

# Advancing the Healthy Work Campaign

Disseminating work stress education and prevention strategies.

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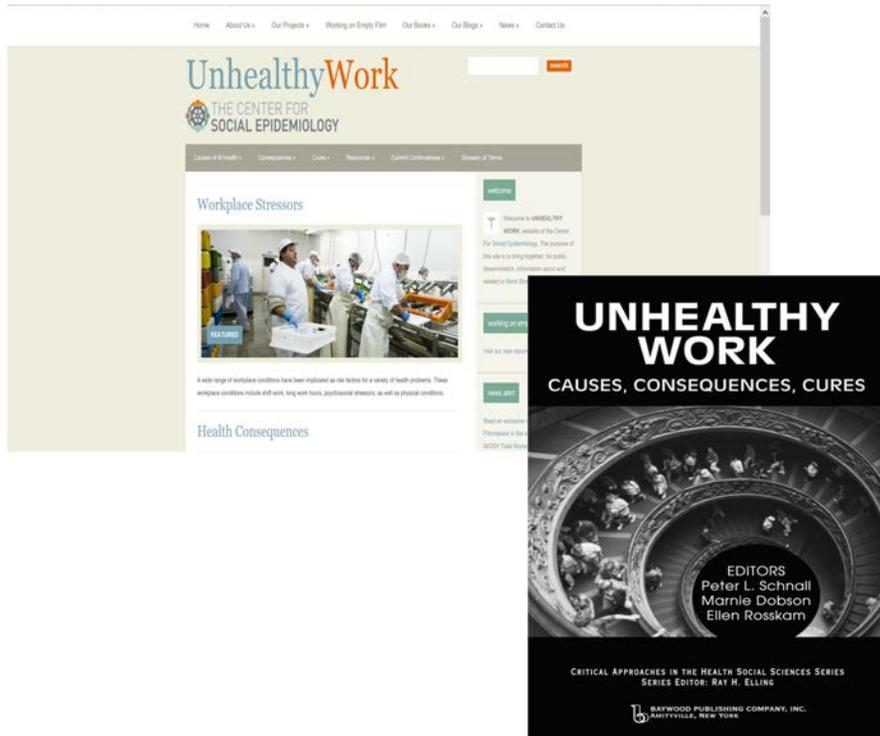
Marnie Dobson, Ph.D.

Center for Occupational and Environmental Health,  
University of California, Irvine

OHP Summer Institute, Oregon Health Workforce Center July 10, 2018



# BACKGROUND: Center for Social Epidemiology



CSE is a private non-profit foundation established in 1988 ...to promote public awareness of the role of occupational/work stress in the etiology of psychological disorders and cardiovascular disease.

→ Collaboration with other research institutions/researchers on major occupational health studies.

→ Website ([unhealthywork.org](http://unhealthywork.org)): translation and dissemination of 40+ years of scientific evidence (longitudinal studies, reviews/meta-analyses, intervention studies) of the relationship between work organization/psychosocial work stressors and chronic illness, health and well-being of working people.

→ “Working on Empty” ([workingonempty.org](http://workingonempty.org)) is innovative film project begun in 2016

→ Developing the “Healthy Work Campaign” (2017-2018)

# Translation/Dissemination and the HWC

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## **Characteristics of the translational framework for public health research (Oglivie et al 2009)**

- Redefines the endpoint from that of institutionalising effective interventions to that of improving population health
- Incorporates the epidemiological traditions of population health surveillance and the identification of modifiable risk factors
- Reflects a spectrum of determinants of health from the individual to the collective level and a corresponding spectrum of levels of intervention

# Healthy Work Campaign: MISSION

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The Healthy Work Campaign (HWC) is a public health campaign that aims to promote healthy work and reduce unhealthy working conditions in the U.S.

→and, thereby, prevent and reduce injuries, chronic illnesses, health inequalities, and the costs to workers, businesses and society.

Reduce harmful work stressors. Improve job quality and health.

[WWW.HEALTHYWORKCAMPAIGN.ORG](http://WWW.HEALTHYWORKCAMPAIGN.ORG)



# HWC GOALS

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- 1. EDUCATE** American workers and organizations about unhealthy work, how it makes workers ill, the costs to all of us, and what solutions exist to achieve healthy work.
- 2. ASSESS** whether work is healthy or not by identifying work stressors for individual workers and for organizations utilizing the online “Healthy Work Survey.”
- 3. EQUIP** American workers and organizations with tools, so that individually and collectively, people can help to bring about positive changes to the organization and culture of work in America.
- 4. ADVOCATE** - provide all stakeholders with opportunities to support or take action to promote healthy work for all.



