



Healthy Workplace Participatory Program

# Program Champion Manual

*Your Guide to Implementing a Participatory  
Total Worker Health® Program*





# The Champion Role

This manual is intended to be used by an executive or senior leader who will oversee the implementation of a Healthy Workplace Participatory Program (HWPP). The Champion plays a key role in marshaling the resources needed to successfully initiate and sustain the program.

## Specific Roles

- **Selects and leads a Steering Committee** to oversee the program activities.
- **Identifies personnel** to serve as Facilitator and Design Team members.
- **Allocates resources** (time and space) to support program meetings.
- **Communicates** how the HWPP aligns with organizational goals.
- **Supports implementation and evaluation** of safety, health, and well-being interventions created by the Design Team and Steering Committee.

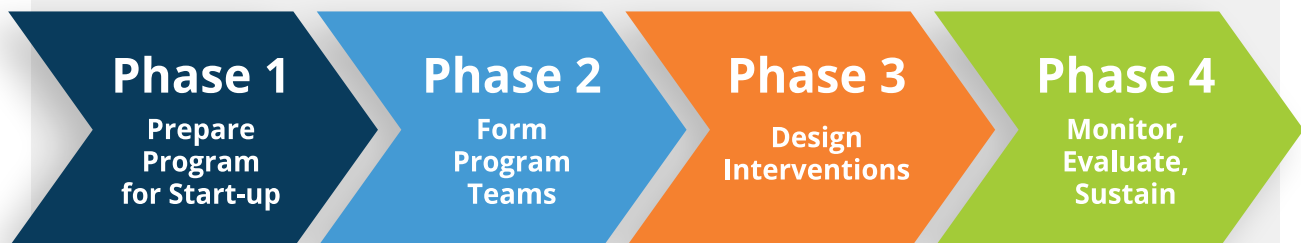
## Qualities

**Executive or senior level leader; takes an active interest in worker safety, health and well-being; has budget and policy authority.**

## How to Use This Manual

This manual will help you understand the benefits of the HWPP to your organization and your roles through four phases of program implementation and evaluation.

## Healthy Workplace Participatory Program Four Phases of Program Implementation



**READ** the program overview page to consider how the HWPP can support your strategic goals.

**REVIEW** the Champion roles and **IMPLEMENT** the specific tasks for each implementation phase.

**ACCESS** the Champion toolkit materials online to help complete each task.

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# Overview of the Healthy Workplace Participatory Program (HWPP)

## What is the HWPP?

The **Healthy Workplace Participatory Program (HWPP) Toolkit** provides a suite of tools and training materials to help employers implement a participatory, *Total Worker Health (TWH)* program approach. The program activities engage employees in designing comprehensive solutions to a wide range of issues related to work environment, work organization, safety, and employee health.

The core elements of the program include: two teams (a management Steering Committee and a line-level employee Design Team), a trained program facilitator, and the use of a design tool called, “IDEAS” (Intervention, Design and Analysis Scorecard) to create customized interventions with a strong business case. The IDEAS tool provides a structured process for a Design Team to uncover root causes to poor health and injuries so they can develop complete and sustainable solutions. This structure builds a culture of health in the organization and confidence to change unhealthy behaviors and conditions.

The **HWPP Toolkit** was developed using **participatory action research** by the Center for the Promotion of Health in the New England Workplace (CPH-NEW). CPH-NEW is a **Center of Excellence for Total Worker Health®** that is a joint initiative of the University of Massachusetts Lowell and the University of Connecticut.

