

Healthy Workplace Participatory Program for Unions and Worker Organizations



A program for building worker power

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Healthy Workplace Participatory Program for Unions and Worker Organizations (HWPP-U)

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How to Use Each Section of the HWPP-U Manual

This manual is designed for union workers and their advocates. It provides step-by-step procedures to lead a worker-centered design process to improve health, safety, and well-being (HS&W) in the work environment. The manual contains three sections. Use the manual to maximize the program benefits for your organization. The process is designed to encourage communication, mutual learning, and a shared commitment to worker safety, health, and well-being.

Section I

Getting Ready for HWPP-U Start-up

- Build skills in understanding worker health, safety, and well-being, effective meeting design and facilitation, building collaborative labor management relationships, and organizing workers to build collective power.
- **Content:** About the HWPP-U, *Total Worker Health*, Building Collaboration, Meeting Design and Facilitating.

Section II

HWPP-U Meeting Activities

- Section II contains all the tools you need to facilitate implementation of the HWPP-U. You will identify concerns, solution activities, set goals for measuring success, and analyze and prioritize solution activities for collective action.
- The HWPP-U can be implemented in four meetings. Each meeting is 60 to 90 minutes. You can adjust according to the time and needs of your organization.
- The HWPP-U can be implemented in union health and safety committees, labor management health and safety committees, or to prioritize issues for collective bargaining or legislative advocacy.
- **Content:** Meeting Agendas for four meetings, facilitator preparation.

Section III

Appendix

- Section III contains resources for successfully implementing the HWPP-U.
- **Content:** CPH-NEW Case studies, blank worksheets, key definitions to understand acronyms and important activity definitions, and a resource library.

Section I: Getting Ready for Program Start-up

This section provides an overview of the HWPP-U and its goals, an introduction to TWH approaches, why this participatory program is unique and how to prepare to implement the program.



Overview of HWPP-U

The HWPP-U is a comprehensive program that utilizes a structured design process to build worker power for collective action on issues related to safety, health, and well-being. The HWPP-U engages workers and their advocates in identifying job hazards, understanding the root causes of those hazards and prioritizing solutions for collective action in labor management meetings, collective bargaining negotiations or community organizing.

Goals of HWPP-U

BUILD...

- Worker power so decisions about worker health in the workplace are made with and by the workers.
- Areas of collaboration between workers, their advocates, and their employers.

TEACH WORKERS AND THEIR ADVOCATES...

- To identify job hazards and understand the root causes of the hazard.
- To identify, analyze and prioritize solutions that build power in addressing worker health, safety, and well-being.

HWPP-U Team Formation

- ❖ Identify **8-10 union members** with diverse backgrounds and experiences who are interested in HS&W to participate on HWPP-U team.
- ❖ Identify **2 co-facilitators** to guide the team through the HWPP-U activities.

The Total Worker Health Approach

The *Total Worker Health* (TWH) approach promotes health on and off the job that takes a comprehensive, holistic approach.



It acknowledges ways that working conditions and work organization (who does the work, how and when) can contribute to health problems previously considered separate from the workplace. It considers the role of factors outside of the workplace that can influence safety on the job.

Total Worker Health first seeks to improve working conditions to prevent hazards, and then also looks for ways to support worker health promotion.

This figure depicts how work is not only impacted by the workplace's physical environment but also by the relationship between workers in the organization as well as each individuals' personal behaviors and the community around the organization. Below are some examples of working conditions that impact worker health and an integrated, *Total Worker Health* program approach to address each condition.



Health Condition: Lung disease

TWH approach: Respiratory protection *plus* tobacco cessation



Health Condition: Musculoskeletal disorders

TWH approach: Ergonomic consultations *plus* arthritis management and exercise

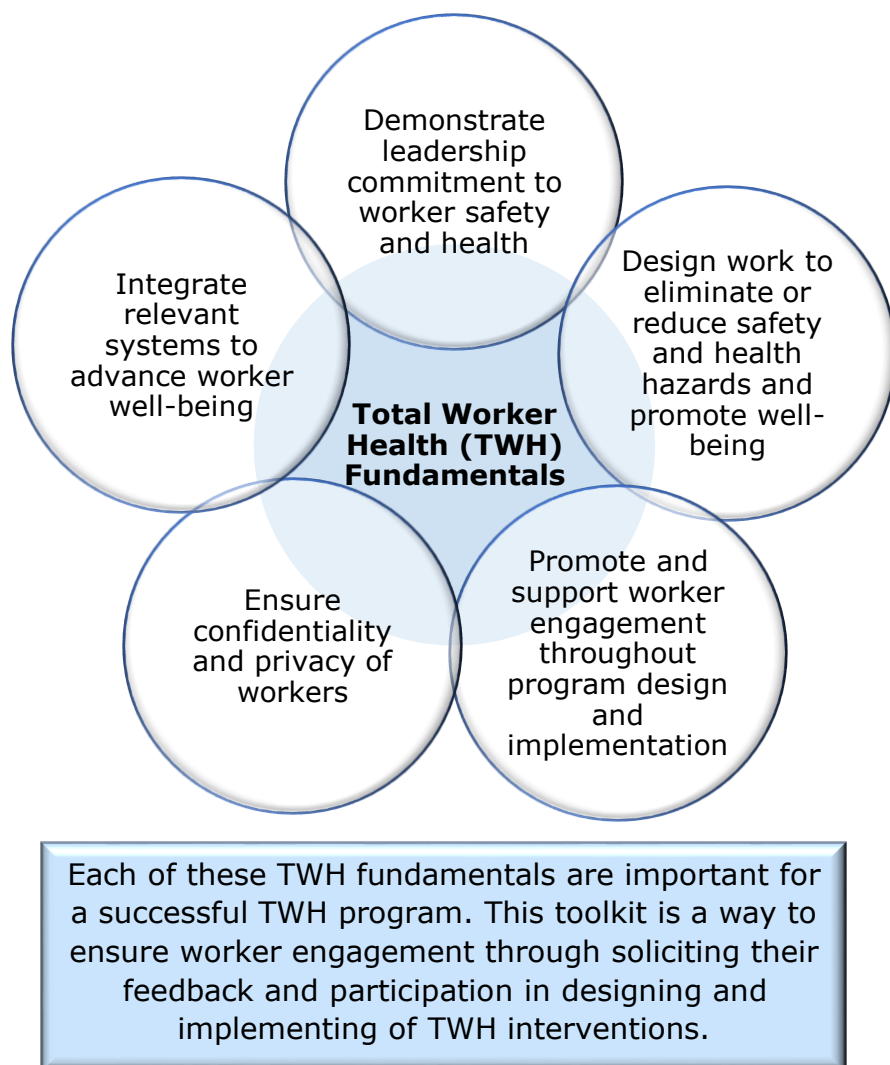


Health condition: Anxiety and/or depression

TWH approach: Job stress mitigation *plus* stress management

Participatory Programs

The HWPP-U is a participatory program, led by workers, to build worker power and self-confidence for improving worker health, safety, and well-being. Participatory approaches have shown that as workers engage in decision-making opportunities, their confidence levels rise which leads to changes in behaviors and working conditions, supportive interactions with co-workers and building program sustainability. Engaging workers in problem solving helps to more fully understand the root causes of health, safety, and well-being concerns affecting workers, while also contextualizing solutions that will create meaningful change in these areas.