# WHAT IS “HEALTHY WORK”?

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Healthy Employees



Healthy Organizations



Healthy Workplaces

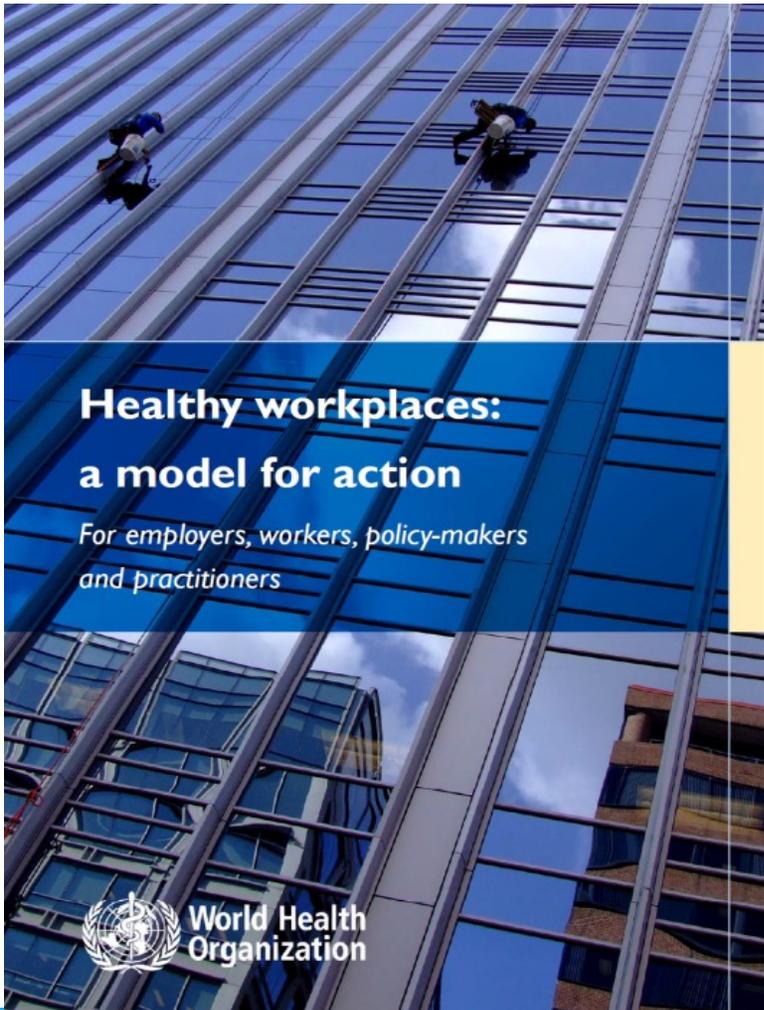
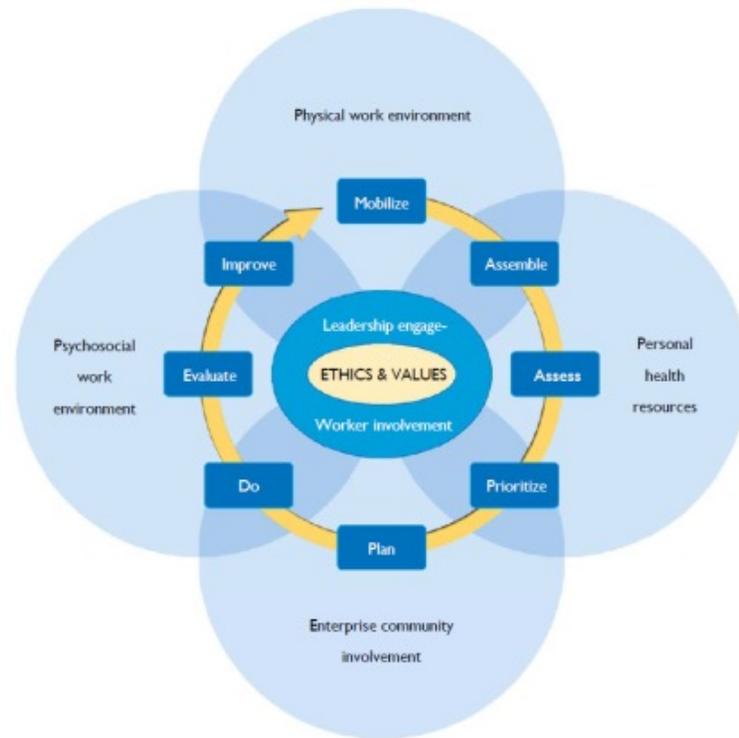


FIGURE 1  
WHO healthy workplace model: avenues of influence,  
process, and core principles



# NIOSH: TOTAL WORKER HEALTH™ (2011)

Integrating:

