



Reduce harmful work stressors.
Improve job quality and health.

Using the Healthy Work Survey for Organizations

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THE CENTER FOR
SOCIAL EPIDEMIOLOGY

What is the Healthy Work Campaign?

MISSION
reduce harmful
work stressors
and improve job
quality & health in
the U.S.

- ❖ A public health campaign to raise awareness in the U.S. about the health impacts of work stress on working people, and positive actions individuals and organizations can take to advance #healthywork.
- ❖ HWC & Healthy Work Survey are a collaborative project between the Center for Social Epidemiology, a non-profit organization and sponsor, and researchers at various Universities including the Ctrs. for Occupational Environmental Health UC Irvine/UCLA, and SUNY Downstate.

www.healthywork.org

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How to Partner:
[https://healthywork.org/
take-action/partner/](https://healthywork.org/take-action/partner/)



Why use the HWS?

- 1 out of 3 Americans say they typically feel tense or stressed out during the workday. ([APA, 2016](#))
- Those working 11+ hours per day are 2-3 x more likely to experience depression. ([PO, 2012](#)) Depression is the leading cause of disability.
- Stress accounts for about 40% of sickness absence, at an estimated average cost of U.S.\$ 228 per employee/yr. ([EUOSHA, 2014](#))
- 10 to 20% of all causes of cardiovascular disease (CVD) deaths among the working age population may be due to work. ([IJOMEH, 2015](#))



1 in 5
(20%) AMERICANS SAY THEY NEVER ENGAGE IN AN ACTIVITY TO HELP **relieve or manage their stress**

Stress(ors) and Health



Stressors
(Hazards/Threats)



Stress

(Fight-or-Flight response &
short term effects)

- BP and heart rate ↑
- Muscles tense
- Shortness of breath
- Feeling shaky, achy



Strain/Distress

(long term effects)

- Headaches, sleep disorder, exhaustion
- Musculoskeletal pain
- Mental disorders
- High blood pressure and CVD

Sources of stress at work

“psychosocial stressors”



Work-life imbalance*

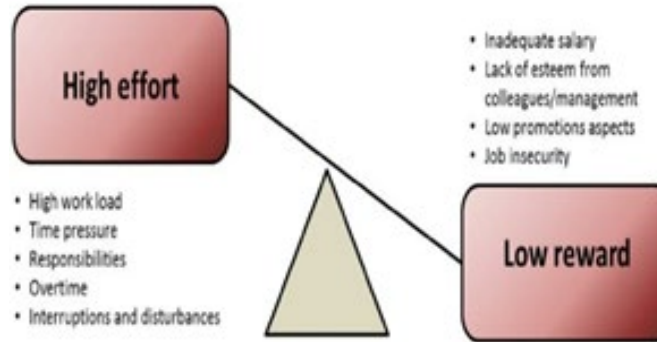


Bullying/harassment



Figure 1. Karasek's Job Demand Control Model

**Highly demanding work
and low job control**

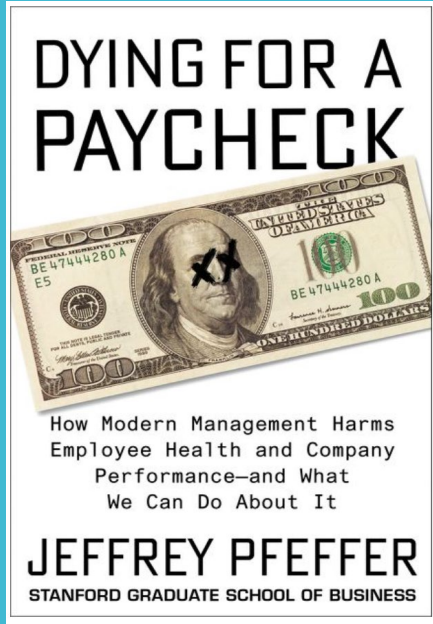


**Long work hours
Irregular schedules/hours**



Low supervisor support*

COSTS



- Jeffrey Pfeffer of Stanford, in “Dying for a Paycheck” presents:
- 10 major work stressors:
 - workload, low control, low support, long work hours, shift work, work-life conflict, lack of fairness at work, unemployment, job insecurity, lack of health insurance
- Lead to: ~120,000 deaths/year + 5-8% of annual health care costs (U.S. \$180 billion) associated with “how U.S. companies manage workers.”

Goh J, Pfeffer J, Zenios SA (2015) The Relationship Between Workplace Stressors and Mortality and Health Costs in the United States. Management Science March:1-12

Work Stress:

A significant economic and social burden

➤ To individuals

- Impacts health and longevity
- Impacts the quality of life of families, children and communities

➤ To organizations/society

- Increases health care costs, disability, workers compensation costs, and losses of productivity from increased sick leave/absenteeism, staff turnover.
- These costs are barriers to creating greater innovation, engagement, and sustainable, healthy organizations and healthy people.



What is the Healthy Work Survey?



Reduce harmful work stressors.
Improve job quality and health.
Join the Healthy Work Campaign!