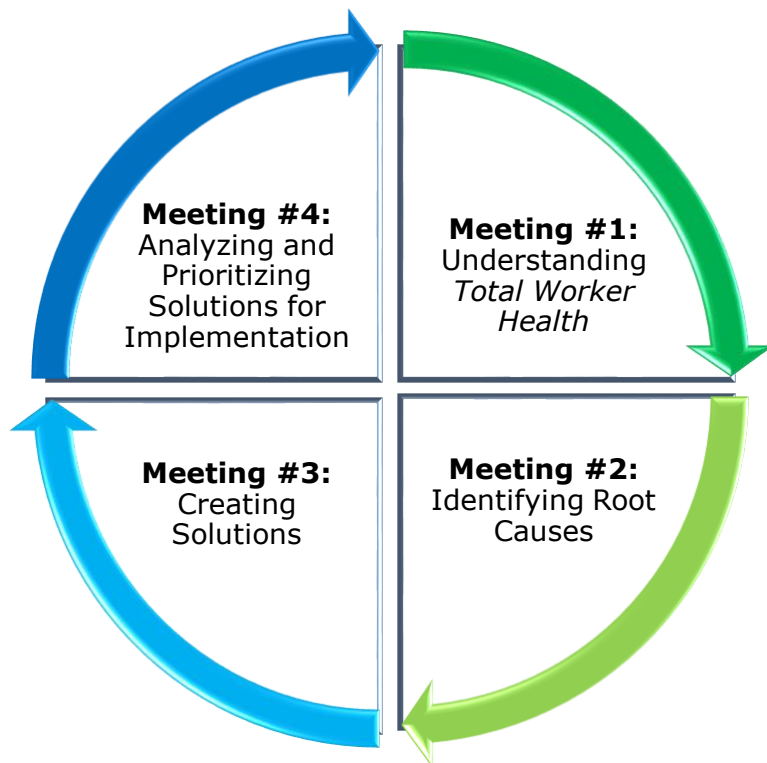


HWPP-U Design Process

The HWPP-U is an adaptation of the [HWPP IDEAS toolkit](#) and uses a four-meeting design process to build worker power in identifying workplace hazards, understanding the root causes, creating solution activities, setting goals for measuring success and analyzing and prioritizing the solution activities for implementation.

The objectives for the four meetings are illustrated in Figure 1 on the next page.

Figure 1.
Objectives of the four HWPP-U design meetings.



Successful implementation of the
HWPP-U requires commitment to:



Building Worker Power

Workers build power when they articulate and advocate for what they need. This is done through creating a call to action and organizing people together to achieve a common goal. Building worker power to address health, safety and well-being requires dedication, the proper tools, and a good plan.

Agitate: Ask members questions to identify workplace hazards

Educate: Communicate known hazards and worker health & well-being wins!

Inoculate: Identify potential opposition to addressing worker well-being

Organize: Create a worker well-being organizing plan.

Unity: Take collective action for worker well-being by using the HWPP-U

Building Collaboration

Collaboration is simply the act of working with others towards a common goal. Labor management collaboration is the act of workers and managers co-designing solutions. Building collaboration requires fairness in processes

and outcomes, inclusion, focus on an outcome driven process, and finally, preparation and commitment to addressing the needs of all partners.

The first step in this process is to understand the nature of your current labor management relationship. There are three types of labor management relationships: Adversarial, Traditional and Collaborative (National Education Association, 2022).

Adversarial Relationship	Defined by a lack of trust, poor communication, and a win/lose attitude
Traditional Relationship	Defined by a moderate level of trust and credibility, the sharing of some information, and some joint efforts but still mostly relying on reaction instead of being proactive.
Collaborative Relationship	Defined by a high level of trust and credibility, free open sharing of information and a commitment and understanding by all stakeholders about the need for and desire to be collaborative.

To build a collaborative relationship, all stakeholders must make a commitment to building trust. This requires assumption of good intentions, reliability, competence, honest and transparent communication.

While there will always be times when workers and their employers disagree on issues, working towards a collaborative relationship has been shown to have big impacts on workers and their employers. Some examples are provided below:

Federal Aviation Association (FAA) and the National Air Traffic Controllers Association (NATCA) Union Collaboration led to:

- 98% decrease in grievances
- Improved ratification process
- Improved employee satisfaction by nearly 20%¹

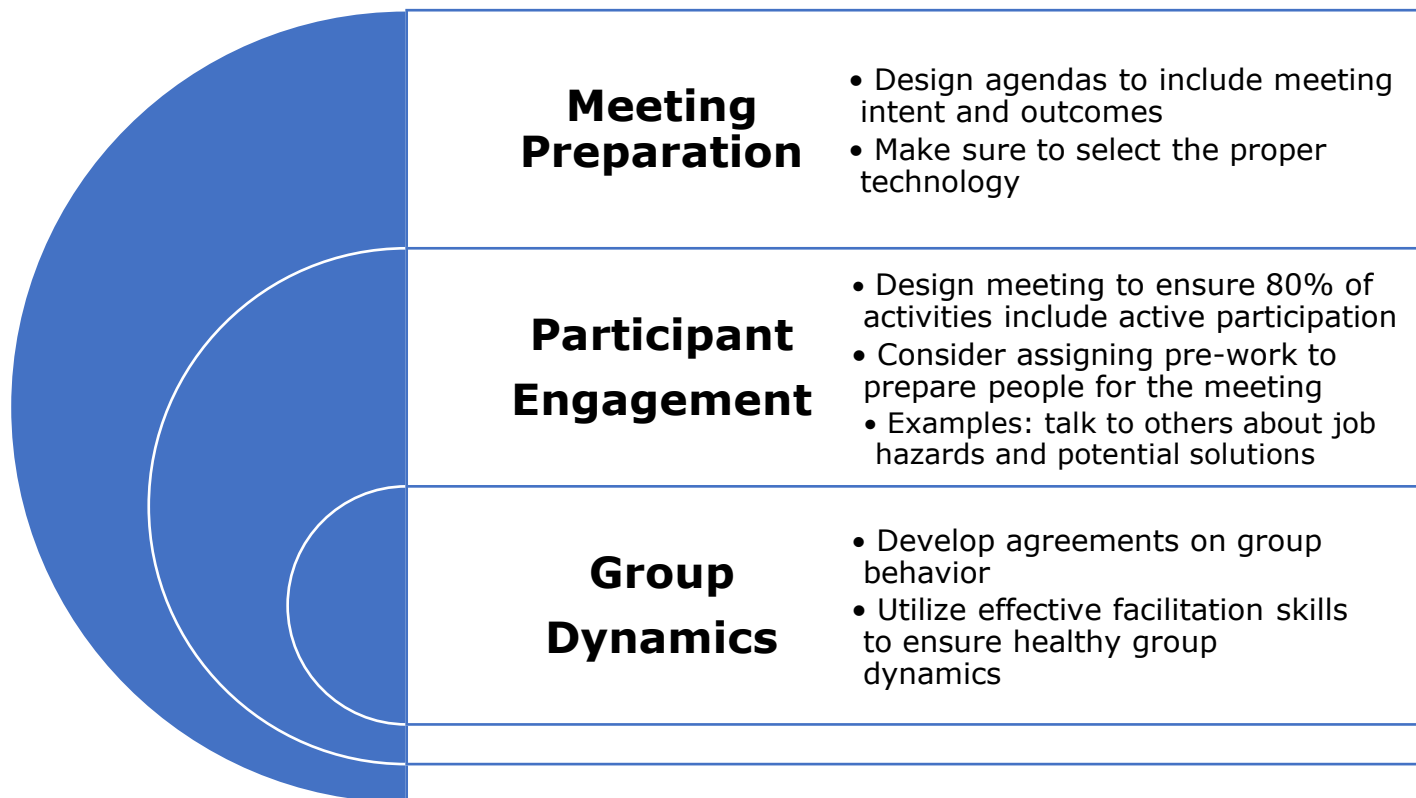
Ice Cream Company and United Auto Workers (UAW) collaboration led to:

- 60% decrease in lost time due to injury
- 77% decrease in serious injuries
- 30% reduction in absenteeism
- 90% decrease in grievances
- 67% reduction in turnover²

Meeting Design and Facilitation Practices

Effective Meeting Design

To be successful in implementing HWPP-U, groups must first ensure that their meetings are designed to accomplish the intended outcomes. This is done through effective meeting design, participant engagement and understanding and maintaining healthy group dynamics. The meeting materials in the HWPP-U are designed with these goals in mind.



Effective Facilitation Skills

Meeting facilitation is a skill that must be developed and practiced, to navigate a group through effective intervention design, understanding and addressing anticipated stress points. Below you will find some tips and resources for effectively facilitating a group through the HWPP-U. To hone your skills, consider attending the [Building Total Worker Health \(TWH\) Leaders in Unions and Worker Organizations Training](#).



The major goal of an effective facilitator is to build trust between themselves and others. The graphic below describes ways a facilitator builds that trust and helps to ensure healthy group dynamics.

Example of personal bias:

Saying "Great job" to one person's ideas/contributions, and then having no response to other members' ideas/contributions



Facilitation Tips:

Commit to ensuring that all voices are heard.

- Notice when certain members are quiet. If some dominate and others are quiet, it might help to go around the room and give all a turn. This is called a **Round Robin technique**.

The team is only as good as the wisdom shared by individual members.

- Ideas need to be shared and discussed to be useful. Collective wisdom can only come if we listen to each other, offer our own thoughts, and are willing to learn from each other.

Try to give a minute or two for quiet reflection before beginning a brainstorm.

- People collect and process information differently. Members who like to reflect and write their thoughts can use the handouts for this purpose to assemble their ideas before sharing them. This allows those who reflect before contributing, to gather their thoughts before they listen to what others have to say.

Encourage members to ask clarifying questions when they are confused or don't agree with an idea expressed by another member.

- Clarifying questions help the group members learn from each other, which is important for understanding each other (e.g., Can you help me understand what respect means to you?)

Asking for clarification and more information is a positive, respectful way to responding to ideas that are confusing or strange.

- Members can feel discouraged if their ideas are challenged with questions (e.g., How can you say that?). It also can help a member more fully develop their thoughts or ideas.

Be prepared to help the group keep the discussion moving forward when they begin to get bogged down in complexity or indecision.

- You may need to suggest resolving a question or idea outside of the meeting or setting it aside for future discussion.

Using the Round Robin technique can:

Break the ice
Help with team building
Take a group temperature check
Balance voices in the room

Visit our YouTube Channel for
facilitation skills instruction videos.

Section II: HWPP-U Program Activities



Section Content:

This section provides an overview of the four meetings of the HWPP-U design process. For each meeting, the HWPP-U supplies preparation tips for facilitators, key definitions, sample agendas, and activity worksheets with examples.

Meeting #1 Establishing Group Agreements and Understanding Health, Safety and Well-being Priorities

Facilitator Preparation:

- Ensure you have the following materials: Flip chart and markers for an in-person meeting or a digital whiteboard (platforms vary) for a virtual meeting.
- (optional) Watch the [How to Facilitate a Participation Agreement](#) (2:56) and [How to Facilitate a Communication Agreement](#) (2:56) instructional videos.

Meeting #1 Agenda (90 minutes)

Meeting Intent: To create a shared understanding of how specific aspects of the working environment can affect health, safety, and well-being (HS&W)

Expected Outcomes:

- Develop group agreements on communication, participation, and behavior.
- Increased understanding about HS&W concerns of this group
- A shared vision of an ideal workplace that supports HS&W

When	What	Discussion Questions
10 min	Arrival/Check-in	Round Robin Review meeting plan
20 min	Establish Group Agreements	What expectations do I have for myself? What expectations do I have for others?
20 min	Health, Safety and Well-being Exercise	What promotes HS&W at our workplaces? What might make HS&W a challenge at our workplaces?
20 min	The Ideal Workplace	What would the ideal workplace be like regarding HS&W? How is that different than now?
15 min	Prioritize health, safety, and well-being concern	List items from the previous two activities that were defined as problems. Brainstorm any additional HS&W concerns the group is interested in addressing. Prioritization Exercise: Each member gets 3 votes. Votes can be cast however the member wishes. After the group votes once, eliminate the bottom of the field. If more votes are needed, repeat the process. If a clear topic emerges, that will be the HS&W topic chosen. If not, discuss with the team the importance of choosing an issue that can be tackled successfully for the first time. Remind them you will be addressing the others as well.
5 min	Check-out	Next Steps Homework: <ul style="list-style-type: none">• Talk to other members about what they think may be contributing to the HS&W concern.• Think about strategies for improving the HS&W concern Round Robin

Meeting #2 Identify Root Causes of a Health, Safety, and Well-being Concern

Facilitator Preparation:

- Watch the [IDEAS Step 1 Training Video](#). (You may share this video with participants also)
- Print or email blank worksheets and example worksheets to participants.
- Explain the rationale for conducting a Root Cause Analysis (RCA).
- Ensure you have proper materials such as a flip chart and markers for in-person meetings or set up virtual platform if meeting virtually.

