



# CPH-NEW

Center for the Promotion of Health  
in the New England Workplace

# Facilitating Worker Engagement Workshop

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The Center for the Promotion of Health in the  
New England Workplace (CPH-NEW)

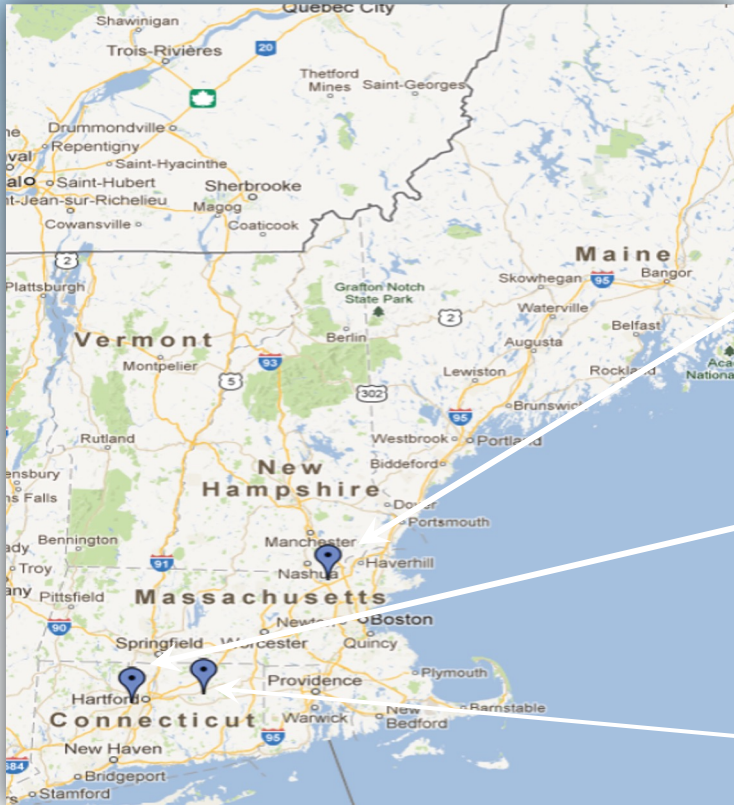
CPH-NEW is a Center for Excellence for *Total Worker Health*<sup>®</sup>

CPH-NEW

UConn



# The Center for the Promotion of Health in the New England Workplace (CPH-NEW)



## UMass Lowell

- Occ. Health & Safety
- Epidemiology
- Biostatistics
- Economics
- Nursing

## UConn Health

- Ergonomics
- Medicine
- Health Policy
- Industrial Hygiene

## UConn

- Psychology
- Health Promotion

# Learning Objectives

Introduce to *Total Worker Health* & the Healthy Workplace Participatory Program (HWPP)

Justify involving workers in TUR planning

Differentiate roles of a facilitator & a meeting chair

Practice engaging a group of workers in a root cause analysis (RCA) to address a health & safety concern

# Agenda

Introductions

What is *Total Worker Health*?