**Health Promotion with Health Protection (Occupational Health)**



<http://www.cdc.gov/niosh/twh/>

# WHERE IS WORK ORGANIZATION (2013)?

## Issues Relevant to Total Worker Health™ \*

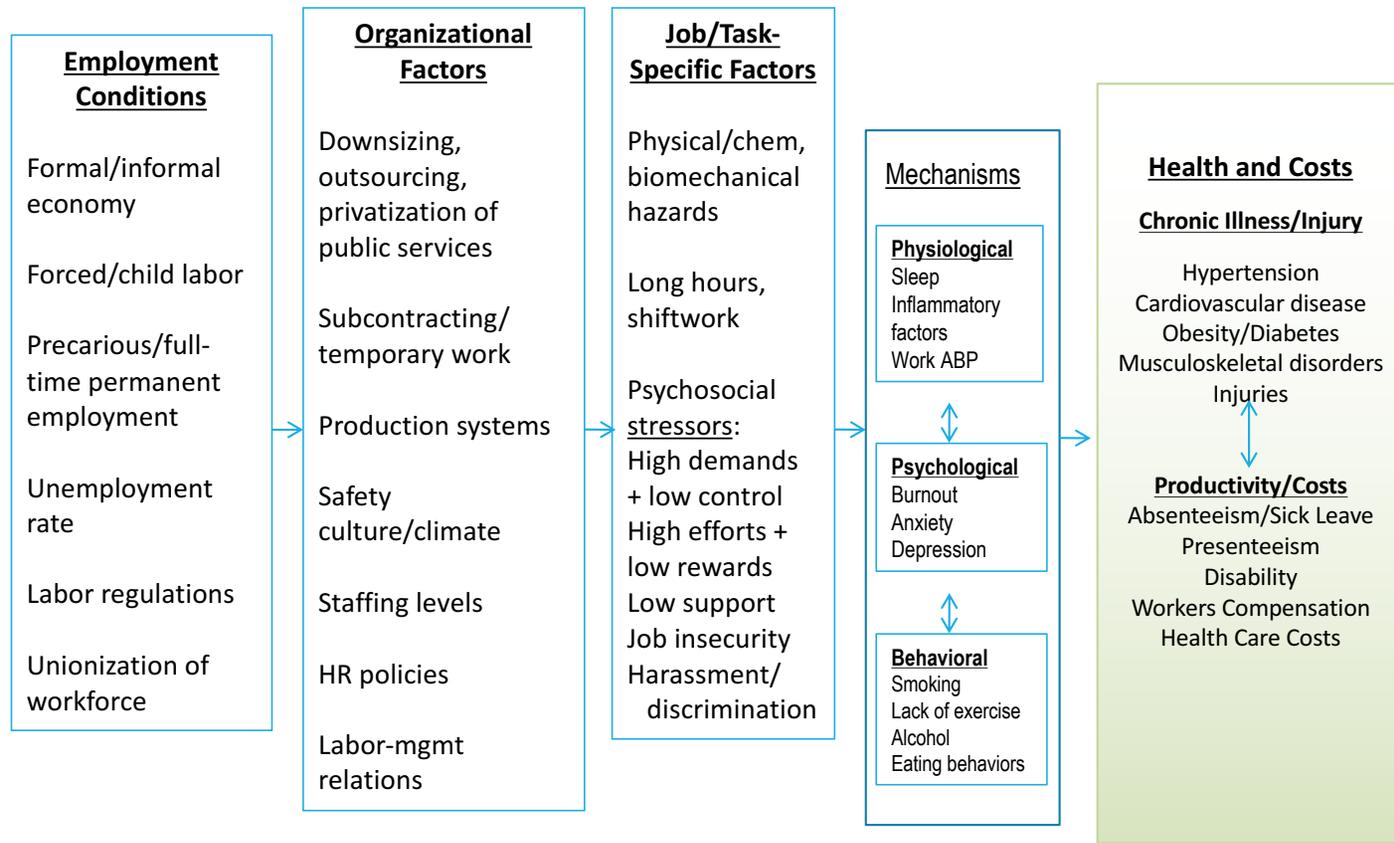
EMPLOYMENT	WORKPLACE	WORKERS
<p><b>New Employment Arrangements</b>  <b>Global Economy</b></p> <ul style="list-style-type: none"> <li>• Competition for Workers, Products, Services, Knowledge</li> </ul> <p><b>Benefits Systems</b></p> <ul style="list-style-type: none"> <li>• Rising Health Care Costs</li> <li>• Eroding Distinction Between Work-Related and Non-Work-Related Conditions</li> </ul> <p><b>Health, Productivity, and Disability Management</b></p> <ul style="list-style-type: none"> <li>• Presenteeism</li> <li>• Absenteeism</li> </ul> <p><b>Americans with Disabilities Act</b></p> <ul style="list-style-type: none"> <li>• Requirements Related to Wellness &amp; Health Promotion Programs</li> </ul> <p><b>Changing Social Policies Related to Retirement</b></p> <ul style="list-style-type: none"> <li>• Retirement Age</li> <li>• Benefits</li> </ul>	<p><b>RISKS/CHALLENGES</b></p> <p><b>Persistent and Emerging Hazards</b>  <b>Environmental Risk Assessment</b></p> <ul style="list-style-type: none"> <li>• Root Cause Analyses</li> <li>• Modify Work to Reduce Risks</li> </ul> <p><b>Return to Work Issues</b></p> <p><b>OPPORTUNITIES</b></p> <p><b>Promote Safe Environment</b></p> <ul style="list-style-type: none"> <li>• Safety Culture</li> <li>• Safety Decision Making</li> <li>• Increased Hazard Recognition</li> </ul> <p><b>Promote Health and Wellness Culture</b></p> <ul style="list-style-type: none"> <li>• Leadership Support</li> <li>• Worker Involvement</li> <li>• Health in All Decisions</li> </ul> <p><b>Improve Organization of Work</b></p>	<p><b>Multigenerational Workforce</b>  <b>Older Workers</b></p> <ul style="list-style-type: none"> <li>• Aging Productively</li> <li>• Recareering</li> </ul> <p><b>Younger Workers</b></p> <ul style="list-style-type: none"> <li>• Education Levels</li> <li>• Skills</li> </ul> <p><b>Groups of Special Concern</b></p> <ul style="list-style-type: none"> <li>• Differently Abled</li> <li>• Military to Civilian Transition</li> </ul> <p><b>Prevalent Chronic Health Conditions</b></p> <ul style="list-style-type: none"> <li>• Obesity</li> <li>• Arthritis</li> <li>• Hypertension/CVD</li> <li>• Diabetes</li> <li>• Hyperlipidemia</li> <li>• Depression/Anxiety</li> <li>• Stress</li> <li>• Sleep &amp; Fatigue Issues</li> </ul> <p><b>Health Promotion</b></p> <ul style="list-style-type: none"> <li>• Smoking Cessation</li> <li>• Diet and Nutrition</li> <li>• Physical Activity</li> <li>• Stress Management &amp; Resiliency</li> </ul>

\*Issues in these lists are for illustrative purposes and are not meant to be exhaustive

<http://www.cdc.gov/niosh/twh/totalhealth.html>

# What is work organization?

(adapted from NIOSH model (2002))



Landsbergis P, et al. Occupational Health Psychology (pp. 1086-1130). In Anna D (ed.) The Occupational Environment (3rd ed.). American Industrial Hygiene Association, 2011.

# Work stressors play a role in chronic illness

- JOB STRAIN
- EFFORT-REWARD IMBALANCE
- LONG WORK HOURS
- ORGANIZATIONAL INJUSTICE
- DOWNSIZING
- SHIFT WORK

## CVD



Schnall et al. IJHS, 2016  
Theorell et al. Eur J Pub Hlth, 2016  
Kivimaki et al Lancet 2012  
Kivimaki et al Lancet 2015  
Ha & Park. JOH 2005

- JOB STRAIN
- EFFORT-REWARD IMBALANCE
- WORK-FAMILY CONFLICT
- THREAT-AVOIDANCE VIGILANCE

## HYPERTENSION



Landsbergis et al AJPH 2013  
Trudel et al OEM 2013  
Gilbert-Ouimet J Psychosom Res 2011

- JOB STRAIN
- EFFORT-REWARD IMBALANCE
- WORK-FAMILY CONFLICT
- LONG WORK HOURS
- LOW SOCIAL SUPPORT
- ORGANIZATIONAL INJUSTICE
- DOWNSIZING

## BURNOUT/ DEPRESSION



Theorell et al BMC Pub Health 2015  
Siegrist J. Eur Arch Psych Clin Neurosci 2008

# Unhealthy Work Costs All of Us

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Cardiovascular Disease (CVD) remains the #1 cause of death in the US  
at nearly 801,000 deaths/year.

The AHA states the current cost of CVD is \$600 billion a year.

And we know that 10-20% of annual CVD deaths are caused by the way we work.