Healthy Work Survey (HWS)

Welcome to the Healthy Work Survey (HWS). The purpose of this survey is to help you learn more about the stressors you are experiencing at work that may be affecting your health and well-being. Participation is completely voluntary. You may discontinue your involvement at any time. All information collected will be anonymous. However, if you choose to provide your email, you will receive a free, confidential personal report of your results sent to your email address. Your email will be deleted after sending your report. If you agree with the terms and conditions described, please continue. Your feedback is important, if you have any questions or suggestions you may contact us at: contact@healthywork.org. Thank you!

 marniedzimmerman@gmail.com (not shared) [Switch account](#)



[Next](#)

Page 1 of 26

[Clear form](#)

Never submit passwords through Google Forms.

This form was created inside of PRAX. [Report Abuse](#)

Google Forms

- A [free online tool](#) for individuals & organizations - identifies **work-related stressors (sources of stress at work or “psychosocial hazards”)**
- Scientifically validated, developed by HWC in collaboration with university researchers, questions from NIOSH Quality of Work Life & GSS national survey
- Takes 15-20 minutes to complete, [anonymous, secure & confidential](#) – no names!
- A free, automated (anonymous) report for [individuals](#) AND a group level report (no identifiers) is emailed to the [organization](#), comparing stress scores to scores in the nationally representative QWL survey of U.S. workers.

What does the HWS measure?

Job Demands Ex. workload, time pressure, resource adequacy	Work arrangements Ex. full/part-time, pay, shift
Job Control Ex. use skills, decision-making	Precarious employment Ex. insecure employment, low wages, irregular schedules
Supervisor support Ex. provides help when needed	Workplace injustice Ex. bullying, harassment
Coworker support Ex. show an interest in me	Emotional labor Ex. emotional demands
Rewards Ex. respect, job security	Physical environment Ex. gas, dust, temps, noise
Work-life balance	Impact of COVID-19
Safety Climate Ex. safety high priority	Self-Reported Health, exhaustion, Ex. back pain, missed work days, sleep, depression, BMI

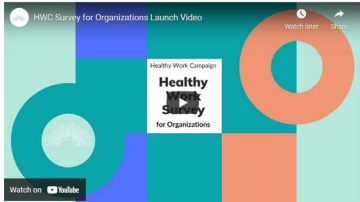
*These items do not represent all or the exact wording of HWS questions

What are the next steps for organizations?

HEALTHY WORK CAMPAIGN INDIVIDUALS ▾ EMPLOYERS ▾ UNIONS & WORKER ADVOCATES ▾ MISSION ▾ RESOURCES ▾ 1 ENTER EMAIL

Healthy Work Survey FOR EMPLOYERS

[REQUEST ACCESS](#)



What is the Healthy Work Survey (HWS)?

- A free, online tool, developed by the Healthy Work Campaign, identifying work-related causes of common mental and physical health problems.
- Measures work stressors (sources of stress at work, also called psychosocial hazards) for individuals, organizations, and companies.
- A Google form, which takes about 20 minutes to complete, and is anonymous, secure and confidential.
- Scientifically accurate and developed in collaboration with a team of university researchers and occupational health and safety experts.
- The majority of questions come from the NIOSH Quality of Worklife questionnaire, used every 4 years as part of a nationally representative survey of US working people.

- Organizations can **request access** by filling out a short form and a unique link to the HWS is emailed to a representative with guidance about how to recruit at least 50-60% of employees.
- Employers/Businesses:
<https://healthywork.org/employers/healthy-work-survey-employers/>
- Unions/Worker Health & Safety Advocates:
<https://healthywork.org/unions-worker-advocates/healthy-work-survey-unions/>
- Content is the same!

Example:

Group/Org
Report of
Results
(emailed)



Healthy Work Survey Report - for [organization here]

Thank you for completing the Healthy Work Survey for organizations. We hope these findings will open a dialogue at all levels of your organization, to begin making work healthier for all.

The results of this report are based on a [%] participation rate between [dates here]. We encourage you to consider the sociodemographic characteristics of this sample of your organization and whether age, gender, race, occupation and other characteristics are broadly similar to the whole organization. This will ensure your sample is representative.

The following 10 page report is comprehensive. This coversheet summarizes the major findings that are "red flagged" as the most significant because compared to the U.S. population, your organization's risk level is higher or the % of people at risk is higher than the US %

Next Steps? Please see Page 2 "What's Next" for resources and ideas.

Work Stressors

High demands 39%
High workload 48%
Low job control 47%
Low decision making 40%
Low supervisor support 33%
Low promotion opportunities 44%
High emotional labor 51%

Workplace Justice

Witness bullying 26%
Sexual harassment 5%

Feelings of discrimination due to:

Age 20%
Gender 18%
Race/ethnicity 10%

Physical Hazards

Nothing major to report

Work Arrangements

Nothing major to report

Precarious employment

Nothing major to report

COVID-19 impacts

- Work from home at present 46%
- Don't know if employer has an infection control program 36%
- Extremely/very concerned about bringing virus home to family 40%
- No training in PPE use 58%
- Lack of a say or influence on health & safety at workplace 43%
- Toxic/poor/fair, not so good psychological health and safety climate 53%

Health

- Physical hlth not good 14 days+ 12%
- Mental hlth not good 14 days + 30%
- Depression 32%
- Burnout/exhaustion very/often 51%
- Trouble sleeping (often) 42%
- Stressful work very/often 52%
- Backpain 36%
- Missed work 1-13/30 days 35%

