

# Suzanne Nobrega, Ph.D.

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## EDUCATION

Ph.D. Research and Evaluation in Education, University of MA Lowell, Lowell, MA 2023

M.S. Human Nutrition, Health Communications, Cornell University, Ithaca, NY 1991

B.S. Nutritional Science, University of Delaware, Newark, DE 1985

## AWARDS AND HONORS

Outstanding Dissertation Award, School of Education, University of Massachusetts, Lowell, May 2023.

Eusebio Rial-González Innovation & Practice Award in Occupational Health Psychology, 13<sup>th</sup> Conference of the European Academy of Occupational Health Psychology, Lisbon, Portugal. Sept 7, 2018

## TEACHING AND RESEARCH EXPERIENCE

Department of Public Health, University of Massachusetts Lowell, Lowell, MA

### Senior Adjunct Professor, Public Health Capstone

2022 - 2025

Design and deliver instruction to senior public health students as they complete a 200-hour semester-long experiential learning internship in a public health setting. Facilitate internship placements. Liaise with community organizations to ensure quality experiential learning and maintain compliance with university policies for clinical education sites.

Center for the Promotion of Health in the New England Workplace, Biomedical Engineering Department, University of Massachusetts Lowell, Lowell, MA

### Center Co-Director and Outreach Director

2006-2025

**Leadership.** Oversee the overall direction of the Center, including scientific, personnel, and fiscal oversight. Monitor and maintain budgets (\$800K/year); develop workplans to accomplish aims; progress reporting for funders; personnel recruitment, supervision, and evaluation; compliance with university policies. Manage the center's leadership team, external advisory committee, cross-project team collaboration, and internal evaluation for continuous improvement. Forge successful partnerships with other academic researchers, government agencies, professional associations, and community organizations for program delivery, impact, and continuous learning. Supervisor to 25 UML graduate research assistants and 10 undergraduate student interns in programs of public health, community health, nursing, community social psychology, and engineering.

**Outreach.** Lead and oversee the center's outreach, education, communication, and research translation and dissemination activities. Oversee creation and evaluation of research-to-practice products and professional continuing education. Write manuscripts.

**Evaluation.** Develop evaluation strategy and instruments to assess effectiveness of center activities. Perform and/or guide data analysis as necessary; develop publications, presentations, and reports.

### Education and Training.

*Online, self-paced courses co-developed and produced*

Introduction to Job Stress and Workplace Mental Health, Total Worker Health for Students, Total Worker Health for Occupational Safety and Health Professionals, Ergonomics in Healthcare, Job Stress for Today's Nurse

*Professional training workshops*

See Invited Talks (page 3), and

Introduction to the Healthy Workplace Participatory Program. Taught 6-week program implementation training course (virtual). University of MA Lowell (Jan - May 2014)

*Guest Lectures*

University of Massachusetts Lowell, University of North Carolina at Chapel Hill, and Oregon Health Sciences University. Lectures: Using NVivo for Qualitative Research; Assessing Organizational Readiness for Total Worker Health Programs; Assessing and Preventing Job Stress; Worksite Wellness Program Planning.

## **PUBLIC HEALTH PRACTICE AND CURRICULUM EXPERIENCE**

Harvard School of Public Health, Prevention Research Center on Nutrition and Physical Activity, Boston, MA  
**Health Communications Consultant** 2003 - 2006  
Project 1 YMCA of the USA Afterschool Initiative – Developed [Food & Fun](#) Curriculum, including childcare nutrition/physical activity policy guidelines, created educational curricula, evaluation instruments, and site communications for a national intervention study focusing on improving nutrition and physical activity in after school settings.  
Project 2 Planet Health -- Managed development of [Planet Health](#), 2<sup>nd</sup> Edition Curriculum, an interdisciplinary school curriculum on nutrition and physical activity.

Northeast Center for Healthy Communities, Lawrence, MA  
**Evaluator** 2005  
Evaluated Lowell Police Department, Youth Violence Prevention Program. Promoted MA Dept of Public Health QuitWorks tobacco cessation program to primary care offices in Lowell and Lawrence.