(American Heart Association, Cardiovascular Disease: A Costly Burden for America 2017;  
Tokyo Declaration, March 2013 via the *International Journal of Occupational Medicine and Environmental Health*,  
January 2015, vol. 28)

# Costs of Work Stressors

**“Job stress costs US employers more than \$300 billion annually.”**

“More than 120,000 deaths per year are associated with how U.S. companies manage workers.” - Goh and Pfeffer et al, *Management Science*, February 2016

In fact, different work stressors including job insecurity and job control, collectively shorten the lives of Americans, on average, by as much as three years. - Goh and Pfeffer, *Health Affairs*, October 2015 vol. 10

## DYING FOR A PAYCHECK



How Modern Management Harms  
Employee Health and Company  
Performance—and What  
We Can Do About It

**JEFFREY PFEFFER**  
STANFORD GRADUATE SCHOOL OF BUSINESS

- Total Worker Health
- What is Total Worker Health?
- Frequently Asked Questions
- Research Program
- Tools:Let's Get Started +
- Promising Practices
- Publications & Reports +
- Partnerships +
- Total Worker Health in Action! eNewsletter +
- TWH Events +
- Contact Us

 Sign up for TWH Newsletter

To sign up to receive the TWH Newsletter, enter your email address:

[What's this?](#)

**Submit**

**TOTAL WORKER HEALTH**  
[Productive aging and work is part of Total Worker Health®](#)

[NIOSH](#) > [Total Worker Health](#)

## TOTAL WORKER HEALTH



### What is Total Worker Health®?

**Total Worker Health® is defined as policies, programs, and practices that integrate protection from work-related safety and health hazards with promotion of injury and illness prevention efforts to advance worker well-being.**

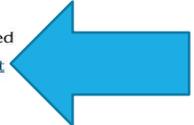
Traditional occupational safety and health protection programs have primarily concentrated on ensuring that work is safe and that workers are protected from the harms that arise from work itself. Total Worker Health (TWH) builds on this approach through the recognition that work is a [social determinant of health](#) ; job-related factors such as wages, hours of work, workload and stress levels, interactions with coworkers and supervisors, access to paid leave, and health-promoting workplaces all can have an important impact on the well-being of workers, their families, and their communities.

In June 2011, NIOSH launched the Total Worker Health (TWH) Program as an evolution of the NIOSH Steps to a Healthier U.S. Workforce and the NIOSH *WorkLife* Initiatives. The TWH Program supports the development and adoption of ground-breaking research and best practices of approaches that emphasize the opportunities to sustain and improve worker safety and health through a primary focus on the workplace. The TWH approach integrates

#### On This Page

- [Program Description](#)
- [Benefits for Workers](#)
- [Benefits for Employers and Communities](#)
- [Unique expertise of NIOSH](#)
- [Keeping Workers Safe](#)
- [Issues Relevant to Advancing Worker Well-being Through TWH](#)
- [Examples of Total Worker Health](#)

Language: English (US) 



# The HEALTHY WORK CAMPAIGN and Total Worker Health™

NIOSH > Total Worker Health

Promoting productive workplaces through safety and health research / **NIOSH**

TOTAL WORKER HEALTH

f t +

Language: English (US)

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- Examples of Total Worker Health



What is Total Worker Health®?

Total Worker Health® is defined as policies, programs, and practices that integrate protection from work-related safety and health hazards with promotion of injury and illness prevention efforts to advance worker well-being.

- NIOSH Total Worker Health now recognizes work as a social determinant of health and “acknowledges risk factors related to work that contribute to health problems previously considered unrelated to work.”
- The HWC could be a collaborative partner to NIOSH’s TWH program – as a broad “public health” campaign to educate and outreach to the public, industry and labor unions about the impact of work stress caused by unhealthy work organization, on worker health and well-being.
- HWC proposes to help disseminate TWH COE’s work org intervention research, programs and best practices to the public and other stakeholders.

# Goal 1: Healthy Work Education

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**EDUCATE** American workers and organizations about unhealthy work, how it makes workers ill, the costs to all of us, and what solutions exist to achieve healthy work.

HWC user-friendly educational resources include:

- The Principles of Healthy Work
- Healthy Work Statistics/Infographics
- *Working on Empty* film project and Media

Healthy Work Campaign website  
– Under Construction

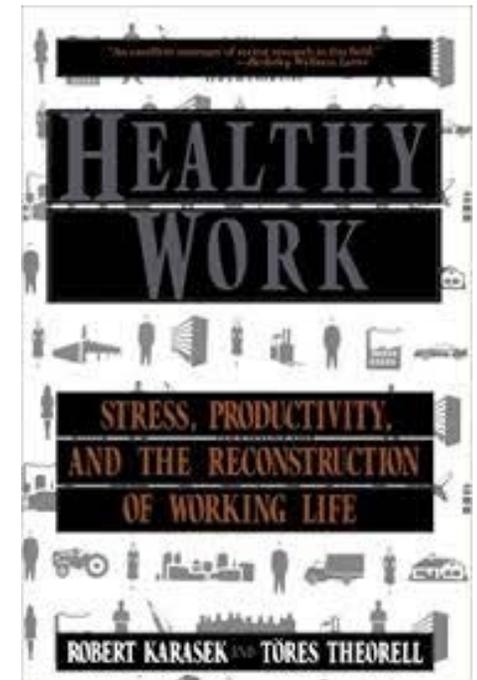
[www.healthyworkcampaign.org](http://www.healthyworkcampaign.org)





# Principles of Healthy Work

- Intended to educate the public:
  - Defines “Healthy Work” – similar to previous definitions (Karasek’s “Good Jobs, Bad Jobs,” WHO Healthy Workplace Framework etc.) as the “opposite” of common work stressors (demands, control, support, job security etc.) including a brief overview of possible changes to the culture or organization of work that could reduce work stressors.
  - To be designed as an interactive graphic located on the HWC website.





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### Psychosocial

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[View Psychosocial Topics](#)

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Strain	Workload	Control	Efforts/Rewards	Supervisors	Coworkers	Work/Life	Enrichment
<p>Reduce or Eliminate Job Strain Job strain is a well-recognized hazard in many countries caused by the way work is organized. It is a stressor because excessive demands are difficult to manage or cope with when you have a lack of control or "say" over your work tasks or schedule. Job strain has been linked to burnout, depression, high blood pressure, CVD and mortality. To reduce or eliminate job strain, you have to address both sides of the equation-- reducing demands and enhancing "control" by including working people in decision-making about workload and the organization of work.</p>							

# Principles of Healthy Work

– Interactive Graphic (under construction)

# Goal 1: Healthy Work Education, continued

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Healthy Work Statistics/Infographics

# HEALTHY WORK CAMPAIGN

## Statistics to Know

**WE ALL KNOW THAT WORK CAN MAKE YOU STRESSED... BUT DID YOU KNOW THAT WORK STRESS CAN MAKE YOU SICK?**



As many as 10 different work stressors can shorten your life up to 3 years!\*

\*e.g.: high demands, low control, long hours, shift work, job insecurity, work-family conflict, workplace injustice