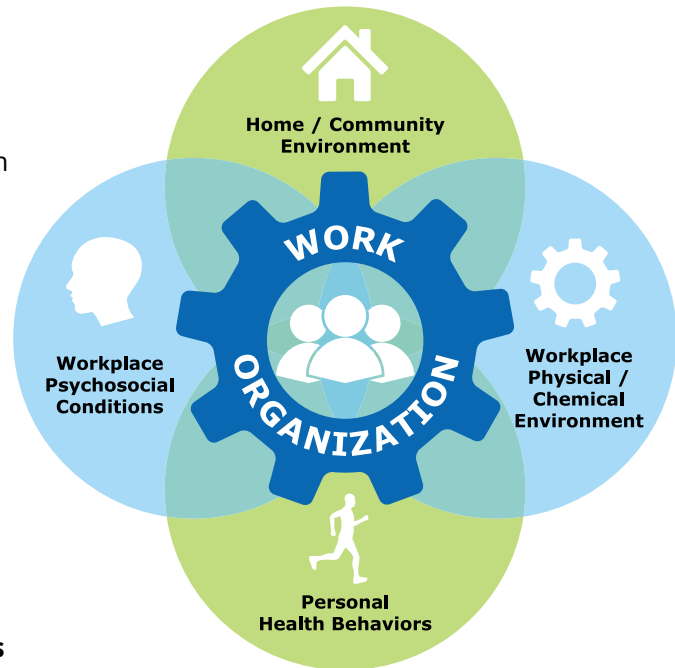


## What is *Total Worker Health*?

The *Total Worker Health* (TWH) concept takes workplace safety and health to the next level to **holistically** address broad health concerns such as stress, chronic diseases, and working and living well into older age.

The TWH approach considers multiple inputs to worker safety, health, and well-being. It considers the dimensions of physical and psychosocial work environment, home and community environment, and personal factors. TWH recognizes work organization as relevant for all of these dimensions.

**A TWH approach focuses on promoting working conditions that are safe and health promoting, which can lead to health benefits on and off the job.**



## How can the HWPP benefit my organization?

**Research shows that when front-line employees have a central role in designing workplace interventions, they provide valuable insights on how to improve health, safety, and well-being in the workplace.** Engaging in participatory design efforts itself is also known to alleviate stress because it gives workers a sense of job control. A participatory program approach offers the following advantages:

- Front-line employees can readily identify problem sources to be addressed with workplace improvements.
- Participatory design efforts are health promoting. Employees engaged in improvement processes feel a sense of control and reward. Employee participation is a sign of a healthy organization.
- Employee innovation improves health and safety practices. Employees can offer creative ideas for interventions to benefit their own health and safety if given the opportunity to do so, and if provided with some help in prioritizing and developing their ideas.
- Employee-designed solutions promote “ownership,” making it more likely that workplace changes will be promoted, accepted and supported by employees.

**In addition, implementing the HWPP can help organizations adopt three fundamental elements of a TWH approach:**

- Demonstrate leadership commitment to safety, health, and well-being
- Design a safer, healthier work environment
- Promote worker engagement throughout program design and implementation



## ***Total Worker Health Educational Resources for Leaders***

### **Healthy Workplace Participatory Program Toolkit**

A comprehensive web-based program toolkit for Employers from the Center for Promotion of Health in the New England Workplace

<https://www.uml.edu/research/cph-new/healthy-work-participatory-program/>

### **Total Worker Health Education and Training.**

Online and virtual continuing education for professionals and students from the Center for Promotion of Health in the New England Workplace

<https://www.uml.edu/research/cph-new/education-training/>

### **Total Worker Health page**

General information and resources to implement a Total Worker Health approach.

<https://www.cdc.gov/niosh/twh/index.html>

### **Total Worker Health Leadership 101**

1-hour eLearning course for executives from the University of Colorado School of Public Health's Center for Health, Work & Environment.

<https://coloradosph.cuanschutz.edu/research-and-practice/centers-programs/chwe/training/total-worker-health-training>

### **Supportive Workplaces Online Training for Leaders**

Online training courses that build competencies of organizational leaders in mental health, safety, sleep, and work-life balance. These courses are offered by the Oregon Healthy Workforce Center at the Oregon Institute for Occupational Health Sciences.

<https://www.supportiveworkplaces.org/>

# Phase 1: Prepare for Program Start-up

## What Is the Goal of Phase 1?

Build organizational readiness. You will lay the groundwork by building buy-in among key stakeholders and assessing training and resources needed for implementing the HWPP.

## Champion Role & Responsibilities

To lead and/or delegate activities in preparation for program start-up.



### Specific Tasks:

- ☐ **Become familiar with the HWPP.** Read the Get Ready for Program Startup Page. Watch the 5-minute video to understand the HWPP principles and benefits.
- ☐ **Explain the benefits of the HWPP to stakeholders in your organization.** Visit the Gather Management Input and Support Page to access the HWPP presentation slides to build buy-in and interest.
- ☐ **Administer an organizational readiness assessment survey.** Visit the Assess Organizational Readiness Page to learn how to administer a 10-minute HWPP organizational readiness survey with a representative sample of people.
- ☐ **Create an action plan for HWPP readiness and implementation.** Convene a representative group to review the organizational readiness survey results and set priorities for resource needs using the Action Planning Matrix. Plan personnel resources and policies needed to form the HWPP teams.