University of Massachusetts Medical Center, Pediatrics Department, Worcester, MA  
**Grant writer** 2004  
Wrote NIH research grant proposal, “Uncovering factors leading to black infant mortality.”

March Of Dimes Birth Defects Foundation (Multiple locations)  
**Associate Director, State and Chapter Programs, National Office, White Plains, NY** 2000 - 2003  
Developed objectives, activities and evaluation design for implementing national education and awareness campaigns to assure consistency and alignment of chapter activities with national goals. Wrote community organizing and education tools for staff and lay volunteers. Synthesized and disseminated best practices for community learning and quality improvement. Developed and managed grants program of \$750,000 to build folic acid education infrastructure in states; 44 states adopted State Folic Acid Councils that educated consumers and professionals.

**Manager, Community Health Programs, National Office, White Plains, NY** 1997 - 2000  
Subject expert overseeing training, policy/practice guidelines, and implementation of programs in preconception/prenatal health and teen pregnancy prevention through affiliates in 50 states.

**Regional Program Director, Northern Regional Office, Westborough, MA** 1993 - 1997  
Program consultant and trainer for 34 affiliates in 16 states on volunteer management, community needs assessment, program planning, and grants administration to help ensure quality standards for program delivery.

**Health Education Coordinator, Massachusetts Chapter Office, Dedham, MA** 1991 - 1993  
Coordinated educational programs for the public and health professionals aimed at improving preconception, prenatal and infant care practices. Recruited and trained health professional

## **SCHOLARLY MEMBERSHIPS**

Advisory Committee, Society for Total Worker Health 2023-2025  
Member, American Evaluation Association, Translational Research Evaluation SIG 2023-2025  
American Public Health Association, Health Communications Working Group 2000-2019

## **INVITED TALKS**

“Uncovering Context in Program Evaluation: A Protocol to Identify and Measure ‘What Else is Going On’”, Society for Occupational Health Psychology, Work Stress and Health Conference, pre-conference workshop. University of Washington, Seattle, WA. July 2025

“Total Worker Health - An Integrated, Holistic Approach to Worker Safety, Health, and Well-being.” Association of Occupational Health Professionals in Healthcare, Northern CA Chapter (Virtual). July 2024

“Total Worker Health: A holistic, integrated approach to Workplace Safety, Health, and Well-being,” New England American Industrial Hygiene Association Annual Conference. Norwood, MA. October 25, 2022

“Engaging Front-Line Workers in Designing Solutions that Promote Workplace Safety, Health, and Well-being,” American Industrial Hygiene CE Expo, Atlanta GA. June 2, 2020

“Health and Well-being as a Leadership Value.” UML Women’s Leadership Conference, Lowell, MA. June 19, 2019

“Organizational Approaches to Stress Management,” American Association of Occupational Health Nurses Annual Conference (Preconference ½ day workshop), New Orleans, LA. April 23, 2017

“Dimensions of Wellness” 3-day intensive pre-conference course. American Association of Occupational Health Nurses Annual Conference, Boston, MA. March 2015

“Participatory Approaches for Health and Wellness” Harvard School of Public Health. Institute for Continuing Professional Education: Ergonomics and Human Factors, Boston, MA. October 2015

“Assessing Organizational Readiness: Is the Healthy Workplace Participatory Program Right for Your Organization?” Jamil, Inc. Conference, Bedford Village Inn, Bedford, NH. April 2015

“Metabolic syndrome and workplace wellness: A TWH approach to designing healthy workplaces” Western Occupational and Environmental Medical Association (virtual). October 2015

“Understanding and Counteracting the Obesogenic Work Environment” New England College of Occupational and Environmental Medicine and Massachusetts Association of Occupational Health Nurses Annual Conference, Newton, MA. December 2014

“What is Total Worker Health? How to integrate safety, ergonomics, and wellness to improve health and performance in your organization” Atlantic Charter Insurance Seminar, Framingham, MA. May 21, 2013

“Using Data and Assessment in Worksite Health Promotion” Centers for Disease Control and Prevention, National Healthy Worksite Program online seminar series for employers (virtual). September 2012

## **REFEREED TALKS**

### **Panels/Symposia Organized**

Building Capacity for a Total Worker Health (TWH) Workforce: Training and Education offered by TWH Centers of Excellence. 4<sup>th</sup> Int’l Symposium to Advance Total Worker Health, Virtual, Oct 21-24, 2025.