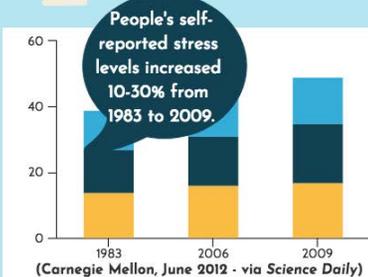
(Health Affairs, October 2015 vol. 10)

Cardiovascular disease remains #1 cause of death in the US @ nearly 801,000 deaths/year.\* (American Heart Association, 2017)

**"10-20% of cardiovascular disease deaths are caused by the way we work."**

(\*\*Tokyo Declaration, Mar. 27-30, 2013, as cited in the IJOMEH 1/2015 vol. 28)

### DID YOU KNOW STRESS & DEATH ARE ON THE UPTICK?



(Carnegie Mellon, June 2012 - via Science Daily)

**Over 120,000 deaths per year in the U.S. are associated with work stress.**

(Goh et al, Management Science, February 2016)

**Life expectancy for Americans declined last year for the first time since 1993.** (Washington Post, December 2016 / CDC/NCHS/HHS/NVSS)



In partnership with:  
THE CENTER FOR SOCIAL EPIDEMIOLOGY

# HEALTHY WORK CAMPAIGN

## Statistics to Know



### DID YOU KNOW?

According to a 2014 Gallup poll, 40% of full-time workers in the U.S. regularly work more than 50 hours per week.

**AND those working 11+ hours per day were 2 1/2 times more likely to experience a major depressive episode compared to those working 7-8 hours per day.**

MAJOR DEPRESSION INCIDENTS BASED ON DAILY WORK HOURS



(Virtanen et al, Plos One, January 2012)



Do you work more than 50 hours/week on average?



Do you experience frequent work-related depression?



Visit [WORKINGONEMPTY.ORG](http://WORKINGONEMPTY.ORG)

for more info and to share your story.

WORKING ON EMPTY, LLC in partnership with



THE CENTER FOR SOCIAL EPIDEMIOLOGY

## HEALTHY WORK CAMPAIGN

### Statistics to Know

**33% of workers say they typically feel tense or stressed out during the workday.**  
(APA Work & Well-Being Survey, 2016)

### WORK STRESS EFFECTS

**Almost 50% of all working adults give their workplace only fair or poor ratings in efforts to reduce stress.**  
(NPR Harvard RWJF Poll, July 2016)

**IN ANY GIVEN YEAR, WORKERS IN THE US EXPERIENCE:**

- ANXIETY DISORDER @ 3.7%**  
(SAMHSA, Oct 2014)
- BURNOUT @ 28.4%**  
(AMA Wire, Jan 2016; varies by occupation)
- DEPRESSION @ 7.5%**  
(J Occup Environ Med, Apr 2008)

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## HEALTHY WORK CAMPAIGN

### Statistics to Know

#### SYSTOLIC BLOOD PRESSURE LEVEL INCREASES IN WORKERS WITH "JOB STRAIN"

##### BY CLASS

Class	Systolic Blood Pressure Increase (mmHg)
Blue Collar	11.8
White Collar	3.4

**DID YOU KNOW?**  
**HIGH DEMANDS + LOW CONTROL (ON A JOB) = JOB STRAIN**

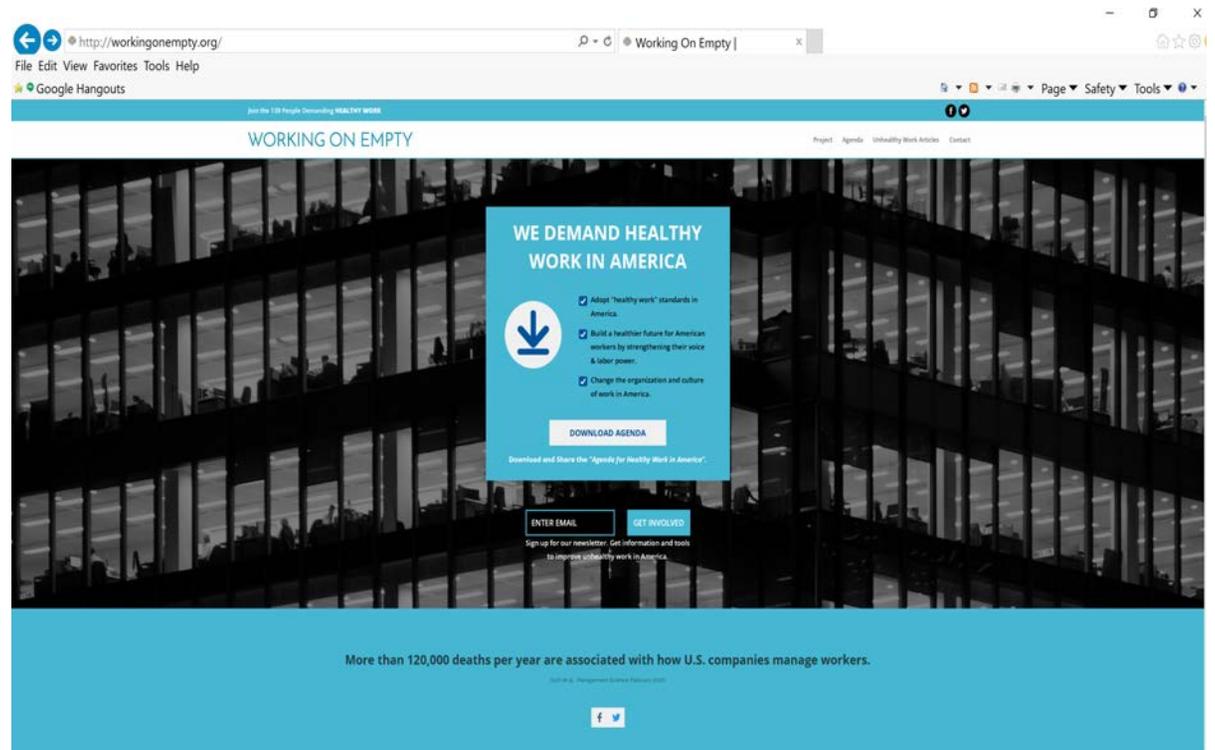
**JOB STRAIN** raised the systolic blood pressure of **blue-collar men by a large amount (11.8 mmHg)**, but raised the systolic blood pressure of **white collar men (managers or professionals) by a smaller amount (3.4 mmHg)**.  
(Scand J Work Environ Health, June 2003)

- Do you work in a blue collar job?
- Has your blood pressure risen the last 10+ years?
- Visit [WORKINGONEMPTY.ORG](http://WORKINGONEMPTY.ORG) for more info and to share your story.