## Phase 1: Program Start-up Toolkit

[View and access the Phase 1 Toolkit](#)





## Resources Needed for Phase 1

### People resources

The Champion will need the cooperation of key stakeholders for program preparation. Stakeholders may include organizational leaders who can influence program delivery and participation, such as professionals in health and safety, human resources, training, production, or others. Someone with expertise in survey collection is needed to facilitate a readiness assessment survey.

### Other resources

The Champion and other stakeholders need time to meet for planning. Stakeholders plus representative employees will need time to complete a 15-minute organizational readiness survey. Survey software may be needed if you choose to independently administer the organizational readiness survey.



## Key Messages to Communicate

- ➡ *Our organization has experienced employee safety, health, well-being challenges that can benefit from a Total Worker Health holistic approach.*
- ➡ *The Healthy Workplace Participatory Program is designed to engage people at all levels of the organization to create new solutions to challenges. This program has been implemented with success in different organizations and can be adapted to our needs.*
- ➡ *The program works best when organizational leaders are committed and support the program. Your input as we prepare for the program is important; we need to make sure your needs and concerns are addressed. I'm asking for your participation to assist with assessing our readiness for this program, and to help identify and allocate the resources needed to be successful.*



# Phase 2: Form Program Teams

## What is the goal of Phase 2?

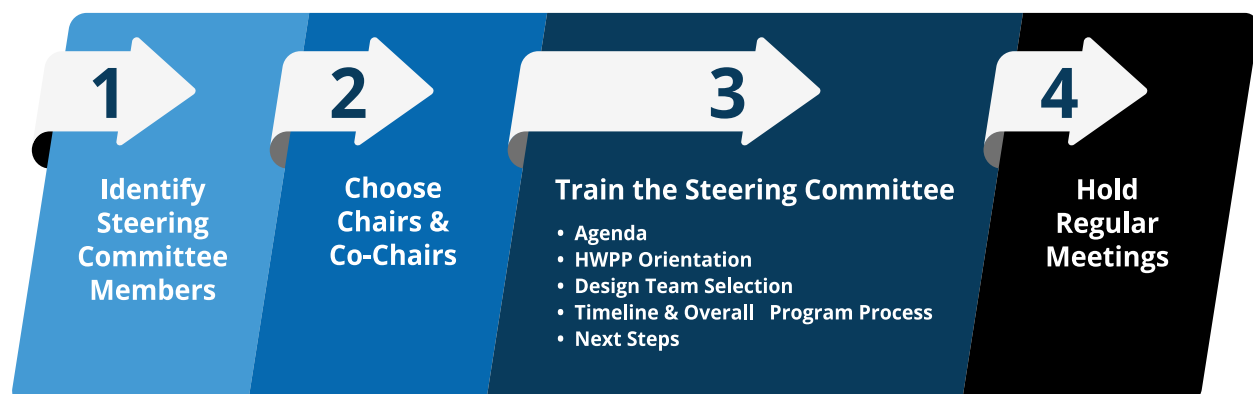
Establish the teams and communications systems needed to support the HWPP.  
Specifically, you will:

- Recruit and train a Steering Committee, Facilitator, and Design Team.
- Ensure communication systems are in place to support the program activities.

## Champion Role & Responsibilities

The Champion leads or delegates activities related to forming program teams.

An overview of the Form Program Teams phase is illustrated below. See the Phase 2 toolkit for tools to support each step.





## Specific Tasks:

### ❑ Form and train a Steering Committee

- Identify personnel for the Steering Committee by using the Program Teams Selection Tool.
- Convene the Steering Committee (SC). Deliver the HWPP orientation presentation (or video) and identify personnel for the Design Team (DT) and Facilitator roles.

### ❑ Identify and train Co-Facilitators

- Refer to the Identify and Train a Facilitator Page to view the facilitator description and to access the Facilitator Manual and Design Team training materials. Training two or more people can ensure continuity and spread the workload.

### ❑ Form and train a Design Team

- Coordinate with managers and supervisors to recruit Design Team members. Ensure the Facilitator trains the Design Team to understand their roles and to form a communication agreement.
- Announce the HWPP program and Design Team members to the broader workforce. Establish a communications system for the teams to share information and materials.
- Invite the Design Team to identify a topic of focus. Provide data or assist with new data collection activities as needed.