Key Definitions:

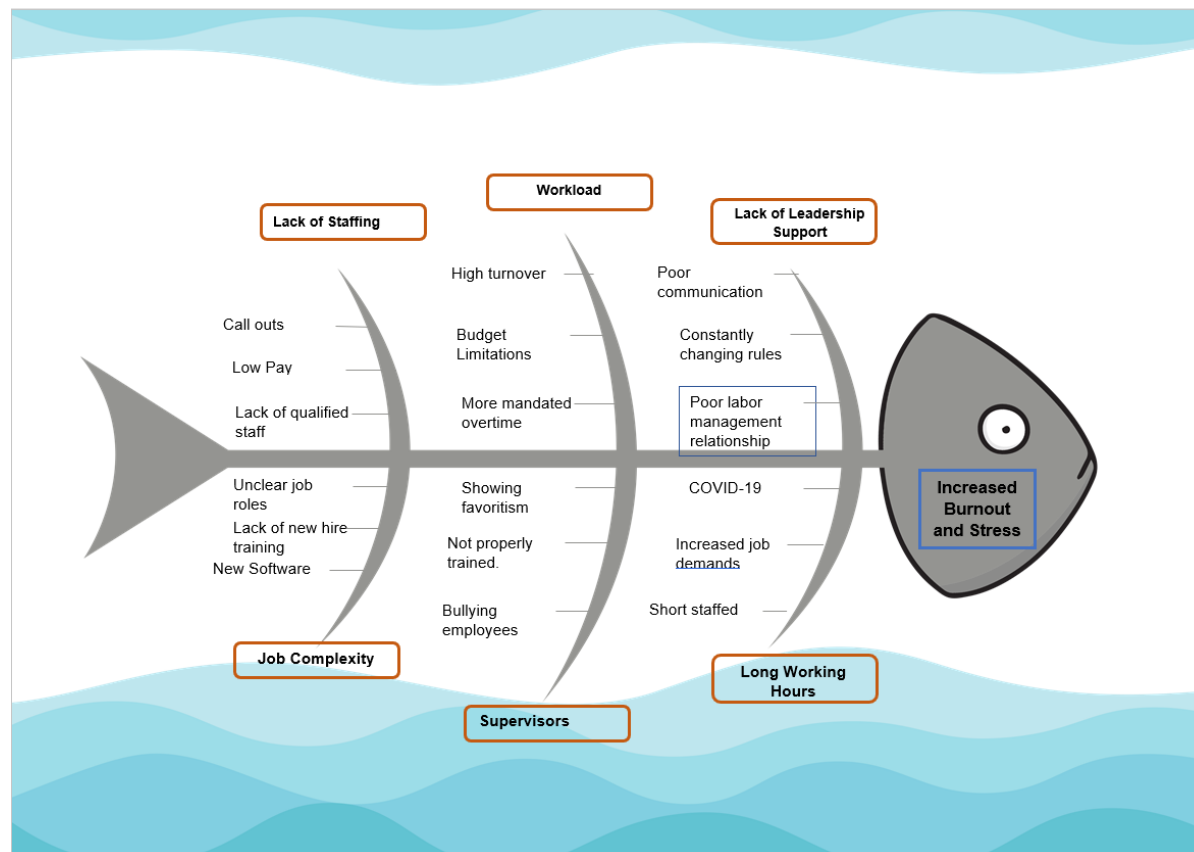
Health, Safety and Well-being (HS&W) Concern	Anything that places employees' physical and/or mental well-being at risk.
Root Cause Analysis	<p>A problem-solving process to identify all the underlying causes of a HS&W concern. There may be several sub-issues, each with their own contributing factors.</p> <p>The "fishbone diagram" activity used within Step 1 is an example of one technique for Root Cause Analysis.</p>
Sub-issue	<p>A smaller part or aspect of the main HS&W concern.</p> <p>For example, lack of staffing may be one sub-issue that explains workers' increased burnout and stress.</p>
Contributing Factors	<p>Anything on the job or off the job that can lead to the sub-issue.</p> <p>For example, low pay may be a contributing factor to lack of staffing.</p>

Encourage TWH thinking by considering sub-issues and contributing factors from work and **non-work areas**. This will lead to a deeper understanding of the HS&W concern.

A Root Cause Analysis provides for a more thorough understanding of why the HS&W concern is occurring. TWH thinking promotes addressing as many root causes as possible – a holistic approach. If we do not fully understand the causes of the problem, we may not design solutions that address the true cause of the problem. By digging deeper into the problem before designing solutions, the group will have improved their chance of finding a real impact for the concern.

Facilitating a Fishbone Diagram Root Cause Analysis

- Start with a HS&W concern. This concern is placed in the “head” of the fish.
- Draw several spines coming off the fish’s back (see example in handouts)
- Define the sub-issues
 - Ask the group to brainstorm different categories of possible causes for the HS&W concern. Why is this HS&W concern happening?
 - Try to identify 3-5 sub-issues
- Define the contributing factors
 - For each sub-issue, identify the contributing factors. (“Why might this sub-issue occur?”)



Identify Root Causes -- Sub-Issues and Contributing Factors

General Health and Safety Concern: Increased burnout and stress

Sub-Issue:	Sub-Issue:	Sub-Issue:	Sub-Issue:
Lack of Staffing	Workload	Supervisors	Leadership Support
Contributing Factors:	Contributing Factors:	Contributing Factors:	Contributing Factors:
<ul style="list-style-type: none"> • Call outs • Low pay • Lack of qualified staff 	<ul style="list-style-type: none"> • More mandated overtime • Budget limitations • High turnover • COVID-19 • Increased job demands 	<ul style="list-style-type: none"> • Showing favoritism • Not properly trained • Bullying employees 	<ul style="list-style-type: none"> • Poor communication • Constantly changing rules • Poor labor management relationship

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Meeting #2 Agenda: (60 minutes)

Meeting Intent: To fully understand the factors that contribute to the HS&W concern selected in previous meeting.

Desired Outcomes:

- Understand the concept and rationale for doing a Root Cause Analysis (RCA)
- Understand how to use a fishbone diagram for conducting a RCA
- Create a fishbone diagram to map the sub-issues and contributing factors underlying the chosen HS&W concern.

When	What	Discussion Questions
5 min	Arrival/Check-in	Round Robin Approve meeting minutes Review meeting plan
50 min	Clarity on the concept and process of a RCA <ul style="list-style-type: none">• Handouts: Definitions, Increased burnout and stress example and worksheet Shared understanding of the root cause of the HS&W concern <ul style="list-style-type: none">• Handouts: Fishbone notes	What is the main problem we want to address (head of the fish) Identify sub-issues (spines of the fish) and contributing factors (lines coming off the spines)
5 min	Check-out	Next Steps Homework: <ul style="list-style-type: none">• Talk to other members about what they think may be contributing to the HS&W concern• Think about strategies for improving the HS&W concern Round Robin

Meeting #3 Develop Measurable Objective and Solution Activities

Facilitator Preparation:

- Prepare copies of completed HWPP-U Meeting #2 worksheets.
- Print or email blank worksheets and example worksheets to participants.
- Be prepared to explain how HWPP-U Meeting #2 root cause analysis relates to HWPP-U Meeting #3 brainstorming solutions.
- Ensure you have proper materials such as a flip chart and markers for an in-person meeting or set up virtual platform for virtual meetings.

Key Definitions:

Major Health, Safety, and Well-being (HS&W) Objective	An overall statement of the desired outcome related to the HS&W concern identified in Step 1. For example: Decrease burnout and stress.
Solution	A more specific, targeted objective for what could be done to accomplish the major HS&W goal, making it easier to come up with ideas for specific solution activities.
Activities	Specific actions that would bring the organization closer to achieving a solution.
Interventions	A set of solution activities designed to initiate workplace change to benefit employee HS&W. An intervention should ideally take an integrated, TWH approach and encompass a variety of activities, that together, improve organizational policies/practices as well as encourage employee health and/or safety behavior.
Organization Level	Facility level changes
Unit/Department	Procedures, work organization, communication, or climate
Individual	Personal behavior changes

Activity 1: Clarify how Meeting #2 activities relate to Meeting #3 activities.