Sociodemographics

61% Female, 37% Male
64% Ages 35 to 64
69% White, 8% Black, 8% Latino, 8% Asian..
59% Bachelors/Graduate Degree

EXAMPLE

Occupation

Industry

Age

Source

Gender

Race/Ethnicity

Education

Sample Size

148

Survey results of the main psychosocial work stressor risks*

	U.S. AVG	GROUP AVG	Group Level	% High Risk	Alert
High Demands	6.1	7.1	High Risk	39.2	High Risk
High Workload	4.0	4.6	High Risk	48.0	
Low Resources	4.4	4.8	Intermediate Risk	27.0	
Low Job Control	8.8	9.8	High Risk	46.6	
Low Decision-making	3.5	4.1	High Risk	39.9	
Low Skill Utilization	5.3	5.6	Intermediate Risk	27.7	
Low Supervisor Support	3.4	4.0	High Risk	32.9	
Low Coworker Support	3.4	3.7	Intermediate Risk	23.4	
Work-Family Conflict	4.3	4.8	Intermediate Risk	33.1	
Low Rewards	11.2	10.9	Intermediate Risk	27.7	Alert
Low Promotion Opp	4.5	5.2	High Risk	43.8	
Low Safety Climate	3.3	3.7	Intermediate Risk	19.7	

Interpreting your organization's results

These results from the Healthy Work Survey show your group's overall "risk" for some of the most common, health-damaging work stressors (psychosocial risks). To establish risk levels, your organization's data were compared to the U.S. working population from the Quality of Work Life surveys.

*Definitions - see Page 2

U.S. Avg - is the average (mean) score for the U.S. population.

Group Avg - is the average score for your group (a higher average means higher stress).

Group Level - is the overall level of risk for your group/organization based on national score ranges.

High Risk means that your group average falls into the highest range of scores and compared to most others in the U.S. working population, your group's level of risk for a particular work stressor is higher.

Intermediate risk means your group average falls into the middle range of scores and you are reporting the same risk as the US population. **Low risk** means that your group average falls into the lowest range of scores and you are at less risk than the US population. Being intermediate or low risk does not mean there should be no concern about these work stressors, as there are still some individuals who may be at increased risk. They may not be as much of a priority as the high risk stressors.

% High Risk - is the % of individuals in your organization that have scores in the highest risk level (they have scores well above average).

Alert - If you receive a **red box** by any one of these work-related psychosocial stressors, this means that your group average score AND the % of people at high risk in your organization is higher than the national average and national % at high risk and that this needs attention.

Percentage exposed to other psychosocial risks

High Emotional Labor

50.0 %

% Job is
"always/often"
emotionally
demanding

50.7 %

% Always/often
hide feelings at
work

Low Organizational Justice

21.6 %

% reporting policies and
practices are NOT applied
consistently



Occupation



Industry



Age



Source



Gender



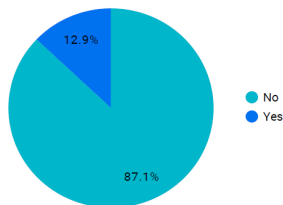
Race/Ethnicity



Education



Changes in employment status since the COVID-19 pandemic?



The impact of the COVID-19 pandemic on working conditions is ongoing. Stress, anxiety, and other mental health issues have been increasing dramatically. Job loss, under-staffing, fear of infection, inadequate access to PPE, and concern about workplace safety will affect the health and well-being of employees. If your organization has a high % of employees concerned about protection, sufficient PPE training, not having an influence over health & safety issues, or rating the psychological health & safety climate as poor or not so good, this should be of concern. Involving workers and representatives in health and safety is a great place to start.

Do you work from home at present?

No	54.3%
Yes	45.7%
No data	0.0%

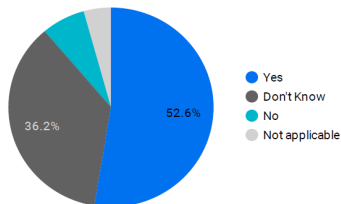
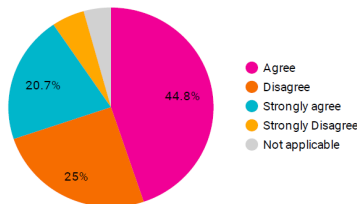
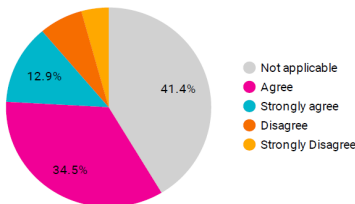
Have you worked your usual hours?

Yes	77.6%
No	22.4%
No data	0.0%

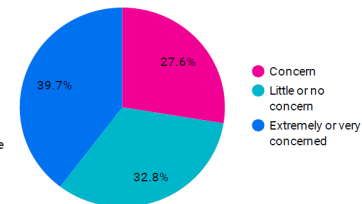
Have you lost income?

No	77.6%
Yes	22.4%
No data	0.0%

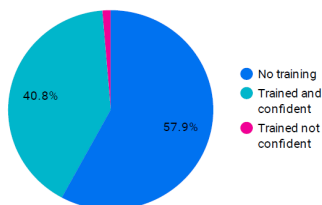
Does your employer have an infection control program?

Would you agree that the **employer** is doing its best to protect you and others on the job?Would you agree that the **union** is doing its best to protect you and others on the job?