WORKING ON EMPTY, LLC in partnership with THE CENTER FOR SOCIAL EPIDEMIOLOGY

# Goal 1: Healthy Work Education continued... Working on Empty Film Project & other Media

- [workingonempty.org](http://workingonempty.org)
- Cross-platform media (videos, Medium articles, podcasts)
- 11 minute video teaser
- Feature length documentary (*in progress*)



# Social Platforms

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- Facebook
- Twitter
- Medium.com:

*“Working on Empty: Stories from the Healthy Work Campaign”*

## Medium

Applause from Bob Merberg and 2 others



Working on Empty

Stories from the #HealthyWork Campaign [facebook.com/workingonempty/](https://facebook.com/workingonempty/)

[WorkingonEmptyDoc@gmail.com](mailto:WorkingonEmptyDoc@gmail.com)

Mar 19 · 7 min read

### **So, What is “Healthy Work” Anyway?— Marnie Dobson Zimmerman, PhD**

“Working on Empty” (WOE) is a multimedia project on how the U.S. workplace is making Americans sick and what must change to protect the health of our workforce.

Work is fundamental to our well-being. Most of us depend on work for our economic survival and that of our family. Work can contribute to our sense of purpose, belonging, self-esteem and good health. Having a sense of belonging and purpose is related to better physical and mental health and can promote longevity. And, we know that those without work are more likely to experience depression and other illnesses. [1]

At its most promising, work is a place we can develop and apply our skills, engage in a collective enterprise to produce something of value or provide valuable services to others, and be supported in that enterprise by the people around us. Having a say or a “voice” at work in how that enterprise might

## HWC Goal 2:

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**ASSESS** whether work is healthy or not by identifying work stressors for individual workers and for organizations utilizing the “Healthy Work Survey.”

# The Healthy Work Survey

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- **PURPOSE:** to educate workers and organizations by *identifying work stressors* using a standardized, validated online survey → intended to support workplace change.
- Currently in development by the Center for Social Epidemiology and partners, Dr. Bongkyoo Choi (COEH, University of California, Irvine), Dr. Paul Landsbergis (School of Public Health, SUNY Downstate)
- Collecting international examples of national workplace surveys → often part of national surveillance systems/regulations in: Columbia, Mexico, Taiwan, Korea, Japan (StressCheck), European countries (COPSOQ), Canada (stressassess.ca) → future publication:
  - ❖ **International comparison of national work organizational risk assessment tools in seven countries** (United Kingdom, Canada, South Korea, Spain, Mexico, Colombia, and Chile) *Choi B, Garcia-Rivas J, Landsbergis P, Dobson M, Schnall P, Baker D, Chang SJ, Ko SB, Juarez-Garcia A, Gomez-Ortiz V (Collaboration with the ICOH-WOPS scientific committee)*  
*Presented at Advances in TWH Symposium, May 2018*

# StressAssess

➤ Canadian Occupational Health Clinics for Ontario Workers (OHCOW) developed an online survey tool for individuals and organizations based on the COPSOQ

➤ Measures: demands, control, support, job insecurity, work-life etc.

➤ Currently scores are being compared to a Danish population, but colleagues are developing a Canadian nationally representative dataset.

➤ We will use this on our HWC website until a U.S. based online survey is developed.

The screenshot shows the 'StressAssess Personal Edition' website. At the top left is the OHCOW logo. The main heading is 'StressAssess Personal Edition'. Below this is a horizontal strip of icons representing various work-related categories: WORK DEMANDS, WORK ORGANIZATION, RELATIONSHIPS, JOB INSECURITY, WORK VALUATION, WORK ENVIRONMENT/SAFETY, JOB SATISFACTION & WORK-LIFE CONFLICT, and SYMPTOMS & HEALTH STRESS. The 'WORK DEMANDS' category is highlighted in red. Below the icons, the text 'Quantitative work demands' is displayed in red. Underneath, there are two questions with radio button options:

Do you get behind with your work?  
 always  
 often  
 sometimes  
 seldom  
 never/hardly ever

How often do you not have time to complete all your work tasks?  
 always  
 often

The screenshot shows the homepage of the StressAssess website. At the top, it says 'Occupational Health Clinics for Ontario Workers (OHCOW) / Centres de santé des travailleurs (CST) de l'Ontario'. Below this is a navigation bar with 'Home', 'About', 'Contact Us', and 'Français'. The main heading is 'Welcome to StressAssess'. Below this is a large image of a diverse group of people with the text 'A survey of the psychosocial factors in your workplace'. There are several icons representing different psychosocial factors. Below the image, it says 'Choose from two versions' and shows two options: 'Personal Edition' and 'Workplace Edition'. At the bottom, there is a 'Contact Us' button and logos for 'Mental INJURY', 'CCOHS', and 'COPSOQ INTERNATIONAL NETWORK'.

[www.Stressassess.ca](http://www.Stressassess.ca)

## Creating a short, valid questionnaire for work organization risk assessment for US workers...

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- **Based on the NIOSH QWL questionnaire**  
<https://www.cdc.gov/niosh/topics/stress/qwlquest.html>
    - Enabling comparison to national statistics
    - 63 items for 34 scales about job-level and organizational level working conditions, including major work stressors (demands, control, support, work-life etc.)
  - **Based on common, core and valid QWL questions**
    - Identifying common core QWL items that have been used across all or most GSS-QWL surveys (2002, 2006, 2010, 2014, and 2018)
    - Testing the validity of the common core QWL items/scales (construct validity, predictive validity, and DIF/DEF analyses)
  - **Adding more key items for missing domains**
  - **A shorter questionnaire: ≤ 35 items**
    - Acceptable to many TWH-based projects/businesses
    - Acceptable to several national surveys, including NHIS
- 

## HWC Goal 3:

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**EQUIP** American workers and organizations with tools, so that individually and collectively, people can bring about positive changes to the organization and culture of work in America.