Customizing the Implementation of a Healthy Workplace Participatory Program Across Varied Occupational Sectors. 4<sup>th</sup> Int’l Symposium to Advance Total Worker Health, Virtual, Oct 21-24, 2025.

Pre-Conference full day working session: Advancing Total Worker Health Education: What Have We Learned and What Is Next? 4<sup>th</sup> Int’l Symposium to Advance Total Worker Health, Virtual, Oct 21-24, 2025.

Tailoring Well-being: Examining Transformations of the Healthy Workplace Participatory Program to Address Job Stress in US Workplaces. 16<sup>th</sup> Conference of the European Academy of Occupational Health Psychology, Granada, Spain. June 4-7, 2024.

Challenges and emerging issues of participatory, integrated programs for worker safety, health, and well-being 48th Annual Conference of the Association of Canadian Ergonomists (ACE) & 12th International Symposium on Human Factors in Organizational Design and Management (ODAM) - Banff, Alberta, Canada. July 31 - August 3, 2017.

Massachusetts Working on Wellness: Lessons Learned from A Public Health Initiative to Build Employer Capacity for Worksite Wellness Programs, American Public Health Association Annual Meeting, Atlanta GA, 2017.

### **Papers Presented**

**Nobrega, S,** and Banks, C. A Survey to Assess Available Total Worker Health Educational Programs in the US. 4<sup>th</sup> International Symposium to Advance Total Worker Health, Virtual, Oct 21-24, 2025.

**Nobrega, S,** Total Worker Health Practice Competency: A study of Occupational Safety and Health Professionals. 4<sup>th</sup> International Symposium to Advance Total Worker Health, Virtual, Oct 21-24, 2025.

**Nobrega, S,** Development and Dissemination of a Healthy Workplace Participatory Program. 4<sup>th</sup> International Symposium to Advance Total Worker Health, Virtual, Oct 21-24, 2025.

**Nobrega, S,** El Ghaziri, M, Rice, S, and Edwards, K. Uncovering Context in Program Evaluation: A Protocol to Identify and Measure “What Else is Going On,” Work Stress and Health Conference, University of WA, Seattle, WA July 8-11, 2025

**Nobrega, S,** Henning, R, Robertson, MM, Punnett, L. Development, dissemination, and implementation evaluation of a Healthy Workplace Participatory Program toolkit. 16<sup>th</sup> Conference of the European Academy of Occupational Health Psychology, Granada, Spain. June 5, 2024.

**Nobrega, S,** Morocho, C, Zhang Y. Competencies Identified by Occupational Safety and Health Professionals for Leading Integrative Total Worker Health® Practices. Conference of the European Academy of Occupational Health Psychology, Granada, Spain. June 5, 2024.

**Nobrega, S,** Zhang, Y. Let’s learn together! Attitudes of occupational safety and health professionals about interprofessional education pedagogy in continuing education. 34<sup>th</sup> International Congress on Occupational Health, Marrakesh Morocco. April 30, 2024.

**Nobrega, S.** Evaluating an Institutional Intervention on Faculty Gender Equity in STEM Fields: Application of Effect Modifier Assessment.” NASEM Action Collaborative on Preventing Sexual Harassment in Higher Education: 2023 Public Summit, October 17, 2023.

**Nobrega, S,** Morocho, C, Zhang, Y, Cavallari, J. *Total Worker Health* Competency Among Multidisciplinary Occupational Safety and Health Professionals: A Survey Study to Guide Continuing Education. Work, Stress, and Health Conference (virtual), November 10, 2023.

**Nobrega, S,** Morocho, C, Zhang, Y. A Qualitative Investigation of Competencies Needed for *Total Worker Health*® Practice. Work, Stress, and Health Conference (virtual), November 8, 2023.

**Nobrega, S,** Patriquin, B, Rice S. Evaluation findings from a *Total Worker Health* facilitation skills training program. 3<sup>rd</sup> International Total Worker Health Symposium, Bethesda MD. October 2022.