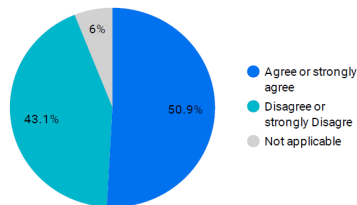
How concerned are you about bringing the virus home to those with whom you live and/or friends?



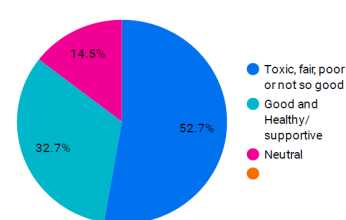
Do you feel sufficiently trained to put on or take off your PPE without contaminating yourself or others?



I have a say or some influence over health & safety at my workplace during this pandemic.



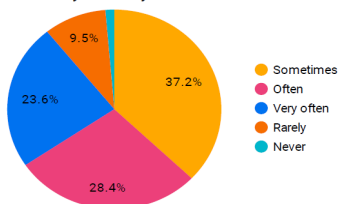
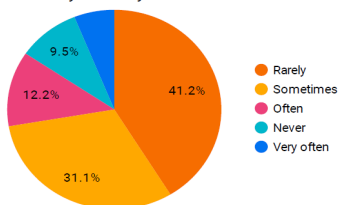
Rate the psychological health & safety climate in your workplace



Occupation ▾	Industry ▾	Age ▾	Source ▾
Gender ▾	Race/Ethnicity ▾	Education ▾	

Self-Reported Health

	U.S. % exposed	% exposed
General Health is Fair/Poor	13.5	12.8
Physical health was not good for 14 or more days in the last 30 days	5.6	12.2
Mental health was not good for 14 or more days in the last 30 days	9.3	29.7
Burnout-Exhaustion felt used up at the end of the day often/very often	39.8	50.7
Sleep - often have trouble going to sleep or staying asleep (past 12 mos)	21.0	41.9
Stressful work - often/very often	31.1	52.0

How often do you find your **work stressful**?How often do you find your **home stressful**?

Self-reported health and stress have been found to be highly related to clinical measures of health. These measures of stress and health give you a snapshot of the health of your organization. High levels of work stressors have been related to poor self-reported health, burnout, and sleep problems.

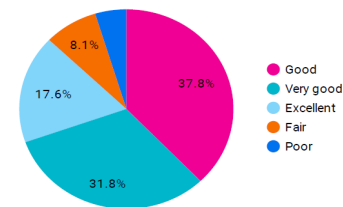
<https://healthywork.org/resources/research/>

If the % of your group reporting fair/poor health or 14 or more days of poor physical or mental health is higher than the national %, your organization should consider making changes to the work environment that may improve these health outcomes for working people in your organization.

For more information on interventions go to:

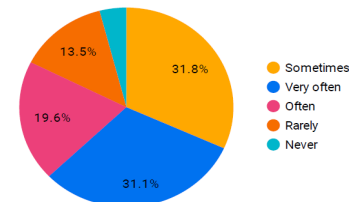
<https://healthywork.org/employers/healthy-work-tools-employers/> OR <https://healthywork.org/unions-worker-advocates/healthy-work-tools-unions/>

Would you say that in general your health is...?



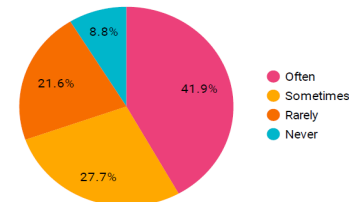
Exhaustion - Burnout

How often have you felt used up at the end of the day?

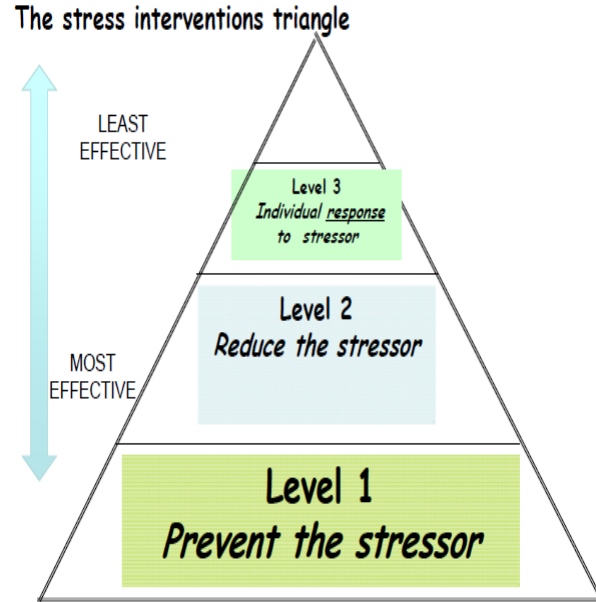


Sleep

In the past 12 months, how often have you had trouble going to sleep or staying asleep?



Work Stress Can be Prevented!