- Meeting #2 dealt with describing why the HS&W concern is occurring.
- Meeting #3 identifies ways to address the root causes of the HS&W concern identified in Meeting #2.

Activity 2: Create the Major Health, Safety and Well-being Objective.

- The Major Health, Safety and Well-being Objective and solutions should be “**SMART**”: Specific, Measurable, Achievable, Realistic, and Time-oriented (refer to example in handout).

TIP: Help the team avoid getting bogged down in “wordsmithing” when they are creating the major goal/objective. Encourage the team to focus first on the **main objective** and what they feel would be a **realistic and meaningful improvement**. Keep them focused on the “**big picture**.” You can help with wording later.

Activity 3: Create a list of activities to address the root causes of each of the HS&W concerns (e.g., “spines” in the fishbone diagram). Sort the activities by “level” of reach – organizational, department/unit, individual worker.

- Encourage the team to think creatively and avoid ruling out ideas at this point. There will be an opportunity to do that later.
- It may be helpful to ask the group if every sub-issue from the fishbone is equally important, or if one or two areas are more important contributors to the HS&W concern. If the latter is true, then encourage the group to focus on these areas first.
- When summarizing the discussion, invite group members to take a “birds eye view” of the notes. Ask them if they see any areas of overlap or duplication. This may be an opportunity to clarify differences or consolidate solutions.

Facilitator Tips

Keep team focused on solutions not the problem!

Be clear about what you are asking for. Ensure activities are specific!
Example: Training (what type of training, who should attend).

Meeting #3 Agenda (90 minutes)

Meeting Intent: To create a list of possible solutions to address the root causes of the major HS&W objective that was discussed in the previous meeting.

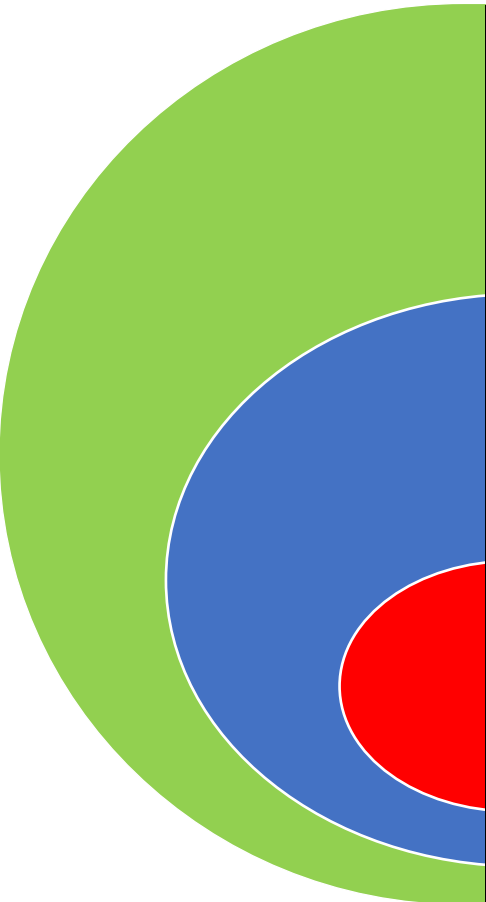
Desired Outcomes:

- Clarity about the relationship between Meeting 2 & 3
- A written major HS&W objective to work towards achieving.
- A list of solution activities that will address the major HS&W objective as completely as possible

When	What	Discussion Questions
10 min	Arrival/Check-in	Round Robin Approve meeting minutes Review meeting plan
5 min	Clarity on how Meeting 2 activities relate to Meeting 3 activities	Definitions Explain the relationship between Meeting 2 and 3 activities
15 min	Create Major HS&W Objective	Facilitators introduce how to turn HS&W concern from Meeting 2 into a Major HS&W Objective in Meeting 3 Create Major HS&W Objective ensuring it is a SMART goal
45 min	Create list of activities	Identify specific activities at the organizational, unit/department and individual levels
15 min	Check-Out	Next Steps Homework: <ul style="list-style-type: none">• Solicit additional solution activities from other members• Write down what you know about any resources that might be available in the organization to support implementation of the solution activities. Round Robin

Major Health and Safety Objective:

Decrease worker burnout and stress by improving the workplace culture.



Organization <ul style="list-style-type: none"> • Facility level changes 	<ul style="list-style-type: none"> - Pay increase at base wage to attract new employees. - Employer provided health insurance for self and family. - Providing a breakroom for employees - Increase recruitment with on-site hiring day and job fairs. - Create zero tolerance bullying/harassment/violence policy
Unit/Department <ul style="list-style-type: none"> • Procedures • Work organization • Communication • Climate 	<ul style="list-style-type: none"> - Communication and supervisor training for new and seasoned supervisors - More consistent scheduling to reduce overtime - Mentor program for new hires - Update job descriptions with clearly defined duties and roles - Improve new hire orientation.
Individual <ul style="list-style-type: none"> • Personal behavior changes 	<ul style="list-style-type: none"> - Create breaktime walking group. - Create education campaign about employee assistance programs. - Offer meditation and yoga classes during work hours. - Offer free gym memberships.
Additional notes:	

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Meeting #4: Analyzing and prioritizing solutions for implementation

Facilitator Preparation:

- Print or email blank worksheet and example worksheet to participants.
- Prepare copies of completed worksheets from Meeting #2 and #3.
- Ensure you have the following materials: Flipcharts for in-person meetings or virtual platform for virtual meetings.

Key Definitions and Question Prompts:

Scope	Who and how many people will be affected by, participate in, or benefit from the activity? Try to be specific.
Benefits/Effectiveness	What positive outcomes will be achieved through this activity in the short and long term?
Resources Needed	<p>What are the costs and resources needed to accomplish this activity? <i>You can estimate these by gathering information from vendors or knowledgeable personnel in your organization.</i></p> <ul style="list-style-type: none">• Cost for equipment, installation, software, services?• Can you project the costs of new equipment over time? For example, there may be an upfront cost of new equipment in the short term, but cost savings in the long term due to lower energy needs, less frequent maintenance etc.• Personnel time, training time and fees, to implement and maintain the activity• Vendor or consultant services to provide specialized skills or knowledge
Obstacles	What factors could interfere with the success of this intervention?

Meeting #4 Agenda: (90 minutes)

Meeting Intent: To understand each solution activity as thoroughly as possible so that you can make informed decisions about which activities will best address the Major HS&W Objective.

Expected Outcomes:

- For each activity, an estimation of scope, benefits, resources needed and obstacles.
- Prioritized list of 5-7 activities to move forward within labor management or collective bargaining.