Participatory Approach & the HWPP

Activity: Group Agreement

Facilitative Leadership

Activity: Group Reflections

HWPP: IDEAS Step 1

Activity: Group RCA

Closing

# What is *Total Worker Health*?

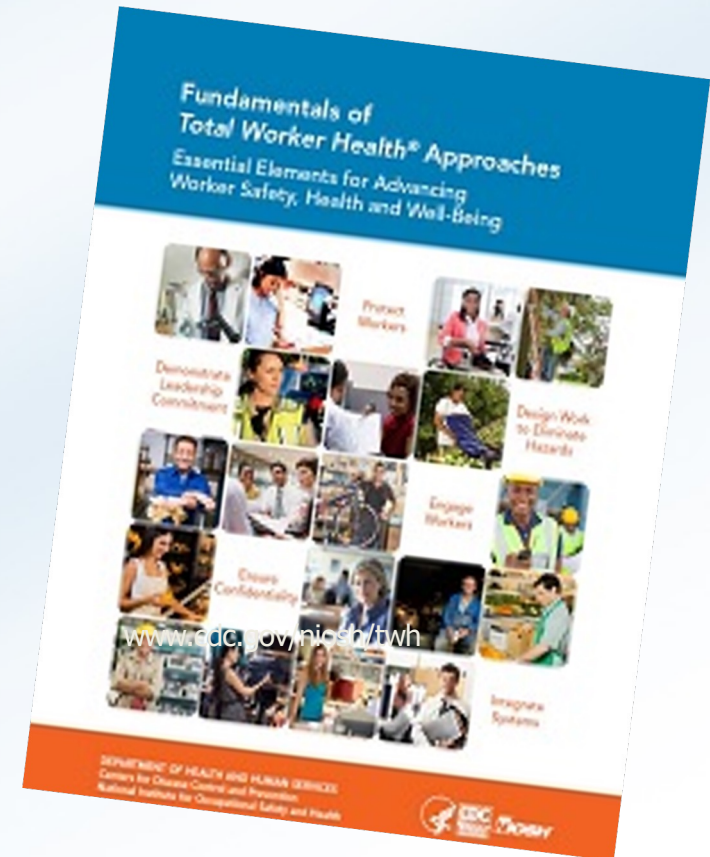
- A *Total Worker Health* program is a new way to promote health on and off the job because it takes a comprehensive, holistic approach to worker safety, health, and well-being.
- It acknowledges ways that work conditions and work organization (*who does the work, how and when*) can contribute to health problems previously considered separate from the workplace.