Version 3 (2009), thanks to Robin Baker (Labor Occupational Health Program, UC Berkeley) and Bev Burke, a Canadian popular educator

Level 1: Prevent the stressor
(most effective)

Level 2: Reduce the stressor

Level 3: Individual response
to the stressor
(least effective)

What Can Be Done to Prevent/Reduce Work Stressors in an Organization? Intervention Planning



Key Features of *Work Stress* Interventions

1. Follow a systematic stepwise approach (having clear goals and planning steps),
2. Perform risk assessment and identify vulnerable groups
3. Tailored to organization culture and size
4. Adaptable, flexible, accessible, and user friendly.
5. Targeted at both the individual and organization
6. Educate and provide training for management and organization leadership to improve capacity and skills.

What is a Participatory Intervention Model

- The main goals of participatory interventions:
 - To address root causes of issues related to worker safety, health and well-being
 - increase communication and collaboration about health and safety at all levels of the organization
 - develop a business case that is compelling to workers and management alike
 - implement solutions that are effective, well accepted and sustainable.
- PI could be integrated into organizational culture, which increase success rate and program sustainability
- PI takes into account workers' first-hand knowledge of their jobs, including the sources of work stress, variance in job demands, job contents and constraints.

Benefits to the Organization


- Safer, healthier, and more productive employees
- Increase morale and job satisfaction= productivity
- Increase in worker autonomy
- Improved health related decision making
- Decrease in injuries and accidents
- Decrease in work-related stress
- In long term reduce chronic disease burden

How to Design a Participatory Intervention

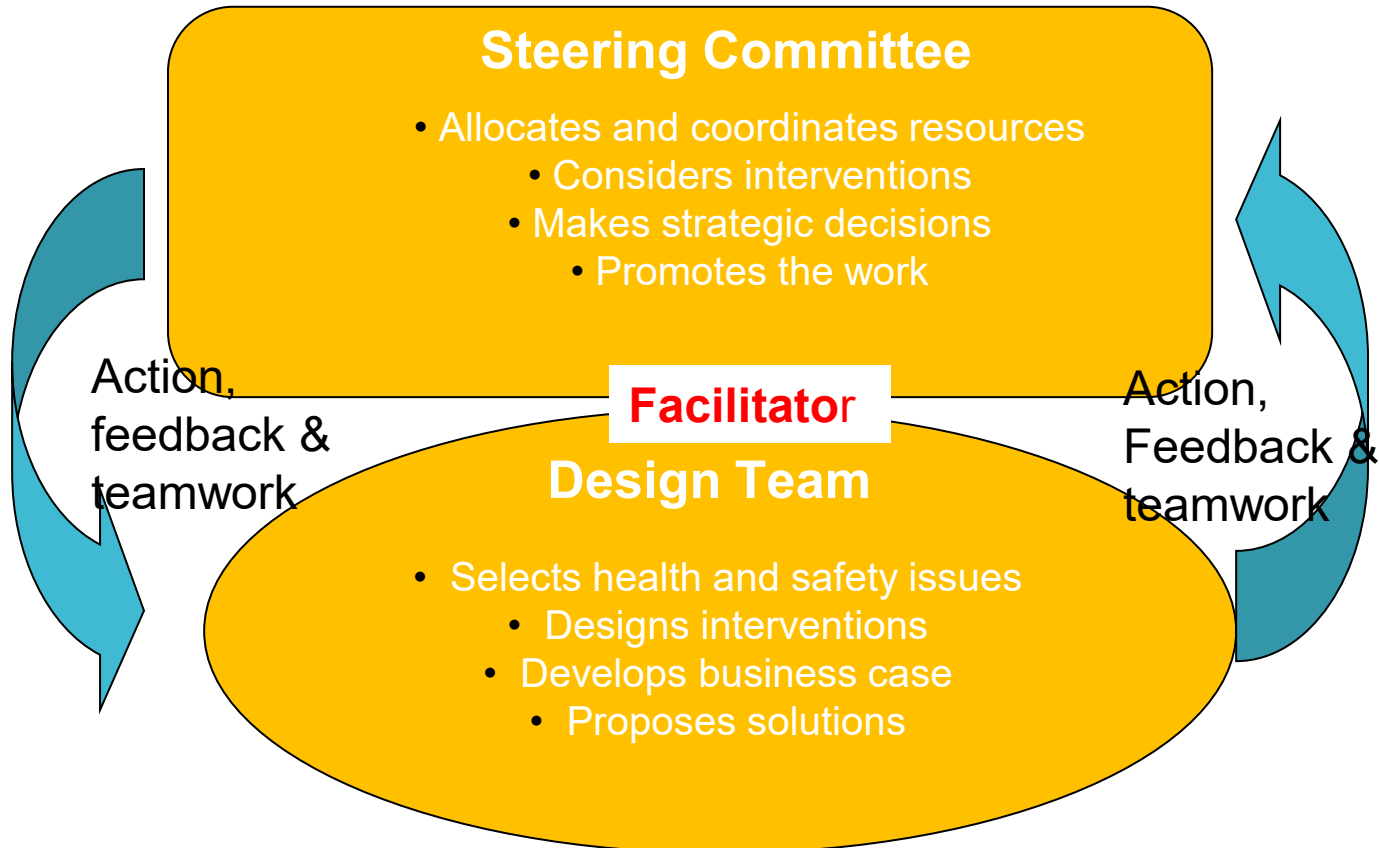
1. Need assessment, risk factor identification
2. What are the existing programs (promoters and deterrents)
3. Propose interventions based on the **scope/impact, resources and costs, benefits and effectiveness** and **obstacles and barriers** to the program.
4. Include people with expertise and experiences in the intervention team
5. Avoid biases in preparing your plans of action
6. Make sure decisions are supported by majority
7. Communicate