When	What	Discussion Questions
10 min	Check-in	Round Robin Approve meeting minutes Review meeting plan
60 mins	Analyze solution activities	For each intervention option, what are the estimated scope (reach), benefits (outcomes) resources needed (costs) and potential obstacles
15 mins	Prioritize solution activities	Choose 5-7 solution activities for collective action
5 mins	Check-out	Next Steps Homework: <ul style="list-style-type: none">• Create a plan for implementation Round Robin

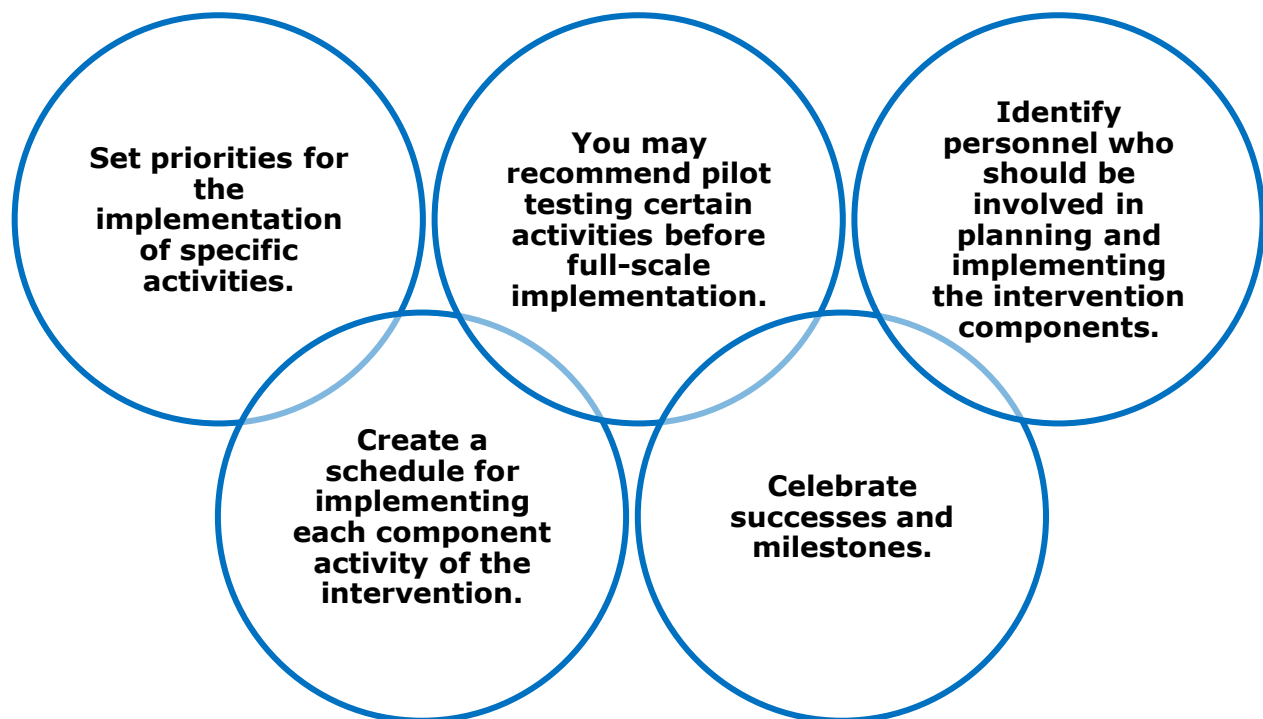
Analyze Activities Worksheet

Solution: Decrease burnout and stress				
Solution Activities List the activities that you want to include in this intervention	Scope Who will this activity reach? How many people will be affected?	Benefits/ Effectiveness What positive outcomes will be achieved through this activity? (Describe both short and long term)	Resources Needed What are the resources needs/costs of this activity? (Time, money, personnel)	Obstacles What obstacles or potential barriers could interfere with the success of this activity?
Employer provided health insurance for worker and family	All employees	<ul style="list-style-type: none"> - Fewer lost days for illness - Increased retention 	<ul style="list-style-type: none"> - Budget to cover health care costs 	<ul style="list-style-type: none"> - Cost of healthcare in the US could make this very expensive
Create zero tolerance bullying/harassment/violence policy	All employees All visitors	<ul style="list-style-type: none"> - Improved workplace culture - Improved employee morale 	<ul style="list-style-type: none"> - 4 hours of employee time to draft the policy 	<ul style="list-style-type: none"> - Consistent enforcement
Communication and Supervisor Training	All supervisors and managers	<ul style="list-style-type: none"> - Improved communication - Improved employee morale 	<ul style="list-style-type: none"> - 5 hours of pay for each employee who takes it - Trainer to develop and deliver training 	<ul style="list-style-type: none"> - Competing priorities
Create breaktime walking group	All employees	<ul style="list-style-type: none"> - Improved health - Increased productivity 	<ul style="list-style-type: none"> - \$50 for umbrellas so people can walk in the rain as well 	<ul style="list-style-type: none"> - Worker participation
Create education campaign about employee assistance programs	All employees	<ul style="list-style-type: none"> - Better informed employees - Higher EAP utilization rates 	<ul style="list-style-type: none"> - 8 hours staff time to create the campaign and materials - Space for EAP rep to meet with employees one day 	<ul style="list-style-type: none"> - Mental health stigma - Buy-in from employees

Implementing the HWPP-U Solution Activities



Now that you have completed the meeting activities, it is time to plan out how you will implement the workplace improvements. How you implement your activities will depend greatly on your group setting. The key to success is engaging front line workers. During the implementation process be clear about what your group is asking for and use the tips and worksheets below to create an implementation plan. If you are using the HWPP-U to prioritize issues for labor management meetings, both labor and management can use this implementation guide to map out the details of implementing these workplace changes.



Implementation Plan

Health/Safety/Well-being Objective:

Actions/Tasks (What)	Implementation Process (How, Who)	Due by (When)	Status
Create zero tolerance bullying/harassment/violence policy	<p>Identify the steps required to implement a new policy. I.e.: gather examples of other policies to review, develop committee to draft policy</p> <p>Identify who will be completing the work identified</p>	Set milestones and deadlines for completing each task	Schedule regular updates to ensure progress is made on implementation. Document those updates here using different colors and the date of each update.

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Section III: Appendix

Resource Library

1. Learn more about your rights as a worker!
<https://www.dol.gov/agencies/whd/workers>
2. OSHA Worker Rights and Protections: <https://www.osha.gov/workers>
3. National Institute for Occupational Health and Safety:
<https://www.cdc.gov/niosh/index.htm>
 - a. Workplace resources
 - b. Health and safety data and statistics
 - c. Free training resources
4. National Council for Occupational Safety and Health (COSH):
<https://nationalcosh.org>
5. American Society of Heating, Refrigerating, and Air-Conditioning Engineers:
<https://www.ashrae.org/about>
6. NIOSH Centers of Excellence for *Total Worker Health*:
<https://www.cdc.gov/niosh/twh/centers.html>
7. NJ Work Environment Council Hazard Mapping Training:
https://www.osha.gov/sites/default/files/2018-11/fy12_sh-23529-12_HazardMappingManual.pdf


HWPP Case Studies

[Case Study #1: Teacher Well-being during COVID-19](#)

[Case Study #2: Building Organizational Capacity to Reduce Burnout](#)

Case Study #1: Teacher Well-being during COVID-19

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Case Study – Teacher Well-being during Covid-19

Location: Massachusetts/Connecticut
Priority Population: K-12 Educators

Overview

In 2020, research personnel from the Center for the Promotion of Health in the New England Workplace (CPH-NEW) piloted a virtual delivery of the Healthy Workplace Participatory Program (HWPP) with public K-12 educators in New England. Our goals were to 1) adapt Design Team meeting procedures for a virtual environment, and 2) generate useful action planning for educators as they prepared to re-open schools.