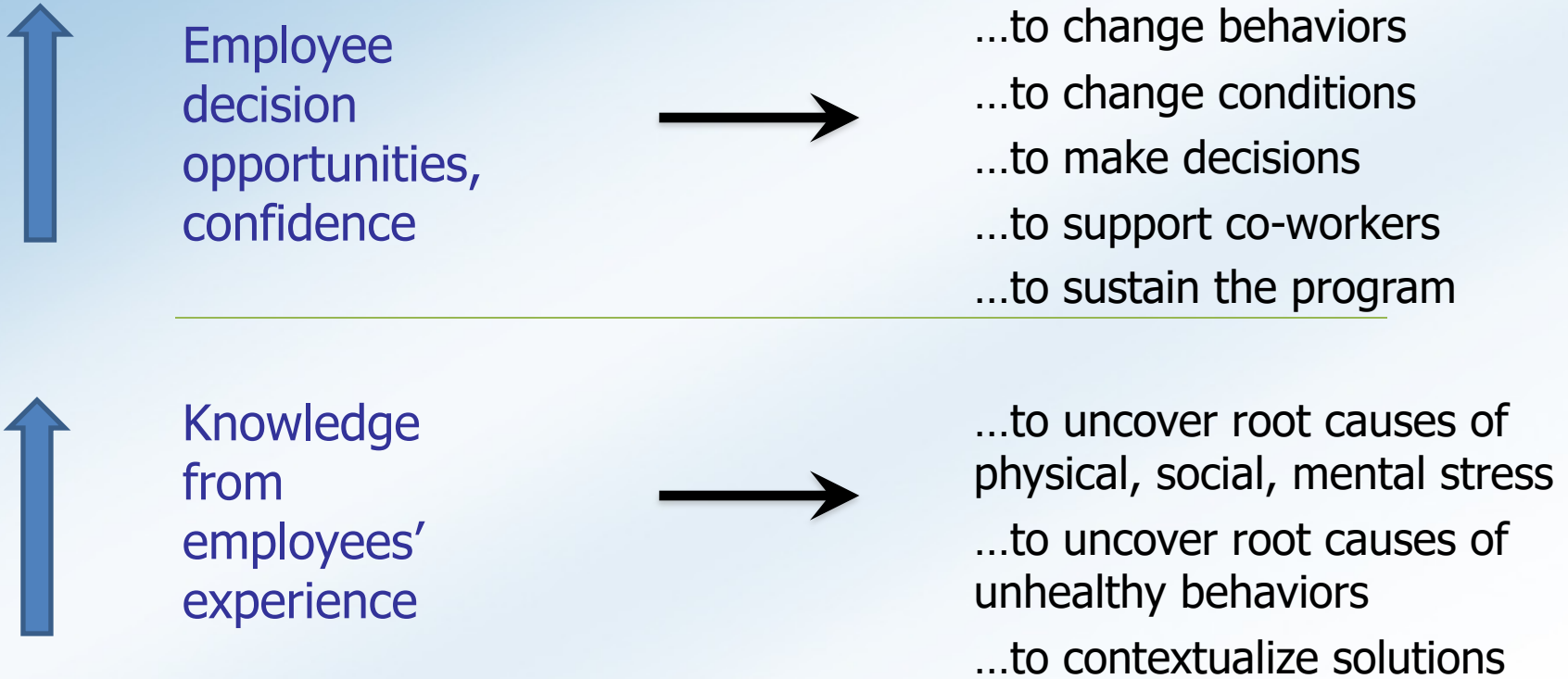


# Fundamentals of TWH Approaches

1. Demonstrate leadership commitment to worker safety and health
2. Design work to eliminate or reduce safety and health hazards and promote well-being
3. Promote and support worker engagement throughout program design and implementation
4. Ensure confidentiality and privacy of workers
5. Integrate relevant systems to advance worker well-being



# Why a Participatory Approach?



The process of how change is introduced  
is as important as the content.

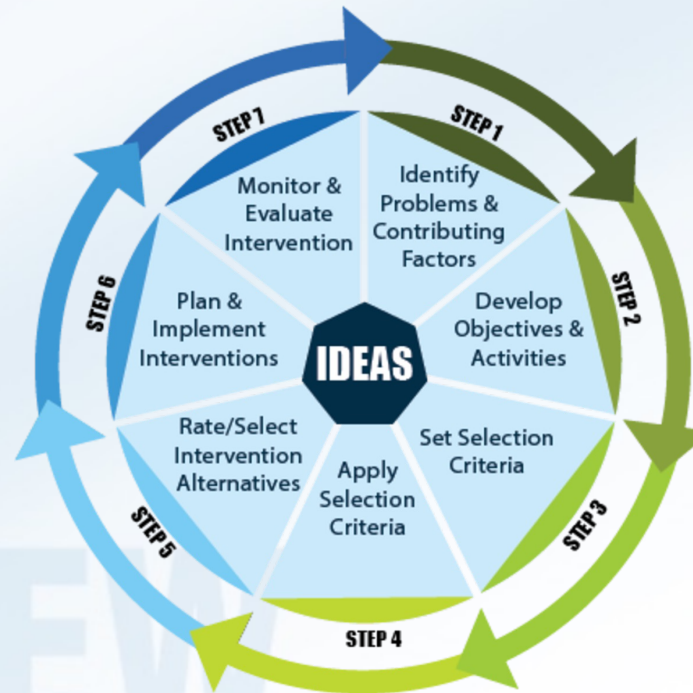
# Healthy Workplace Participatory Program

**Design Team  
&  
Steering  
Committee**



**Trained  
Facilitator**

**“IDEAS”  
Intervention  
Planning  
Process**





# HWPP: Committee Structure

## Steering Committee

Allocates & coordinates resources,  
Considers interventions, Makes  
strategic decisions, Promotes the work

Facilitator

## Design Team

Selects health & safety issues  
Designs interventions  
Develops business case  
Proposes solutions

Action  
Feedback  
Teamwork

Action  
Feedback  
Teamwork

- Engages workers at all levels
- Centers frontline worker voices

# Group Agreements

- 1. What expectations do I have for myself?**
- 2. What expectations do I have for others?**



# Facilitated Leadership

## Facilitative leaders provide direction without taking control

- Collaborative leadership
- Group decision-making
- Balances content and process in discussions