## Phase 2:

## Forming Program Teams Toolkit

[View and access the Phase 2 Toolkit](#)





## Resources Needed for Phase 2

### People resources

You will need to recruit participants from all levels and units. Securing broad representation on the teams is essential for including **diverse perspectives and voices**. The Facilitator plays a vital role; select someone with **strong interpersonal skills** who is widely respected and trusted.

### Other resources

**Personnel time** is needed by Facilitator and team members to fulfill their roles. Design Team members will need their **supervisors' support** to participate in meetings during the workday. Teams will also need **meeting space and communications tools**.



## Key Messages to Communicate

- ➡ *Participatory programs work best when the teams involved represent diverse perspectives. It is important to involve people from all levels and units within our organization to ensure we hear different voices.*
- ➡ *Participatory teams need time to work in groups to achieve valuable results. Our goal is to improve the work environment for better safety, well-being, and work quality. Design Team members need their supervisors and managers to consistently encourage and recognize their participation. I'm asking for your support to help achieve success together.*
- ➡ *We intend to keep the organization informed on the teams' progress and invite broad input. Please consider responding to future invitations to share your opinions.*



# Phase 3: Design Interventions

## What is the goal of Phase 3?

Develop and implement interventions that comprehensively address a specific safety, health, or well-being issue.

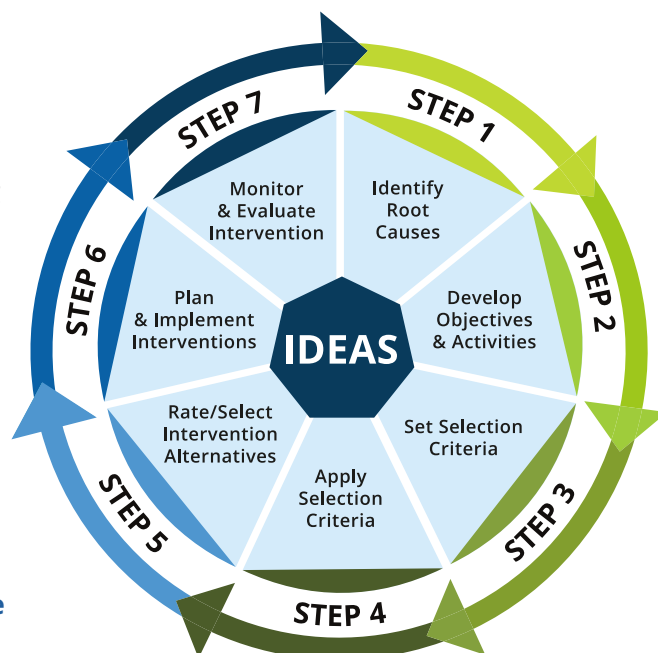
### Champion Role & Responsibilities

The Champion ensures progress in advancing the IDEAS design process.

Note: Selecting a specific safety, health, or well-being issue should be done before the Design Team begins the IDEAS process.

#### Specific Tasks:

- ☐ **Familiarize yourself and the Steering Committee with the IDEAS process.** Read the [Generate Solutions Using the IDEAS Tool](#) page. Watch the 7-minute video on that page to understand the IDEAS process and roles of the Steering Committee and Design Team.
- ☐ **Participate in key IDEAS steps with the Design Team.** Stay informed about the Design Team activities. Ask what resources are needed to progress. Convene the Steering Committee to meet with the Design Team to collaborate during IDEAS Steps 3, 5, 6, and 7.
- ☐ **Facilitate Steering Committee involvement in creating, optimizing, and implementing Design Team solutions.** Lead the Steering Committee selection and oversee implementation of interventions proposed by the Design Team. Secure organizational resources for implementation and evaluation.
- ☐ **Communicate progress updates to the workforce.**



### Phase 3: Intervention Design Toolkit

[View and access the Phase 3 Toolkit](#)





## Resources needed for Phase 3

### People resources

The main resource for Phase 3 is **personnel time**. Design Team members and Facilitator need to meet regularly (every 2-3 weeks is recommended) to complete the design process. A total of 6-10 meetings will be needed, depending on situational factors. Steering Committee members need to meet 2-3 times with the Design Team to collaborate and select intervention options. The Champion or their designee should check in biweekly with the Facilitator to ask about the Design Team progress, provide feedback, and assist as needed with problem-solving.

### Other resources

The Design Team may need support from Steering Committee members or other key stakeholders to estimate costs and other organizational resources required for the intervention ideas they generate. Supplying data, assisting with budgeting, and brokering connections with key stakeholders are key opportunities for management and workers to collaborate during the design process.