**Nobrega, S,** Morocho, C, Rice, S, Kurowski, A, Punnett, L. Are these interventions integrated? Challenges and strengths of evaluation using the Hierarchy-of-Controls applied to *Total Worker Health* 3<sup>rd</sup> International Total Worker Health Symposium, Bethesda MD. October 2022.

**Nobrega S,** El Ghaziri M, Rice S, Giacobbe L, Punnett L, Edwards K. A new qualitative protocol to assess competing causes of program effects: a STEM diversity case study. Eastern Evaluation Res. Society, April 2022.

**Nobrega S,** Morocho C, Armagan M, Tubbs D, Robertson M, Henning R, Punnett L. Organizational assessment to engage leaders and increase readiness for a participatory, Total Worker Health® program. Work, Stress and Health, Philadelphia PA. November 2019

**Nobrega S**, Zhang Y, Do P, Mawn B, Chin W, Kurowski A, Punnett L. Evaluation of an online nurse continuing education program to prevent patient handling injuries. American Public Health Association 2019 Annual Meeting & Expo, Philadelphia PA. November 2019

**Nobrega, S** and Robertson, M. Getting started with participatory Total Worker Health. 2<sup>nd</sup> International Symposium to Advance Total Worker Health, Bethesda MD. May 8, 2018

**Nobrega, S** Assessing work organization to develop Total Worker Health interventions: Sharing our field experience. 2<sup>nd</sup> Intl. Symposium to Advance Total Worker Health, Bethesda MD. May 11, 2018

**Nobrega, S** Morocho C., Tubbs, D., Robertson, M. and Henning, R. Using leadership interviews to assess organizational readiness for a participatory, well-being program: The value of real-time inputs to guide implementation. 13th European Academy of Occupational Health Psychology Conference, Lisbon, Portugal. September 7, 2018

**Nobrega S**, Juergens M, Kane K, Myers K, Torres S, Li W, Punnett L. Employer based stress interventions in a public health worksite wellness capacity building program, American Public Health Association Annual Meeting, Atlanta GA. November 2017

Myers K, **Nobrega S**, McGovern L, Santarelli C, McCabe K, Fredricks T, Pike E, Jew L, Ryan M, Erck L. Improving Access to Healthy Foods in Massachusetts Workplaces and Communities. American Public Health Association Annual Meeting & Expo, Atlanta GA. November 2017

**Nobrega S**, Kernan L, Plaku-Alakbarova B, Robertson MM, Warren N, Henning R. Field tests of a participatory ergonomics toolkit for Total Worker Health 48<sup>th</sup> Annual Conference of Association of Canadian Ergonomists & 12<sup>th</sup> International Symposium on Human Factors in Organizational Design and Management, Banff, Alberta Canada. August 1, 2017

Henning R, **Nobrega S**, Robertson MM, Warren N. Iterative design of a participatory ergonomics toolkit for *Total Worker Health*, 48<sup>th</sup> Annual Conference of Association of Canadian Ergonomists & 12<sup>th</sup> International Symposium on Human Factors in Organizational Design and Management, Banff, Alberta Canada. August 1, 2017

Cavallari J, **Nobrega S**, Henning RA, Fitts MC, Cherniack MG, Punnett L. Measuring integration in Total Worker Health: The Center for the Promotion of Health in the New England Workforce participatory framework. APA/NIOSH Work Stress & Health Conference, Minneapolis MN. June 2017

**Nobrega S**, Li W, Kane K, Sefton L, Lin WC, McCabe K, Santarelli C, Punnett L. Massachusetts Working on Wellness: Evaluation of a statewide public health initiative to advance workforce health. American Public Health Association Annual Meeting, Denver CO. October 2016

**Nobrega S.**, Dugan, A., Kollin, R., and the CPH-NEW Research Team. Total Worker Health in action: A community hospital case study. APA/NIOSH Work, Stress, and Health Conference, Atlanta GA. May 2015

Dugan A, **Nobrega S**, Champagne N, Gianino M, Henning R, & Punnett L. Measuring implementation predictors of a new healthy worksite participatory program. Presented at First International Symposium to Advance Total Worker Health, Bethesda, MD. 2014