## Maximizing Participation

- Round Robins
- Reflection before brainstorming
- Pair and Share



# Facilitator Roles



**Architect:** Help group create purpose, desired outcomes and design of meeting.



**Pilot:** Clarify where the group is going and the path to get there.



**Guide:** Prepared to help navigate the process through doubt, fear and disagreement.



# Building Trust

- Define/Discuss
- Lead by example
- Hold each other accountable
- Build culture of trust by reinforcing candor
- Anticipate and address stress points
- Transparency
- Active Listening
- Be Present
- Address participants by name





# Effective Communication Skills



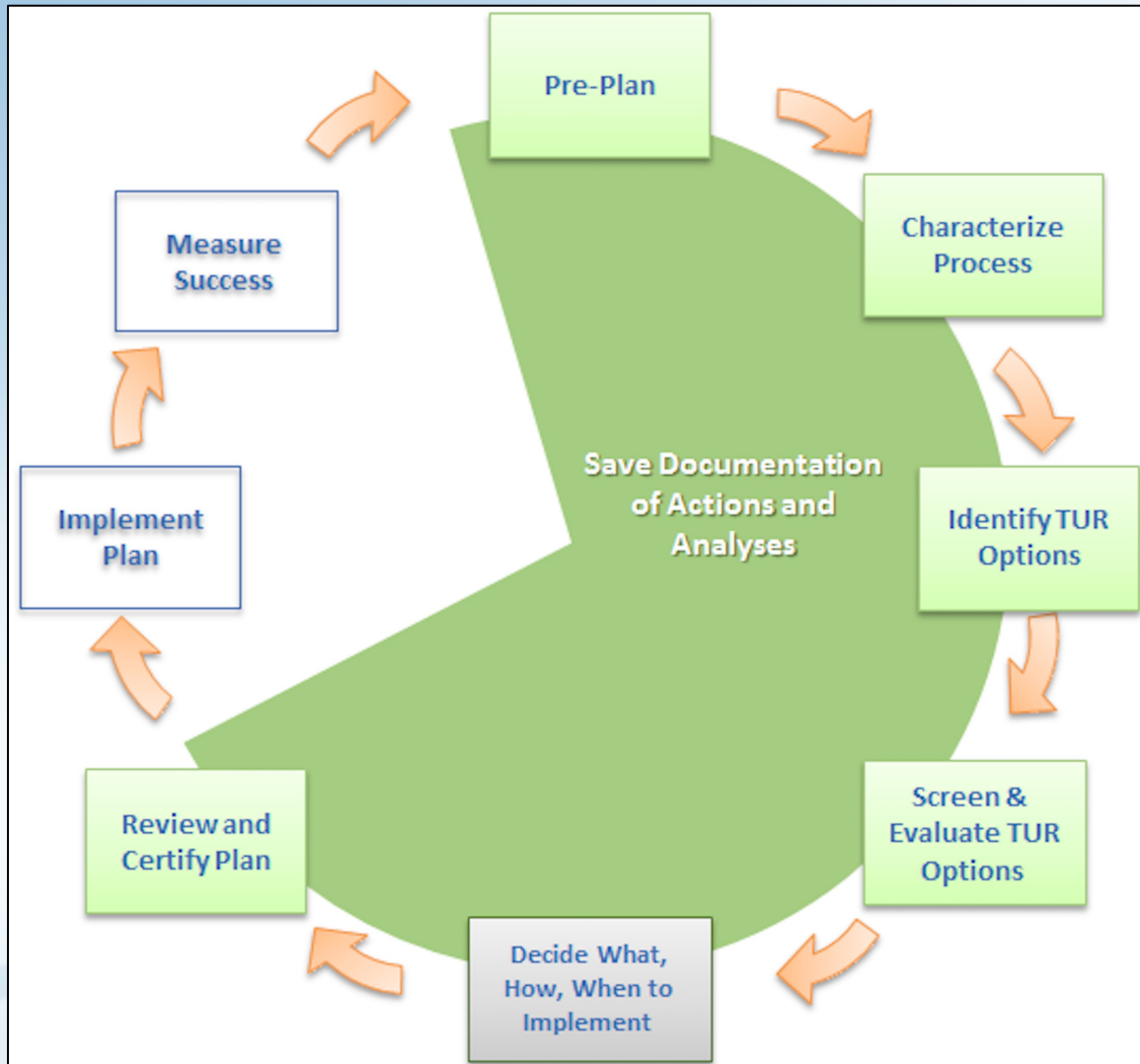
- Transparency
- Clarity
- Open ended questions
- Empathy
- Open body language
- Receiving and implementing feedback
- Listen to hear, not respond