# The Healthy Work toolkit

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**Purpose:** To disseminate evidenced-based intervention research and case examples to organizations/individuals who complete the HWS or who are interested in work organization change.

- ORGANIZATIONS - Online toolkit for businesses, unions/worker organizations and others including evidenced-based strategies and programs that promote healthy work, reduce work stressors to improve health and productivity.
- INDIVIDUALS - Online toolkit for working people which includes: some resources related to managing work stress, but ALSO ex. of collective ways worker groups (collectives, unions, employee owned businesses) have challenged stressful and toxic work environments

## Examples:

- National Domestic Workers Alliance
- Workers Lab – Restaurant Workers Opportunities Centers United
- Fight for \$15
- United States Federation of Worker Cooperatives
- Workplace Bullying Institute
- AFL-CIO

# Healthy Work toolkit cont.

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- HWC Tools pages will include links/summaries to varying examples of successful “interventions” by work stressors categories:

Improving:

- Workload/demands
- Employee participation/job control
- Work-life balance
- Support/leadership
- Justice/respect and dignity/work climate
- Long work hours/schedule
- Shift work
- Precarious work

# Healthy Work toolkit cont...

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CURRENTLY - Using a database to collect:

1. Best practices in process-oriented tools (e.g. NIOSH TWH/CPH NEW “Healthy Workplace Participatory Program – providing organizations links, ILOs Stress Prevention Checklist)
2. Evidenced-based intervention studies -effectively reduced work stressors, improved work org and health.
3. Case ex. of workers/NGOs organizing to improve work (e.g. reducing on-call-scheduling, collective bargaining workload reductions)
4. State and national legislative ex - promote healthy work (e.g. nurse-patient staff ratios, anti-bullying bills)

# HWC Goal 4: Advocate

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Provide all stakeholders with opportunities to support or take action to promote healthy work for all.

# Advocate for Healthy Work

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1. “Healthy Work Agenda” – outlines action steps for individuals or organizations to promote “healthy work” →
2. “Share Your Story” form – allows working people to write about their (un)healthy work experiences.
3. “Join the Movement” – and receive our newsletter.
4. “Become a Partner” – allows organizations and other interested groups to join the #healthy work movement in various capacities.
5. Build support for developing “Healthy Work/Work Stress Prevention” guidelines for the U.S.

## Agenda for Healthy Work in America

- Spread the message that if we want healthy people, we need healthy work.
- Change the culture of work in America.
- Change the organization of work in America.
- Strengthen American workers’ voice & labor power to create healthy work.
- Support the enforcement of existing health and safety regulations and an expansion to include “healthy work” guidelines.

# The HWC Team

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**Peter Schnall MD, MPH** – HWC Executive Director

**Marnie Dobson Zimmerman, PhD** - HWC Co-Executive Director (Research)

**Paul Landsbergis, PhD, MPH** - HWC Research Associate, PI Healthy Work Solutions Toolkit

**BongKyoo Choi, Sc.D., MPH** – HWC Research Associate, PI Healthy Work Survey development

**Ellen Roskam, PhD, MPH** - HWC Research Associate

**Cass Ben-Levi, MA** – HWC Development/Grant Writer & Continuing Education Consultant

**Donald Goldmacher, MD** - HWC Supervising Media Producer

**Maria Doctor, BA** - HWC Manager & Media Associate Producer

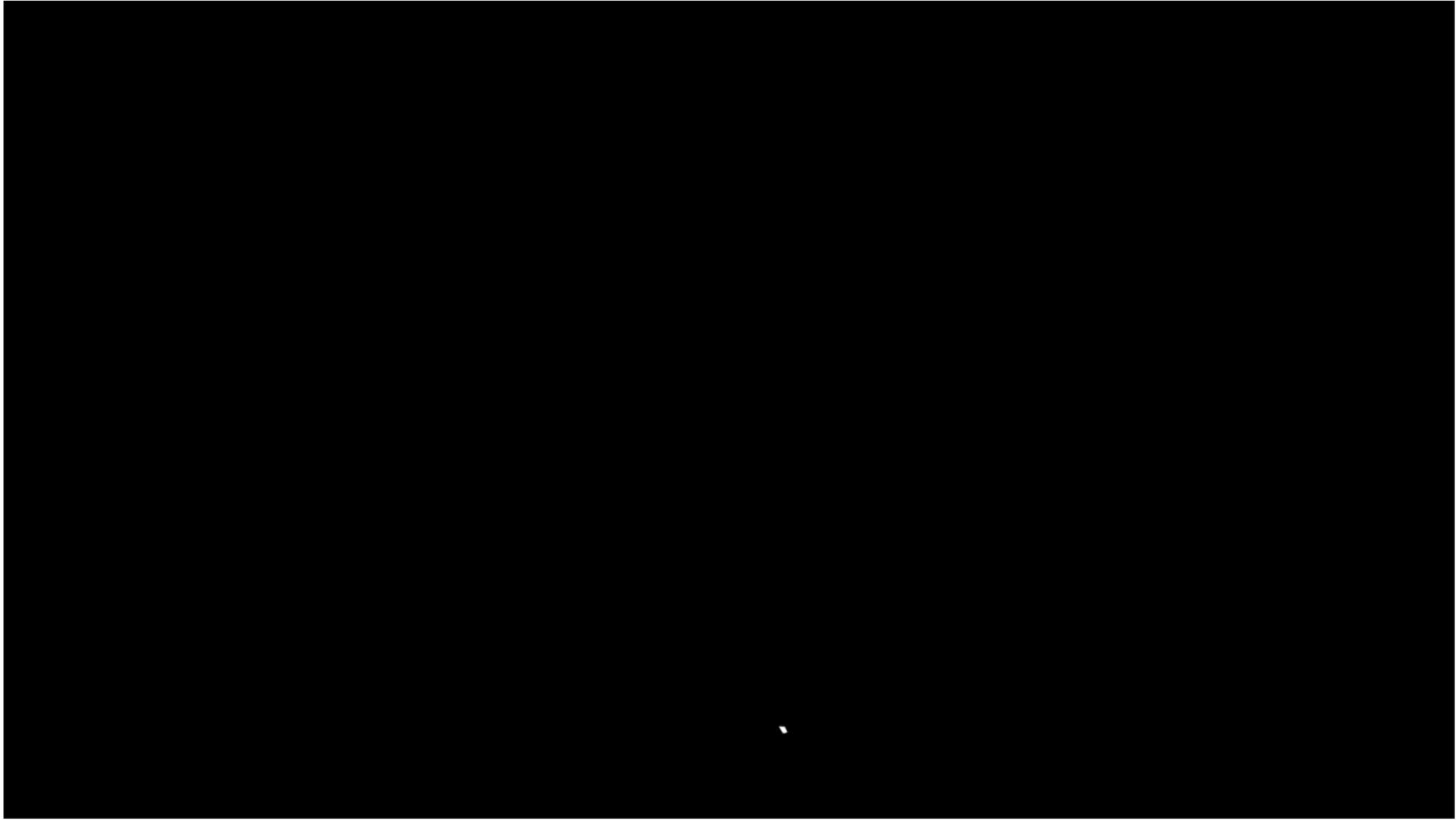
**Indigo Impact** - HWC Impact Manager – campaign strategy, engagement, audience building, and outreach

