

# An Integrated Approach to Worksite Safety, Health & Well-Being, Delivered Via a Vendor: A Qualitative Evaluation

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## The Project

- One year pilot study with 3 manufacturing companies to test the feasibility and acceptability of implementing an integrated approach through a vendor
- An integrated approach addresses strategies to protect and promote worker health at the physical environment, work organization and individual employee levels
- Vendor conducted pre/post multi-level assessments and provided an integrated feedback report to company management
- Vendor provided materials and guidance on integrated management, worksite-wide events, and individual programming

*" You can't have wellbeing without safety. I think we look at it as, it's the left and right hand of the same entity" –Company 1*

## Results: Pilot Companies

### Feasibility

- 2 companies reported successful integration of safety, health, and well-being
- 1 company needed more guidance to implement an integrated approach

### Acceptability

- General good fit with company culture
- 2 companies will continue implementation
- All companies adapted project to make it their own

### Barriers

- Competing work priorities
- Lack of a dedicated budget and staff time
- Need for more assistance with program implementation

### Facilitators

- Visible leadership support
- Dedicated staff, budgets, employee time
- Accountability for safety and wellness goals
- Wellness and safety staff collaboration enhanced implementation
- CEO communicates importance of an integrated approach to supervisors

## Results: Vendor

### Acceptability

- Program fit into vendor's mission and values
- Will continue to advise clients to use an integrated approach

### Barriers

- Vendor experienced staff turnover
- Project required more management consultation and tailoring as compared to usual products
- Competing work priorities
- Sustained leadership support necessary
- Need detailed, job-specific training with new type of product

### Facilitators

- Vendor staff has an understanding of the value of integration
- Vendor has existing safety and wellness products and staff were able to collaborate

### Suggested adaptations

- Self-service toolkit
- Sites could conduct their own assessments and the vendor could analyze them
- Focus on leadership and management support first and then implement programming



*"We put together a committee of decision makers and the doers from those different three areas: safety, benefits and wellness." –Company 2*

*" There was a lot of support internally and at the companies. There is a big difference between support and being able to do it...and it's on us to figure out how to explain it in a really meaningful way." –Vendor*

## Conclusions

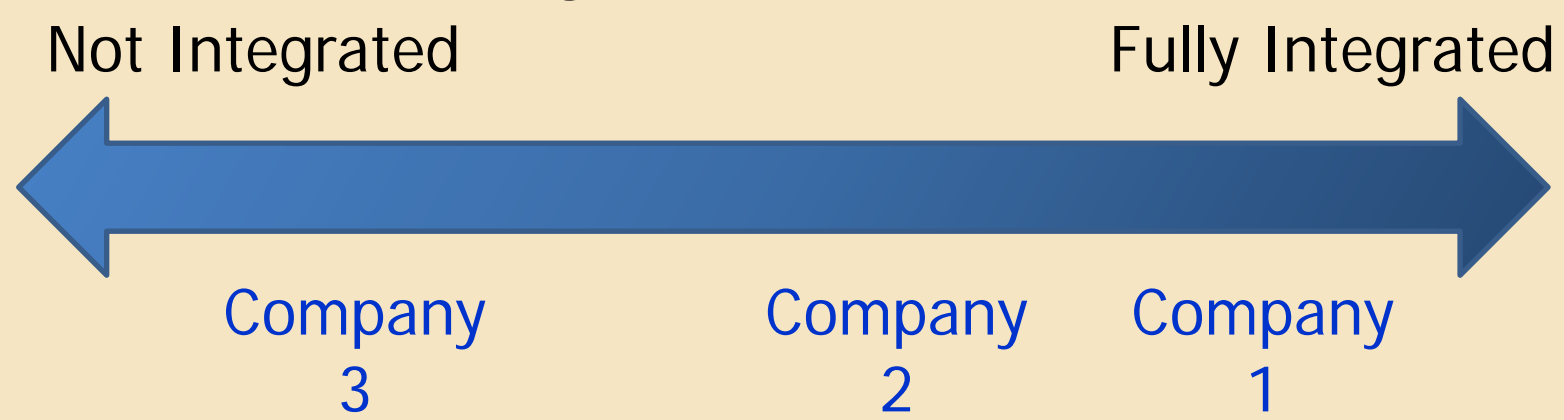
- Engaged multi-level management support is important for adoption, implementation and sustainability of an integrated approach
- An integrated approach aligns with company and vendor values to protect and promote worker health
- Companies may need differing levels of support from a vendor
- Implementation is enhanced when there is organizational capacity



## Methods

- 6 key informant interviews conducted with the vendor and pilot companies
- One focus group conducted at each company with health, safety and wellness staff
- Qualitative data were recorded, transcribed and analyzed using a standard qualitative content analysis methods

### Continuum of Integration



*" The CFO was very supportive, but the perception of many employees is that upper management doesn't support health and wellbeing types of programs." –Company 3*