# Engaging Your Team Starts With Effective Meeting Design!

- Ensure at least 80% is active participation
- Pre-Work
- Clear Objectives
- Keeping on task in time allotted
- Good Communication
- Selection of proper technology



# What Makes A Good Facilitator?



- **What are the qualities of an effective facilitator?**
- **What are some things to avoid as a facilitator?**
- **What is the difference between a facilitator and a leader?**

# IDEAS – A Participatory Process

Intervention  
Design and  
Analysis  
Scorecard

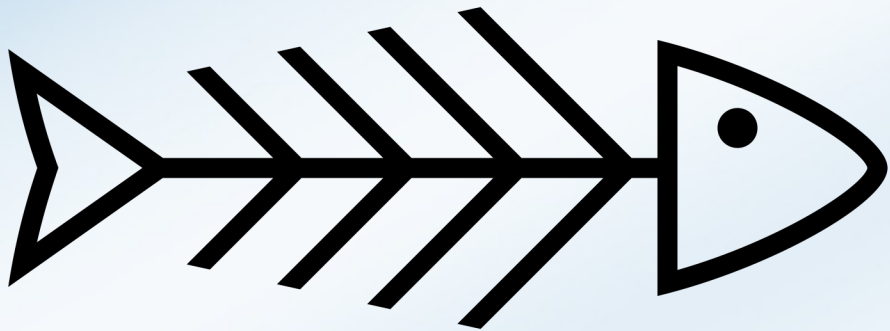


# IDEAS Step 1: Definitions

<b>Health, Safety, and Well-being Concern</b>	Anything that places the employee's physical and/or mental well-being at risk
<b>Root Cause Analysis (RCA)</b>	A problem-solving process to identify underlying causes of a health or safety concern
<b>The "Fishbone" Diagram</b>	One technique for Root Cause Analysis
<b>Sub-issue</b>	A smaller part or aspect of the main health or safety concern
<b>Contributing Factor</b>	Anything on or off the job that can lead to the sub-issue



# Advantages of Fishbone Method



- Helps teams communicate and share ideas efficiently
- Creates a visual organization of complex information
- Creates a roadmap for developing solutions / recommendations