## Key Messages to Communicate



*Taking time to fully understand the root causes underlying safety, health and well-being issues can help us address problems comprehensively. Time spent on problem analysis can lead to more effective solutions. Let's get off to a good start by taking the time needed.*



*Empowering workers to create solutions has many advantages, including:*

- *Harnessing workers' knowledge of the work process. This can reveal multifaceted sources of problems so they can be addressed comprehensively.*
- *Creating safety and health innovations that will be well-accepted by workers.*
- *Building trust and collaboration, which can improve morale.*
- *Instilling a sense of control and reward, which can relieve stress and burnout.*



*Training is important for Design Team and Steering Committee members so that everyone understands their roles and how to contribute.*



*Leaders can demonstrate commitment by showing curiosity to learn and try new things, communicating positively and openly, and securing resources for new solutions.*

# Phase 4: Monitor, Evaluate, Sustain

## What is the goal of this phase?

Ensure the quality and impact of the overall program and the safety and health interventions created by the Design Team.

## Champion Role & Responsibilities

The Champion leads or delegates evaluation activities.



### Specific Tasks

- ☐ **Read the [Evaluate Your Program](#) page.** Become familiar with the evaluation tools available to assess the HWPP team quality and satisfaction.
- ☐ **Visit the [IDEAS Step 7: Monitor and Evaluate Interventions](#) page.**
  - View the 5-minute video to understand what should be measured and how to get started. Evaluation should address the overall HWPP program and Design Team interventions.
  - Download and read the [IDEAS Step 7 Champion Guide](#) (5 pages) to learn how to organize and plan evaluation activities with the Design Team and Steering Committee.
- ☐ **Ensure that the Steering Committee and Design Team work together to plan methods and measures for evaluating the interventions to be implemented.**
  - Refer to the outcome indicators planned during IDEAS Step 3 when selecting short-term and longer-term intervention outcome measures.
  - Use the Evaluation Planning Worksheet in the [IDEAS Step 7 Champion Guide](#) to document what will be measured, how it will be measured, by whom, and when.
  - Take steps to address any improvement needs that were identified and take action.
- ☐ **Decide how you will monitor and sustain the quality of the overall program.**
  - Gather input from Design Team and Steering Committee members about what indicators are important to them and how they feel things are going.
  - Administer the HWPP Process Evaluation Rating Sheet (or other data collection method) once a year to identify opportunities for improvement.
  - Recruit and train new Steering Committee or Design Team members as needed based on turnover.



## Phase 4: Monitoring, Evaluating, Sustaining Toolkit

[View and access the Phase 4 Toolkit](#)





## Resources needed for Phase 4

### People resources

The Champion will need personnel with expertise in program evaluation to assist with preparing data collection materials (e.g., surveys), managing data collection and analysis, and preparing user-friendly reports that can be used for decision making. Evaluation data can include existing administrative records, qualitative feedback (e.g., interviews or focus groups), or surveys specific to the desired intervention outcomes. A program evaluator can assist with coordinating all types of data to be collected and can support decision-making by the Steering Committee and Design Team.

### Other resources

Survey software access may be needed if you choose to independently administer the HWPP All-employee Survey or another survey. Funds may be needed if you choose to hire a professional program evaluator.



## Key Messages to Communicate

- ➡ *Evaluation plays a key role in ensuring quality and impact of a Healthy Workplace Participatory Program. A strong evaluation plan assesses the program process and the intervention outcomes.*
- ➡ *Evaluation activities do not need to be elaborate, but they do need to be planned. They should be proportional in intensity to the scope of interventions.*
- ➡ *A written evaluation plan helps to ensure that the proper data will be collected at the right time, from the right people, and reviewed appropriately.*
- ➡ *The Steering Committee plays a key role in leading evaluation activities. They may delegate responsibility for data collection, but they must monitor progress and make decisions.*
- ➡ *Involving Design Team members in evaluation at all stages is vital to create a sense of shared ownership of the program and the safety and health interventions.*

# Appendix : Champion Toolkit

[View and access all tools:](#)