**Nobrega S**, Robertson M, Kernan L, Plaku-Alakbarova B, Warren N, & Henning R. Field tests of a program toolkit for participatory integrated health protection and health promotion. First International Symposium to Advance Total Worker Health Bethesda, MD. October 2014

Champagne, S., Abreu, M., **Nobrega, S.**, Goldstein-Gelb, M., Montano, I., Lopez, J., Arevalo, S., Bruce, L., & Punnett, L. Obesity/Overweight and the role of working conditions in lower income workers- A qualitative, participatory investigation. APA/NIOSH Work, Stress & Health Conference, Los Angeles, CA. May 2013

**Nobrega S**, Tremblay P, Davis L, Erck L, Punnett L. Healthy workplaces: Are employers offering coordinated health promotion and occupational health programs in Massachusetts? American Public Health Association Annual Meeting, Washington D.C., October 31, 2011

**Nobrega S**, Champagne N, Azaroff L, Shetty K, Punnett L. Perceived barriers among health professionals to addressing job stress through work organization interventions, APA/NIOSH Work, Stress, and Health, November 2009

## **PUBLICATIONS**

### **Peer-Reviewed Articles**

**Nobrega, S**, Zhang, Y, Hendrickson Lohmeier, J, & Cavallari, JM. (2024) Development and psychometric evaluation of a Total Worker Health® practice scale. *Annals of Work Exposures and Health*, 68(5), 466–475.

**Nobrega S**, Zhang Y. (2024) Let's learn together! A mixed methods study to assess readiness for interprofessional education on Total Worker Health practice. *Workplace Health and Safety*, Jun;72(6):223-233.

**Nobrega S**, Edwards K, El Ghaziri M, Giacobbe L, Rice S, Punnett L. (2023) A protocol to assess contextual factors during program impact evaluation: a case study of a STEM gender equity intervention in higher education. *American Journal of Evaluation*, May 2; 45(4).

Edwards, K, **Nobrega S**, El Ghaziri M, Giacobbe L, Rice S, Punnett L, & Pedersen A. (2022) A Novel Approach for Including Effect Modifiers in Policy Evaluation – a Case of Gender Equality in Higher Education. In Proceedings of the 15th Conference of the European Academy of Occupational Health Psychology: Supporting Knowledge Comparison to Promote Good Practice in Occupational Health Psychology. July 2022.

**Nobrega S**, Ghaziri ME, Giacobbe L, Rice S, Punnett L, Edwards K. (2021) Feasibility of Virtual Focus Groups in Program Impact Evaluation. *International Journal of Qualitative Methods*. Jun 14; 20.

**Nobrega S**, Morocho C, Robertson MM, Kurowski A, Rice S, Henning RA, Punnett L. (2021) A mixed-method approach to tailor the implementation of a participatory Total Worker Health® program. *International Journal of Workplace Health Management*, 14(4): 409-425.

Robertson MM, Tubbs D, Henning RA, **Nobrega S**, Calvo A, Murphy LA. (2021) Assessment of organizational readiness for participatory occupational safety, health, and well-being programs. *Work*, 69(4):1317-1342.

Punnett L, **Nobrega S**, Zhang Y, Rice S, Gore R, Kurowski A, & SHIFT Project Research Team. (2020) Safety and Health through Integrated, Facilitated Teams (SHIFT): stepped-wedge protocol for prospective, mixed-methods evaluation of the Healthy Workplace Participatory Program. *BMC Public Health* 20, 1463.

Punnett L, Cavallari JM, Henning RA, **Nobrega S**, Dugan AG, Cherniack MG. (2020) Defining 'Integration' for Total Worker Health®: A new proposal. *Annals of Work Exposures and Health*, 64(3): 223-235.

Ryan M, Erck L, McGovern L, McCabe K, Myers K, **Nobrega S**, Li W, Lin WC, Punnett L. (2019) "Working on Wellness:" protocol for a worksite health promotion capacity-building program for employers. *BMC Public Health*. Jan 25;19(1):111.