# RCA Example

Thin material becomes too hot

Cups bend when held too tightly

Heat sleeves don't fit w/ lid on

Coffee cups / lids

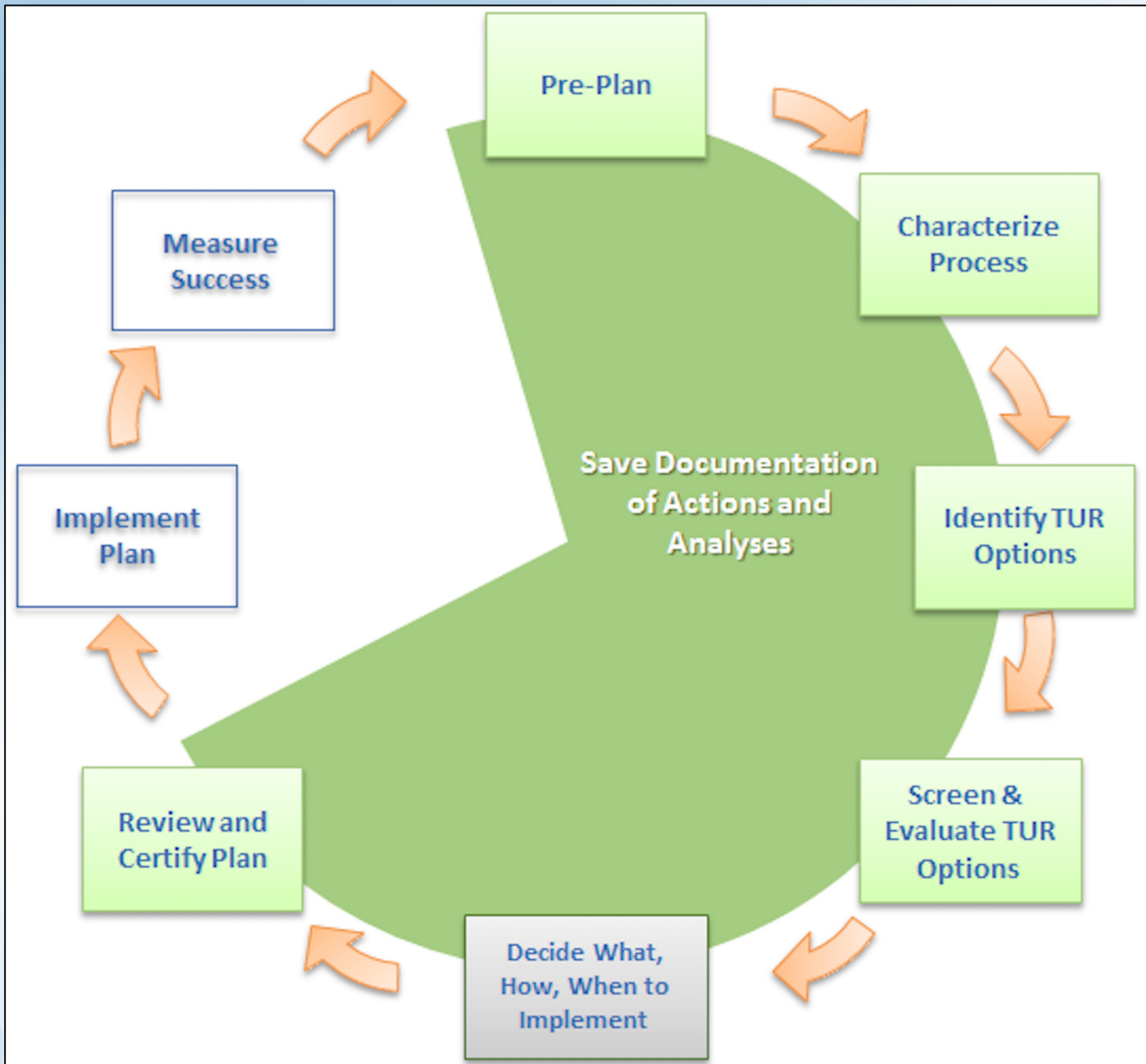
Working until close and opening the next day

Only getting 4-5 hours of sleep

Not enough staff at busiest times

Employee Fatigue

50% increase in employee injuries from coffee spills



# Imagine that.....

You work at the Johnny Karate Dojo, and they are just re-opening after being closed during the pandemic. The dojo has multiple practice mats setup throughout the facility. Following the most recent COVID-19 guidelines, Johnny Karate has his employees disinfect the practice mats after each class using packaged chemicals. Unfortunately, no PPE is provided while cleaning though.

Many of the parents of the children who come to learn at the dojo have been complaining of the smell and it being hard to breathe. One of the parents in your last class also just mentioned that a child had to be hospitalized due to respiratory distress. Also, you noticed a parent not wearing a mask who was coughing and sneezing a lot during your morning class.

# RCA Activity: Johnny Karate

Can your group help Johnny Karate to identify both sub-issues and contributing factors causing this health and safety concern?