Intervention Phases

The intervention consists of several steps that can be summarized as:

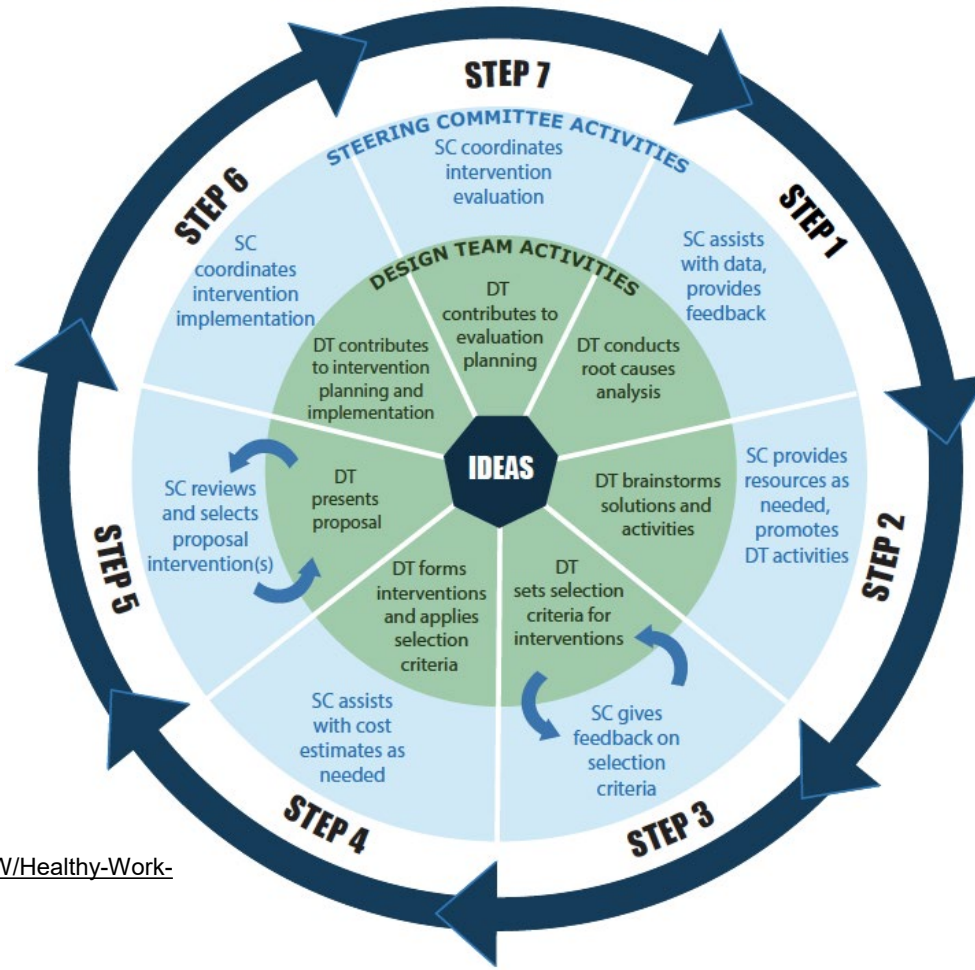
1. **Preparation**
 2. **Risk Assessment phase**
 3. **Action Planning**
 4. **Implementation** : should be theory based for example: based on the job demand resource model: reduce demand and increase resources
 5. **Evaluation**: decrease stress and increase job satisfaction (metrics)
- 
- tailored action plan that target organization specific stressor and hindrances to healthy work