## Phase 1: Program Start-up Toolkit

Champion Tasks	Tools
Become familiar with the HWPP	<ul style="list-style-type: none"><li>• Orientation video (5 min)</li><li>• Case studies</li><li>• Examples of HWPP Team Structures</li></ul>
Explain the benefits of the HWPP to stakeholders	<ul style="list-style-type: none"><li>• Management Briefing slides (PPT) with talking points</li><li>• Tips for Handling Objections</li></ul>
Administer an organizational readiness assessment survey	<ul style="list-style-type: none"><li>• Organizational Readiness Toolkit<ul style="list-style-type: none"><li>- Online and paper survey tools</li><li>- Administration guide</li><li>- Scoring tool</li></ul></li></ul>
Create an action plan for HWPP readiness and implementation	<ul style="list-style-type: none"><li>• Organizational Readiness Toolkit<ul style="list-style-type: none"><li>- Action Planning Matrix</li></ul></li><li>• Program Implementation Planner</li></ul>



## Phase 2: Forming Program Teams Toolkit

Champion Tasks	Tools
Form and train a Steering Committee	<ul style="list-style-type: none"><li>• <b>Form a Steering Committee page</b><ul style="list-style-type: none"><li>- HWPP program teams selection tool</li><li>- First SC meeting agenda template</li><li>- HWPP orientation PPT template and video</li><li>- Tips for building labor-management collaboration</li></ul></li></ul>
Identify and train Co-Facilitators	<ul style="list-style-type: none"><li>• <b>Identify and Train a Facilitator page</b><ul style="list-style-type: none"><li>- HWPP Facilitator Manual</li><li>- Facilitator Description</li></ul></li><li>• <b>Training resources</b><ul style="list-style-type: none"><li>- <i>Total Worker Health</i> Facilitation Skills Training (virtual 9 hours)</li><li>- Facilitation Skills Training videos</li><li>- <i>Total Worker Health</i> for Occupational Safety and Health Professionals (online)</li></ul></li></ul>
Form a Design Team and ensure they are trained by the Co-Facilitators	<ul style="list-style-type: none"><li>• <b>Design Team (DT) Start-up page</b><ul style="list-style-type: none"><li>- Design Team Member Description</li><li>- HWPP Program Teams Selection Tool</li><li>- Sample Design Team Nomination Letter</li><li>- Design Team Start-up meeting guides and Facilitator Manual</li><li>- Communications Kit</li></ul></li><li>• <b>Training resources</b><ul style="list-style-type: none"><li>- Facilitate a Communication Agreement Video</li></ul></li></ul>



## Phase 3: Intervention Design Toolkit

Champion Tasks	Tools
Become familiar with the IDEAS process; orient the Steering Committee to IDEAS.	<ul style="list-style-type: none"><li>• IDEAS introductory video (7 min)</li><li>• Generate Solutions using the IDEAS Tool page</li></ul>
Facilitate Steering Committee involvement in creating, optimizing, and implementing Design Team solutions	<ul style="list-style-type: none"><li>• Tips for Supporting a Design Team</li><li>• Tips for Promoting Collaboration</li><li>• Training resources<ul style="list-style-type: none"><li>- IDEAS Training videos (Steps 1-7)</li><li>- Introduction to the Healthy Workplace Participatory Program (online)</li></ul></li></ul>
Communicate progress to the workforce	<ul style="list-style-type: none"><li>• Communication Kit</li></ul>



## Phase 4: Monitoring, Evaluating, Sustaining Toolkit

Champion Tasks	Tools
<b>Become familiar with the HWPP evaluation tools</b>	<ul style="list-style-type: none"><li>• <b>Evaluate Your Program page</b><ul style="list-style-type: none"><li>- Design Team Survey</li><li>- Process Evaluation Rating Sheet</li><li>- Design Team Survey</li></ul></li></ul>
<b>Learn how to approach evaluating Design Team interventions that will be implemented</b>	<ul style="list-style-type: none"><li>• <b>IDEAS Step 7: Monitor and Evaluate Interventions page</b><ul style="list-style-type: none"><li>- Step 7 Champion Guide (5 pages)</li><li>- IDEAS Step 7 video (5 mins)</li></ul></li></ul>
<b>Organize and plan evaluation activities with the Steering Committee and Design Team</b>	<ul style="list-style-type: none"><li>• <b>IDEAS Step 7: Monitor and Evaluate Interventions page</b><ul style="list-style-type: none"><li>- Evaluate Intervention Guide and worksheet page (page 5)</li></ul></li></ul>
<b>Decide how you will monitor and sustain the quality of the overall program.</b>	<ul style="list-style-type: none"><li>• <b>Tips for Sustaining the HWPP</b></li></ul>