learned in the workplace.

“I have used this skill to facilitate focus groups to assess the root causes of stress when our retail-based operation is significantly busy. I have also used these skills to assess the main safety concerns that employees have and use this input to develop an action plan.” – Course graduate

Total Worker Health Learning Labs: A quarterly peer learning community

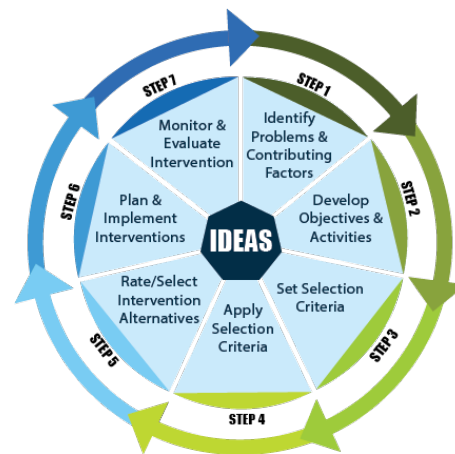
Graduates of the Facilitation Skills Training are invited quarterly to virtual “Learning Labs” for ongoing peer learning and support. These programs **build capacity** among professionals to promote worker engagement in their organizations, a fundamental element of a TWH approach.

The Healthy Workplace Participatory Program (HWPP): An employer toolkit to make *Total Worker Health* a reality in the workplace



The HWPP is one of the only comprehensive, “practice-ready” program toolkits available. It supplies employer with a 209-page implementation guide with step-by-step instructions for implementing a sustainable, TWH program. The program has been used successfully in employment sectors including healthcare, corrections, education, food retail, human services, transportation, and manufacturing.

In 2021 we created a CPH-NEW YouTube Channel to make it even easier to locate and learn from HWPP video playlists. Our playlists include 8 facilitation skills training videos, 8 tutorial videos about the “IDEAS” TWH intervention design process, and archived recordings of the TWH Trends Expert Webinars.



“IDEAS” is the 7-step design process at the heart of the HWPP to identify root causes & create TWH solutions.

Success Story: Safety consultants use the HWPP to address healthcare worker assaults

After attending CPH-NEW’s TWH Facilitation Skills training course, SAIF Corporation Safety Consultants Liz Hill, CIH, CSP, implemented the HWPP with a mental healthcare treatment organization to develop solutions for patient-on-worker staff assaults. Using CPH-NEW’s “IDEAS” design process, the caregiving staff designed and gained approval for a multi-component intervention that upgrades staff safety training, delivers compassion fatigue self-management, and improves staffing ratios and compensation to help staff feel and be safe and supported.

“I like how the tool structured a complex problem. The IDEAS process does a nice job in organizing that complexity in a way that we could deal with it. One step at a time, one thought at a time, one objective at a time, and explore each of those things instead just tossing out a ton of ideas without a lot of clear organization.” –Training and Safety Director

Publications

Nobrega, S, et al. (2021). **Feasibility of virtual focus groups in program impact evaluation.** *International Journal of Qualitative Methods*

Nobrega, S, et al. (2021). **A mixed-method approach to tailor the implementation of a participatory Total Worker Health® program.** *International Journal of Workplace Health Management*

Robertson, et al. (2021). **Assessment of organizational readiness for participatory occupational safety, health, and well-being programs.** *Work*

Training *Total Worker Health* Scientists and Practitioners of the Future

Graduate students play a vital role in the CPH-NEW *Total Worker Health* (TWH) Center for Excellence. Last year, 38 students contributed to our research and outreach programs, developing valuable skills to become future TWH scientists and practitioners who will carry forward the TWH philosophy in their careers in the Occupational Safety and Health field.

Research Assistants develop TWH knowledge and participate in intervention research that allows them to experience practical implementation of TWH approaches in the workplace.



Graduate Student Spotlight

Cesar Morocho, MS, MPH

PhD Candidate, Department of Biomedical Engineering & Biotechnology at UMass Lowell

Mentor: Laura Punnett, ScD, Co-director of CPH-NEW and Professor of Biomedical Engineering, University of Massachusetts Lowell

"I am grateful for the opportunity to work with an amazing interdisciplinary team of researchers at CPH-NEW. The Center provided me with a strong foundational knowledge of the participatory Total Worker Health approach and allowed me to gain experience in its implementation among multiple public medical facilities. I was fortunate to participate in disseminating this work through regional and national conferences, as well as peer-reviewed publications. I also contributed to the outreach efforts of the Center to develop tools and resources that help employers adopt this programmatic approach. My work in the Center motivated me to pursue Total Worker Health implementation research as the focus of my dissertation and has set a path for my future research career." -Cesar Morocho



New Professionals Spotlight

Katrina Burch, PhD

Assistant Professor, Department of Psychological Sciences at Western Kentucky University

Mentor: Janet Barnes-Farrell, PhD, Professor and Associate Head for Research & Resources, Dept. of Psychological Sciences Director, Industrial Psychology Applications Center, University of Connecticut

"One of the single greatest influences in my career can be attributed to receiving two CPH-NEW Pilot Grants. I was able to conduct my research on a TWH topic, which exposed me to the complex and structured process of effectively developing specific aims and a research narrative. Four years into my tenure-track position at Western Kentucky University, I have received more than \$1.2 million in funding from NIH and NIOSH to conduct research and training using TWH as a guiding framework for occupational health. I firmly attribute my success in grant funding to my exposure with the CPH-NEW Pilot Grant program as a graduate student." -Katrina Burch

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