Example of participatory intervention: IDEAS tool

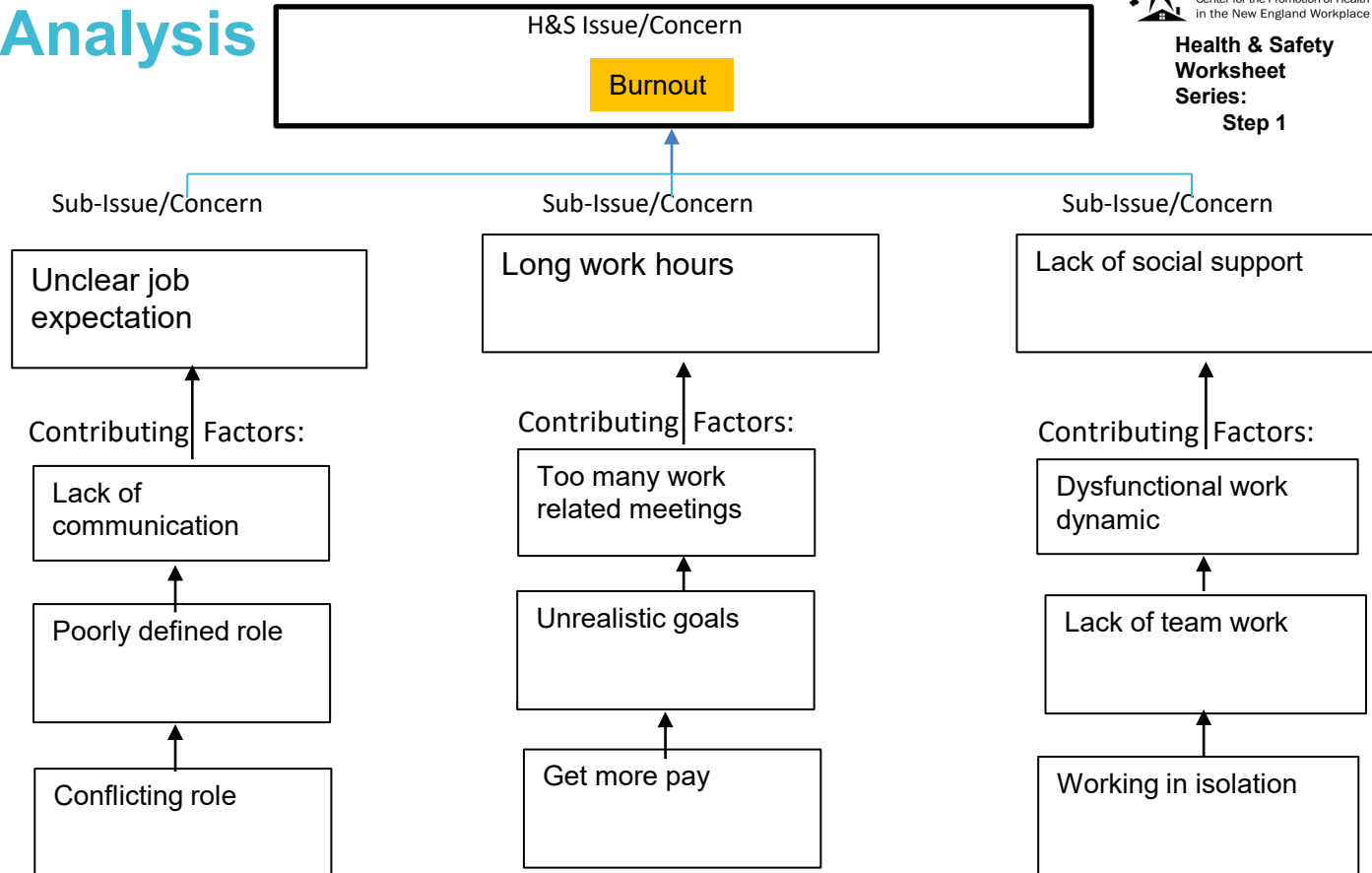


THE "IDEAS" PROCESS

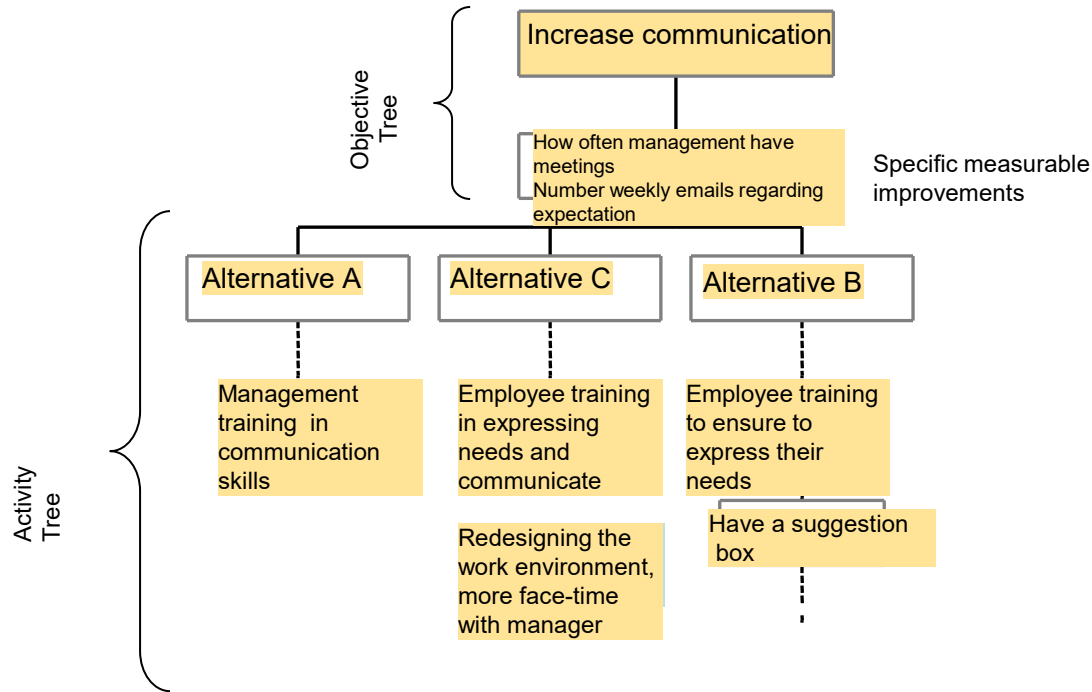
INTERVENTION DESIGN AND ANALYSIS SCORECARD
ROLES FOR STEERING COMMITTEE AND DESIGN TEAM



Conduct a Root Cause Analysis



Completed Objective/Activity Tree



Propose intervention based on the **scope/impact** , **Resources and costs**, **benefits and effectiveness** and **obstacles and barriers**



HEALTHY WORK SURVEY for Employers

What do we do with the HWS Results?

