

Organizational Readiness Toolkit

Using Your Scores for Action Planning



Action Planning

Now that you've successfully assessed your organization's readiness for implementing a *Total Worker Health* (TWH) program, use the **Action Planning Matrix** to plan how you will strengthen readiness based on your ORT survey results.

The Action Planning Matrix is designed to provide an "at a glance" view of the ORT topic-level scores, along with specific question items you wish to prioritize for improvement.

Begin by:

1. Transferring the mean score for each ORT-DP Topic areas 1-8 into the column labeled: **Overall ORT Topic Score**. Recall that all ORT Topic area scores range from 1 to 4, with 4 indicating greater readiness. Consider – Are there specific ORT Topic areas that have very low scores?
2. Review each question item score within all ORT topic areas. Consider – Are there specific question items that scored very low or that have very discrepant responses? Based on low or discrepant scores, select specific items you would like to prioritize for improvement **by checking the box next to those items**.
3. Rank each overall ORT topic area and corresponding items of interest as Low, Medium, or High priority for improving readiness in the **Action Planning Priority column**.

Review the Action Planning Matrix results with your planning team. Then, continue on to the resource tables to assist you in locating appropriate, actionable resources to build your organization's readiness in necessary domains.

General resources and peer reviewed papers are also provided to build your understanding of TWH, the HWPP, and Organizational Readiness for Change and how these content areas are related to improved employee safety, health, and well-being.

Once you begin addressing the readiness priorities, you can also select priority safety, health, and or well-being issues to work through using the Healthy Workplace Participatory Program "IDEAS" design process.

Also consider re-administering the ORT-Q and ORT-DP in the future to track progress on meeting your identified improvement goals.

Action Planning Matrix

ORT Topic (Content) Area*	Number of 'Yes' Responses / Total number of responses	Resources & Skills to Focus on:	Action Planning Priority (L/M/H)
1. Your organization's current integration of safety, health, and well-being programs		<ul style="list-style-type: none"> This organization has health and well-being activities for employees This organization has safety activities for employees This organization has safety activities that occur together (are integrated) with health and well-being activities 	

ORT Topic (Content) Area*	Topic Area Score (Max = 4)	Resources & Skills to Focus on:	Action Planning Priority (L/M/H)
2. Your organization's current prevention approaches to safety, health, and well-being		<ul style="list-style-type: none"> Preventing or reducing exposures to any physical risk factors that may affect health or safety Improve working conditions that may affect health or safety Design of the workplace for employee comfort and injury prevention 	
3. Resources available for safety, health, and well-being in your organization.		<ul style="list-style-type: none"> Spaces available to deliver training Time available for workers to meet Safety/health expertise available 	
4. Resources and readiness for change initiatives to improve safety, health, and well-being.		<ul style="list-style-type: none"> Management tries new approaches to occupational health and safety policies and practices Management supports efforts of all employees to improve the safety and health of the workforce Management provides sufficient resources to train staff on changes to health and safety programs Learning how to use new procedures or techniques is made easy. 	

ORT Topic (Content) Area*	Topic Area Score (Max = 4)	Resources & Skills to Focus on:	Action Planning Priority (L/M/H)
5. Resources and readiness for use of teams		<ul style="list-style-type: none"> Existing small teams of employees meet regularly Easy for a team of employees, supervisors, and managers to be brought together to meet every other week Easy for a team of employees to be brought together to meet every other week Management ensures that teams typically include members with the necessary expertise to get the job done 	
6. Teamwork in your work group		<ul style="list-style-type: none"> Supervisors take time to listen carefully and discuss people's concerns Supervisors encourage new ways of looking at how we perform our jobs Supervisors get people to work together for the same goal Employees have mutual trust and cooperation 	
7. Resources and readiness for employee participation		<ul style="list-style-type: none"> There is a process in place for employees to raise issues/concerns regarding health and safety Suggestions from employees are considered equally along with suggestions from supervisors Suggestions from employees about work-related issues are routinely acted on 	
8. Management communication about safety, health and well-being		<ul style="list-style-type: none"> Management always explains why changing a health or safety program is needed Management regularly communicates with all employees about resources, programs, and policies affecting the workforce Supervisors and managers regularly communicate about safety, health, and well-being issues with employees 	