**Nobrega S**, Kernan L, Plaku-Alakbarova B, Robertson M, Warren N and Henning R. (2017) Field tests of a participatory ergonomics toolkit for Total Worker Health, *Applied Ergonomics*, 60:366-379.

**Nobrega S**, Champagne N, Abreu M, Goldstein-Gelb M, Montano M, Lopez I, Arevalo J, Bruce S, Punnett L. (2016) Obesity/overweight and the role of working conditions: A qualitative, participatory investigation. *Health Promotion Practice*, 17(1) 127-136.

Helena M, Gore R, Boyer J, **Nobrega S**, and Punnett L, Health Behaviors and Overweight in Nursing Home Employees: Contribution of Workplace Stressors and Implications for Worksite Health Promotion, (2015) *The Scientific World Journal*, 15 March, Article ID 915359

Robertson M; Henning R, Warren N, **Nobrega S**, Dove-Steinkamp M, Tibiriçá L, and Bizarro A. Participatory design of integrated safety and health interventions in the workplace: a case study using the Intervention Design and Analysis Scorecard (IDEAS) Tool, (2015) *Int. J. of Human Factors and Ergonomics*, 3: (3/4), 303 – 326.

Robertson M, Henning R, Warren N, **Nobrega S**, Dove-Steinkamp M, Tibirica L, Bizarro A; CPH-NEW Research Team. The Intervention Design and Analysis Scorecard: a planning tool for participatory design of integrated health and safety interventions in the workplace. (2013) *J Occup Env. Med.* Dec;55 (12 Suppl): S86-8.

Punnett L, Warren N, Henning R, **Nobrega S**, Cherniack M; CPH-NEW Research Team. Participatory ergonomics as a model for integrated programs to prevent chronic disease. (2013) *J Occup Environ Med* Dec;55 (12 Suppl): S19-24.

Henning RA, **Nobrega S**, Flum M, Punnett L. Engaging workers in health promotion and health protection efforts: A participatory approach for innovation and sustainability at two worksites. In: P.A. Lapointe and J. Pelletier (Eds), Different perspectives on work changes, Proceedings of Second international workshop on work and intervention practices, Quebec, August 2009, Les Presses de l'Université Laval, pp. 199-208.

Tremblay PA, **Nobrega S**, Davis L, Erck L, Punnett L. Healthy workplaces? A survey of Massachusetts employers. (2013) *American Journal of Health Promotion* Jul-Aug; 27(6): 390-400.

Zhang Y, Flum M, **Nobrega S**, Blais L, Qamili S, Punnett L. Work organization and health issues in long-term care centers. (2011) *J Gerontol Nurs.* May; 37(5): 32-40.

**Nobrega S**, Champagne NJ, Azaroff LS, Shetty K and Punnett L. (2010) Barriers to Workplace Stress Interventions in Employee Assistance Practice: EAP Perspectives, *Journal of Workplace Behavioral Health*, 25: 4, 282-295.

Azaroff LS, Champagne NJ, **Nobrega S**, Shetty K, and Punnett L. (2010) Getting to Know You: Occupational Health Researchers Investigate Employee Assistance Professionals' Approaches to Workplace Stress, *Journal of Workplace Behavioral Health*, 25: 4, 296-319.

## Books

Jill Carter, Jean L. Wiecha, Karen E. Peterson, **Suzanne Nobrega**, Steven L. Gortmaker, Planet Health: An Interdisciplinary Curriculum for Teaching Middle School Nutrition and Physical Activity, second edition. Champagne, IL. Human Kinetics, 2007.

## Blogs

Center for the Promotion of Health in the New England Workplace, [News & Views Emerging Topics page](#).

Total Worker Health: An integrated approach to a healthier workplace, Issue #64, Jan 2020

The proof is in the process: Participation as the cornerstone of a healthy workplace, Issue #33, Oct 2013

Understanding and Counteracting the Obesogenic Work Environment, Issue #28, Feb 2013

How can workplace health promotion professionals address job stress as a modifiable risk factor for heart disease and other chronic diseases? Issue #8, Nov 2008

How does job stress contribute to cardiovascular disease and what can be done to intervene? Issue #3, Jan 2008