The HWPP is a participatory, *Total Worker Health*® program designed to engage front-line workers in identifying and addressing root causes of health, safety, and wellbeing concerns. The IDEAS Tool (see graphic below) is a 7-step process that guides a participatory process of health and safety problem solving. For this study, the IDEAS Tool was streamlined, and the Design Team focused on steps 1-3.

Safe Re-opening of Schools

As schools around the country began to discuss options for in-person learning in the fall of 2020, front-line educators grew increasingly concerned about how to keep themselves, and their students safe as the COVID-19 pandemic raged on.


Understanding the problem

The Design Team is a group of front-line K-12 educators, from multiple school districts in Massachusetts and Connecticut. The Design team represented five school districts and they met for nine hours over the course of a three-week period.

The group began by comparing their perceptions of health, safety, and well-being prior to the pandemic and during the pandemic.

Prior to the pandemic most participants reported higher organizational support for employee health, safety and well-being, citing examples such as set work hours, schedule flexibility and collaboration with administration.

Since the pandemic began, they report reduced organizational support. Examples included less flexibility, work hours not respected due to requirements for attending meetings late into the evening, and pressure to take on extra responsibilities to make up for the staffing shortages.



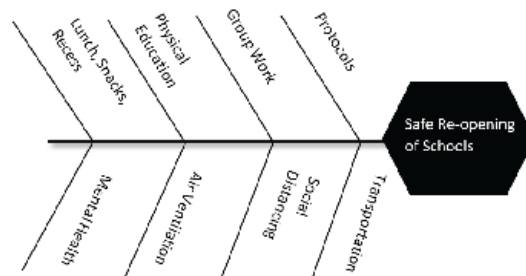
1. Form a multi-school educator Design Team
2. Understand root causes of concerns and brainstorming solutions
3. Create a plan for action

Double-click the object above to view the full PDF.

Case Study #1: Teacher Well-being during COVID-19

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Root Causes Analysis - COVID-19 In-person Learning Concerns and Proposed Solutions



Proposed Intervention Activities

- Plexiglass group worktable
- Education on how to share when you aren't allowed to share (for kindergartners)
- Increase outside activities
- Structured breaks for teachers
- Team building activities
- Hire bathroom monitor to ensure social distancing and proper handwashing
- Improved cleaning protocols
- Hire more custodial staff

Creating Solutions for Action

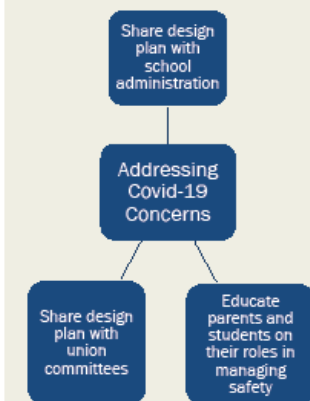
The Design Team collected the re-opening plans from each of their school districts to compare their design work, to the district's plan. After identifying the similarities and areas for improvement, the team explored ways to engage their districts in implementing some of the interventions they brainstormed.

Similarities

- School provided PPE and school supplies for students
- Installing touchless faucets and soap dispensers
- School providing access to Yeti Mindfulness App

Areas to improve District Plan

- New protocols for drills
- Provide for outside time for recess and teaching activities
- Develop a ventilation plan for all districts, especially those with older buildings



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Case Study #2: Building Organizational Capacity to Reduce Burnout

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Case Study

Building organizational capacity to reduce burnout
Setting: In-patient mental health hospital, Massachusetts
Priority Population: Mental Healthcare Workers

Overview


In 2018, SHIFT study research personnel from the Center for the Promotion of Health in the New England Workplace (CPH-NEW), partnered with public sector healthcare facilities in New England, to evaluate the effectiveness of the Healthy Workplace Participatory Program (HWPP), a method designed to engage front-line workers to identify health, safety, and wellbeing topics and develop solutions. The IDEAS Tool is a 7-step process that guides the committees through health and safety problem solving.

Healthcare Worker Burnout

Burnout has been a major concern among the healthcare workforce for many years. Prior to the Covid-19 pandemic, 1/3 to 1/2 of healthcare workers nationally reported experiencing burnout. The pandemic has heightened this phenomenon.

Design Team and Steering Committee Structure

- The Design Team is a joint labor-management health and safety committee. They represent many departments in the hospital including nursing, mental health work, social work, dietary, and campus police. The team has equal representation from front-line staff and mid-level managers. One front-line staff and one mid-level manager facilitate the Design Team through the "IDEAS" process (see figure).
- On average, the Design Team met every other week for 90 minutes to work through the IDEAS process.
- The Steering Committee is made up of the top leadership positions in the hospital including the CEO, COO, Director of Nursing, and Director of Medicine, Director of Facilities, and Director of Social Work.
- The program Champion was a member of the Steering Committee who communicated routinely with the two Design Team co-facilitators.



1. Design Team and Steering Committee Structure
2. Health, Safety, and Well-being: Setting Priorities
3. Solutions Developed
4. Proposed Intervention Activities
5. Recent Design Team Activities

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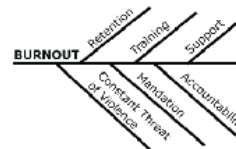
Case Study #2: Building Organizational Capacity to Reduce Burnout

Page 2 of 2

Health, Safety, and Well-being: Setting Priorities

Priority issues from leadership interviews included “mental well-being of workers” and “workload – fatigue, turnover, overtime”

- DT members brainstormed a list of health, safety, and well-being concerns at the hospital.
- They prioritized the topic of burnout for the IDEAS process.
- A root cause analysis of burnout identified underlying causes.



Solutions Developed

The DT defined a Health and Safety Objective (below) and brainstormed relevant activities that could lead to four main solutions.

Objective: Reduce burnout to improve health, safety, and wellness of the staff.

Solutions:

1. Improve ability of staff to use earned time.
2. Improve relevant staff training.
3. Support and engage employees
4. Prepare staff to manage and minimize the impact of violence

Proposed Intervention Activities

- Sensory tools for staff
- Improved orientation
- Leadership training
- Preceptor program
- Increased staff
- Policy for taking time off
- Advancement opportunities

Recent Design Team Activities



The Steering Committee approved 7 of intervention activities planned by the Design Team. Implementation of some of these activities was interrupted by the COVID-19 pandemic.

Recognizing the impacts of COVID-19 to their workforce in fall 2021, DT members trained as focus group facilitators and initiated a series of listening sessions with frontline workers, facility leaders, and agency-level leaders. The listening sessions identified five key health and safety concerns shared by staff at all levels: communication, respect, leadership, teamwork, and training.

The Steering Committee and Design Team are targeting 2023 to expand the design team process to more hospital units to help more mental health workers improve conditions and working life in their immediate work groups.