ORT Topic Area	Actions and Resources to Build Organizational Readiness
1. Safety and health program coordination in your organization.	<ul style="list-style-type: none"> Coordination and integration of program areas is a key element of a TWH approach. Review NIOSH's Fundamentals of a Total Worker Health Approaches and Harvard Center for Work, Health and Well-being's guide for Implementing an Integrated Approach. Engage organizational leaders to begin cross program collaboration based on shared goals.
2. Prevention approaches for safety, health, and well-being.	<ul style="list-style-type: none"> Focusing "upstream" to make working conditions healthy and safe is a key strategy for a TWH approach. Visit the NIOSH Hierarchy of Controls Applied to Total Worker Health website to learn how to apply this primary prevention (or prevention through design) approach to reduce exposures to hazards and stressors.
3. Resources available for safety, health, and well-being.	<ul style="list-style-type: none"> Consider whether outside experts might need to be engaged, or if personnel are available internally who have expertise in health and safety.
4. Resources and readiness for change initiatives to improve safety, health, and well-being.	<ul style="list-style-type: none"> Download and review the Management Briefing slides on the Champion Toolkit page Review resources available on the Gathering Management Input and Support page of the HWPP website.
5. Resources and readiness for use of teams	<ul style="list-style-type: none"> Review CPH-NEW's resources for Gathering Management Input and Support Recruit and train a facilitator to lead a TWH Design Team. Organize a TWH Design Team to develop workplace safety and health improvements.
6. Teamwork in your work group 7. Resources and readiness for employee participation	<ul style="list-style-type: none"> Tips for Supporting a Design Team (Champion Communication Tool) Review CPH-NEW's Why a Participatory Approach web page. Train program leaders on TWH facilitative leadership skills. Train senior and middle managers on TWH leadership and transformational leadership. <p>Example: Facilitate attendance to meetings by accommodating for schedule coverage of DT and SC members</p>
8. Management communication about safety, health and well-being	<ul style="list-style-type: none"> Review CPH-NEW's resources for Gathering Management Input and Support Review CPH-NEW HWPP Champion Manual Communications Toolkit. Utilize an internal communications expert to review and strengthen organizational communications systems. Assign a point person to coordinate information dissemination about workplace safety and health. Develop a knowledge base about communication and promotion. Review free tools such as the Community Toolbox Communications module from the University of Kansas. <p>Examples: Internal website or newsletter to share promotion materials. Post information on bulletin boards for promotion of materials</p>

Resources

Total Worker Health Resources

- Build your knowledge about *Total Worker Health* by viewing the [NIOSH TWH resources](#).
- Visit the [Healthy Workplace Participatory Program \(HWPP\) website page](#)
- Learn about the [HWPP Champion leadership role](#) when leading the implementation of a participatory TWH program
- Learn how to implement the Healthy Workplace Participatory Program from the Center for the Promotion of Health in the New England Workplace.
 - [HWPP Facilitation Skills Video Series](#) – instructional demonstration videos
 - [TWH Facilitation Skills training course](#) - Instructor led virtual training
 - [HWPP Training and Support page](#) – links to archived videos
- Strengthen your knowledge about *Total Worker Health Practices*
 - TWH graduate certificate programs at [University of Washington ERC](#), [University of Colorado](#), and [University of North Carolina Chapel Hill](#)
 - [University of Colorado TWH professional \(non-credit\) certificate](#)
 - [University of Colorado TWH leadership training course \(non-credit\)](#)
 - [CPH-NEW TWH for Occupational Safety and Health Professionals certificate course](#)

General Resources

- Review the [CDC Essential Elements of Effective Workplace Programs and Policies for Improving Worker Health and Well-being](#)
- Visit the [OSHA Ergonomics Outreach and Assistance webpage](#).
- Build your knowledge about health, safety, and well-being programs with [CDC NIOSH](#) and [U.S. Department of Labor Resources](#)

Peer Reviewed Articles

These resources can serve to build your understanding of the science behind *Total Worker Health*, the Healthy Workplace Participatory Program, and organizational readiness for change, and how these content areas are related to improved employee safety, health, and well-being.

Articles about the ORT development and use in practice

- **Assessment of organizational readiness for participatory occupational safety, health and well-being programs.** By Robertson, M. M., Tubbs, D., Henning, R. A., Nobrega, S., Calvo, A., & Murphy, L. A. (2021). Work, (Preprint), 1-26.
- **A mixed-method approach to tailor the implementation of a participatory *Total Worker Health*[®] program.** Nobrega, S., et al. (2021) International Journal of Health Management.

Articles about the use of the HWPP for a participatory program approach

- **Participatory design of integrated safety and health interventions in the workplace: A case study using the Intervention Design and Analysis Scorecard (IDEAS) tool.** By Robertson M, Henning R, Warren N, Nobrega S, Dove-Steinkamp M, Tibirica L, Bizarro A. Int. J. of Human Factors and Ergonomics. 2015; Vol 3, No. 3/4.
- **Field tests of a participatory ergonomics toolkit for *Total Worker Health*.** By Nobrega S, Kernan L, Plaku-Alakbarova B, Robertson M, Warren N, Henning R; the CPH-NEW Research Team. Applied Ergonomics. 2017; 60: 366-379.
- **Participatory ergonomics: What works for whom and why? A Realist review.** By Hansen AF, Hasle P, Caroly S, Reinhold K, Järvis M, Herrig AO, Heiberg BD, Søgaaard K, Punnett L, Jensen Stochkendahl M. Ergonomics. 2024 Jan;67(1):13-33.
- **Participatory action research in corrections: The HITEC 2 program.** By Cherniack M, Dussetschleger J, Dugan A, Farr D, Namazi S, El Ghaziri M, Henning R. Applied Ergonomics. 2016; 53(A): 169-180.
- **A conceptual framework for integrating workplace health promotion and occupational ergonomics programs.** By Punnett L, Cherniack M, Henning R, Morse T, Faghri P; the CPH-NEW Research Team. Public Health Rep. 2009; 124 (Suppl1): 16-25.

Practical Implementation and evaluation of a participatory program approach

- **Supporting participatory organizational interventions: New opportunities, roles and responsibilities for researchers and OSH professionals.** In: K. Nielsen & A. Noblet (Eds.). (2018) Designing, implementing and evaluating organizational interventions.
- **A participatory framework for integrated interventions. Chapter 7 in *Total Worker Health: integrative approaches to safety, health, and well-being*.** Editors: Hudson HL, Nigam JAS, Sauter SL, Chosewood LC, Schill AL, Howard J. (2019) American Psychology Association Press.