Increased respiratory problems reported among employees & customers

Contributing Factor

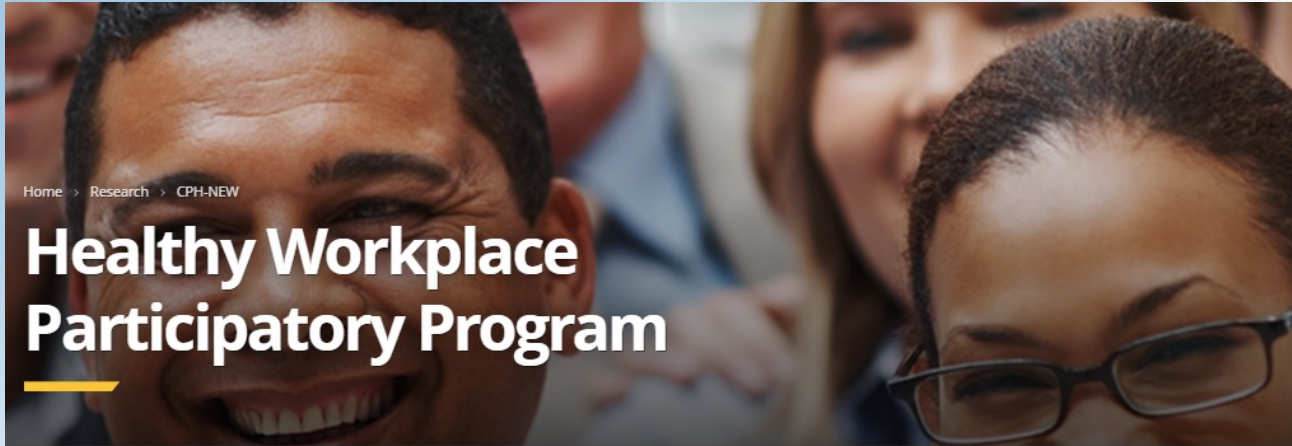
Contributing Factor

Contributing Factor

Sub-Issue



# Resources Available



Home > Research > CPH-NEW

## Healthy Workplace Participatory Program

### HEALTHY WORKPLACE PARTICIPATORY PROGRAM

[CPH-NEW Home](#)

[Toolkit at a Glance](#)

[About The Program](#)

[HWPP Case Studies](#)

[Training & Support](#)

[Get Ready for Program Start Up](#)

[Form Program Teams](#)

[Design Team Start-up](#)

[Generate Solutions Using the IDEAS Tool](#)

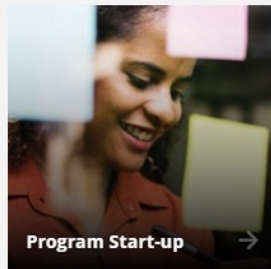
[Evaluate Your Program](#)

[Contact Us](#)

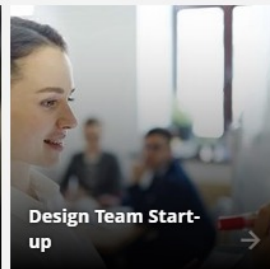
The CPH-NEW Healthy Workplace Participatory Program (HWPP) is designed specifically to help employer organizations adopt and implement programs with a *Total Worker Health*<sup>®</sup> approach. The HWPP Toolkit was developed to engage employees in designing integrated solutions that address a wide range of work environment, work organization, safety, and employee health issues.

### Guides to Implementing the HWPP

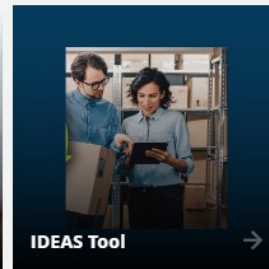
Guides to implementing the HWPP are organized in a stepwise manner below to help you initiate, implement, and evaluate your program. The materials are appropriate whether you are starting a new program or enhancing an existing one. Review the [Toolkit at a Glance](#) to see the core program materials.



Program Start-up →



Design Team Start-up →



IDEAS Tool →

HWPP  
Homepage



Case Studies



# Contacts & Acknowledgements

## **CPH-NEW General Email:**

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## **CPH-NEW Main Website:**

[www.uml.edu/cph-new](http://www.uml.edu/cph-new)

## **Healthy Workplace Participatory Program Website:**

[www.uml.edu/cphnewtoolkit](http://www.uml.edu/cphnewtoolkit)

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