1

Step One – Review and share your organization’s Survey Report and LEARN what exposure to particular work stressors may mean to your employees and organization, using the [Principles of Healthy Work](#).

2

Step Two – Is your organization ready for healthy work? Find out what unhealthy work is costing your organization.

3

Step Three – Some general ideas for how to reduce work stressors and a series of reports – Healthy Work Strategies – summarizing workplace research projects, programs/policies, as well as current or pending laws and regulations intended to promote healthy work.

4

Step Four – Plan and design your own “healthy work programs/policies” with participation at all levels of your organization (especially employees).

HEALTHY

W  RK

HEALTHY

PE  PLE

<https://healthywork.org/employers/healthy-work-tools-employers/>

Healthy Work Strategies

Case ex. to reduce/improve work stressors

IMPROVE WORK-FAMILY BALANCE

Family Supportive Supervisor training to reduce work-family conflict

REDUCING BULLYING

A Respectful Workplace Policy and contract to reduce workplace bullying

IMPROVE JOB CONTROL

Increasing job control among call center workers

ADDRESS SEXUAL HARASSMENT AND VIOLENCE

Panic Buttons: preventing psychological trauma and physical assault among hotel housekeepers

Ex. Participatory Research-Labor-Management Interventions

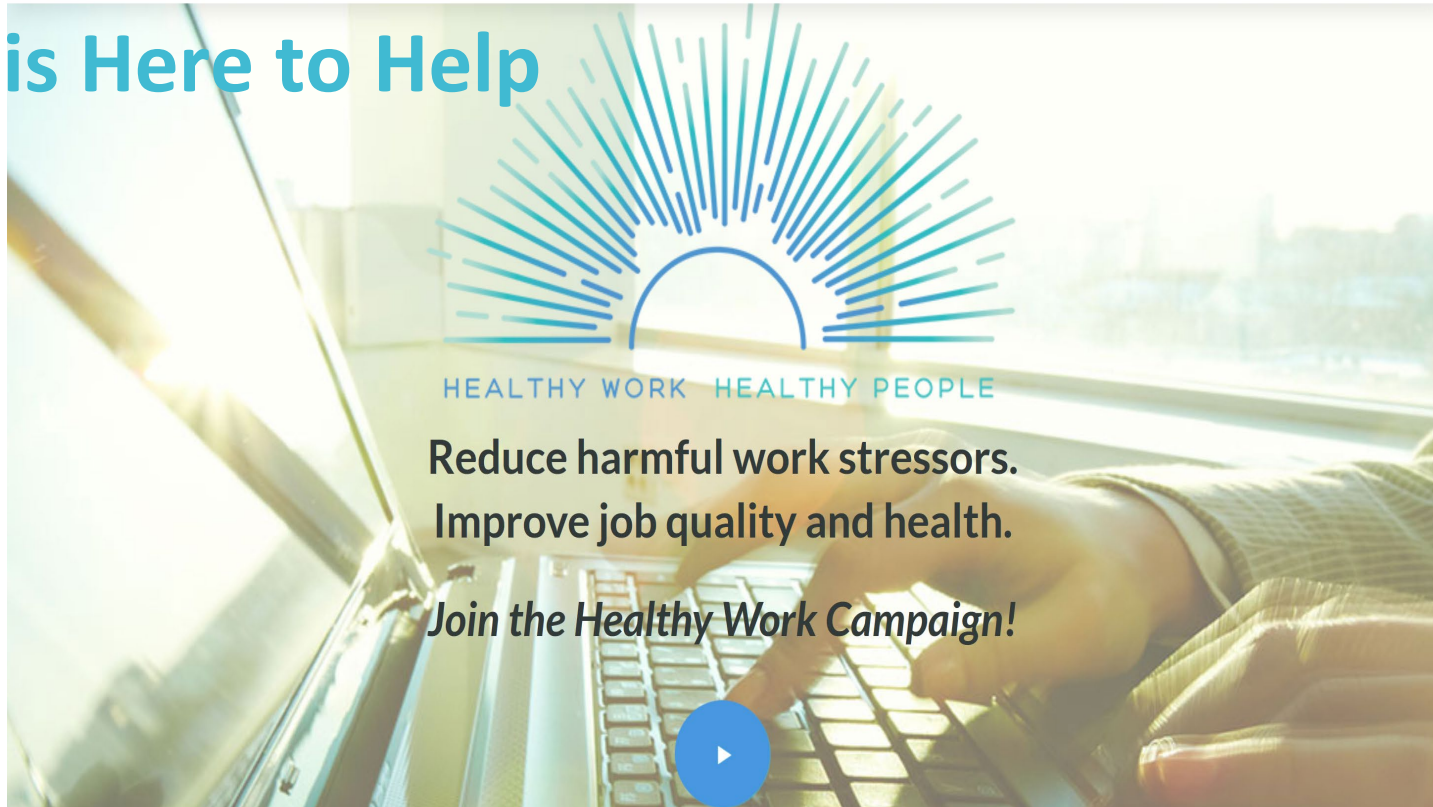
Reducing work stress and improving the mental health of hospital workers in Quebec.

Programs and policies to reduce work stress among bus drivers



Lets Get Started

HWC is Here to Help



<https://healthywork.org/>

contact@healthywork.org

END