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Blank Worksheets

Meeting #2 worksheets:

[Fishbone Diagram Root Cause Analysis](#)

[Identify Root Causes -- Sub-Issues and Contributing Factors](#)

Meeting #3 worksheet:

[Major Health and Safety Objective](#)

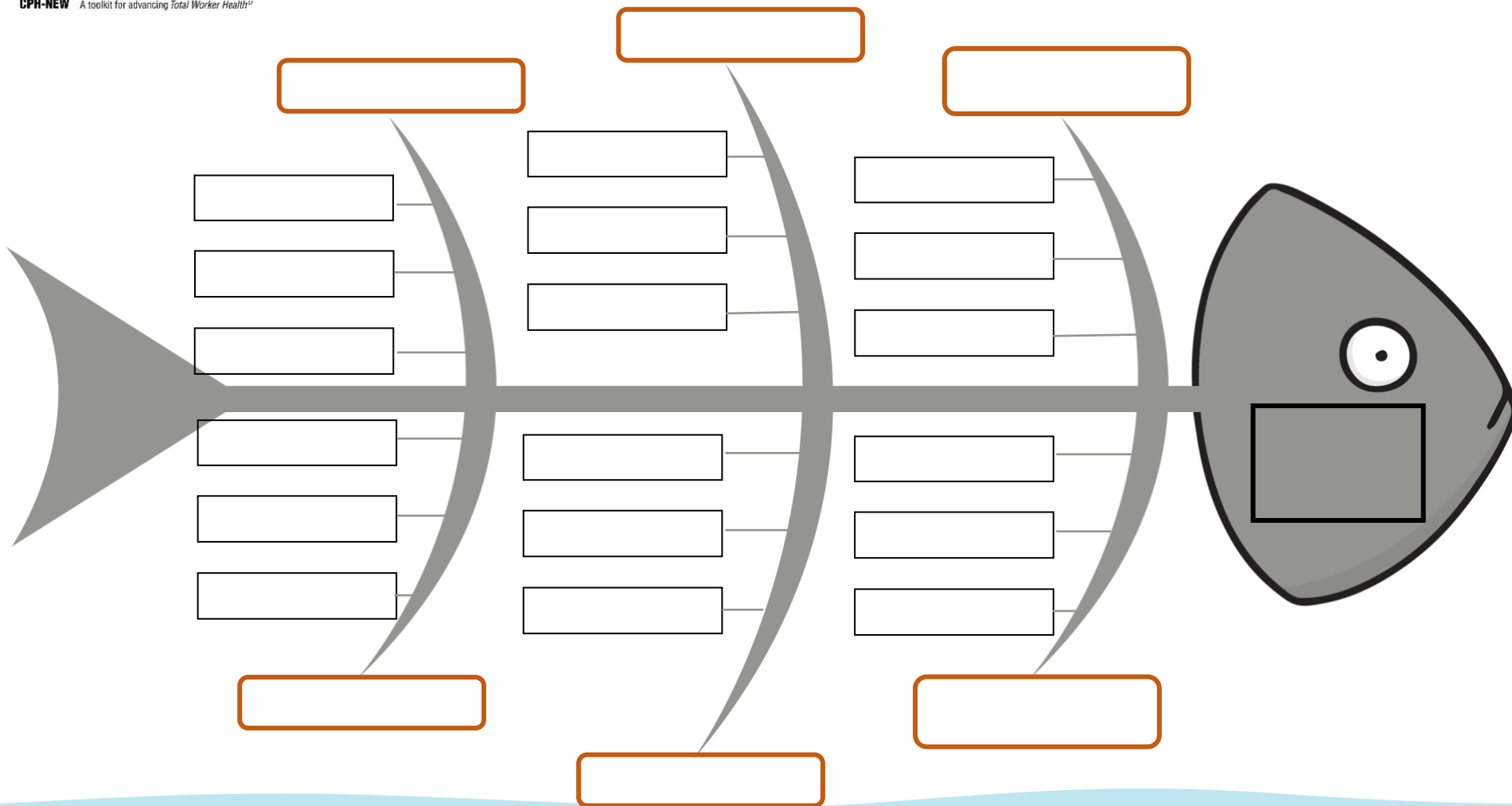
Meeting #4 worksheet:

[Analyze Activities](#)

Post-Meeting #4 worksheet:

[Implementation Plan](#)

Fishbone Diagram Root Cause Analysis



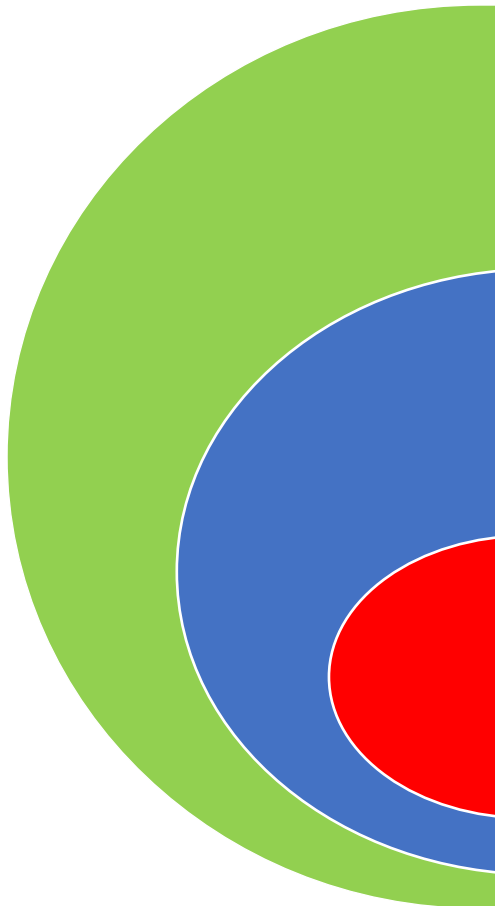
Identify Root Causes -- Sub-Issues and Contributing Factors

General Health and Safety Concern:

Sub-Issue:	Sub-Issue:	Sub-Issue:	Sub-Issue:
Contributing Factors:	Contributing Factors:	Contributing Factors:	Contributing Factors:

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Major Health and Safety Objective:

	Organization <ul style="list-style-type: none"> • Facility level changes 	-
	Unit/Department <ul style="list-style-type: none"> • Procedures • Work organization • Communication • Climate 	-
	Individual <ul style="list-style-type: none"> • Personal behavior changes 	-
	Additional notes:	

Analyze Activities Worksheet

Solution:				
Solution Activities List the activities that you want to include in this intervention	Scope Who will this activity reach? How many people will be affected?	Benefits/ Effectiveness What positive outcomes will be achieved through this activity? (Describe both short and long term)	Resources Needed What are the resources needs/costs of this activity? (Time, money, personnel)	Obstacles What obstacles or potential barriers could interfere with the success of this activity?

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Implementation Plan

**Health/Safety/Well-being
Objective:**

Actions/Tasks (What)	Implementation Process (How, Who)	Due by (When)	Status
Developed by the Center for the Promotion of Health in the New England Workplace with support from NIOSH grant #U19-OH008857.			

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