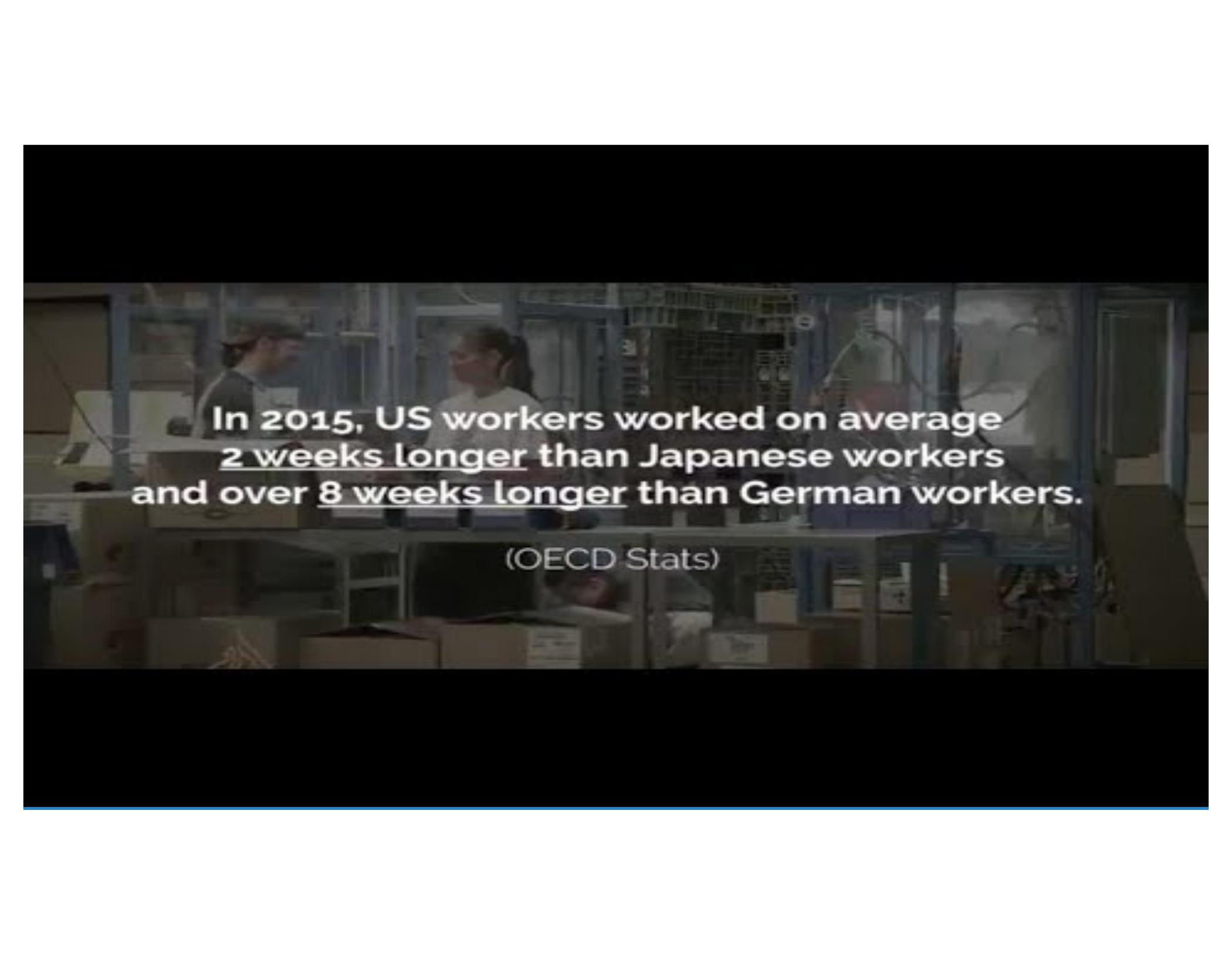
**Amy Turner** – HWC Website and Online Tools Designer and developer

# Working on Empty

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INTRODUCTION TO THE WOE VIDEO TEASER



A dimly lit industrial setting, likely a warehouse or factory floor. In the background, several workers are visible, some wearing hard hats. The scene is filled with industrial equipment, including what appears to be a large piece of machinery on the right side. The overall atmosphere is busy and industrial.

**In 2015, US workers worked on average  
2 weeks longer than Japanese workers  
and over 8 weeks longer than German workers.**

(OECD Stats)

# Discussion

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1. What were the most compelling parts of the *Working on Empty* teaser?
2. What areas could be emphasized further in a feature-length documentary film?
3. How could you use the HWC including the WOE film as a resource for you, your workplace or organization?

# WHAT YOU CAN DO TO HELP?

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**1. SUBSCRIBE** to our newsletter.

<https://goo.gl/forms/uwuJM81P0aRMcYSO2>

**2. FOLLOW US** on social media.

Facebook: [workingonempty](#)

Twitter: [@workingonempty](#) #healthywork

Medium.com: [@workingonempty](#)

**3. SHARE YOUR STORY:** Use our "Share Your Story" form  
or share it with friends & colleagues for work-related stories.

<https://goo.gl/forms/ggV77cMhj5peivy12>

Thank you for your time.

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Now it's time for #healthywork!