

Total Worker Health® **Recovery Friendly Workplaces**

September 12, 2024

The Committee on Alcohol at Sea Committee
National Academies of Sciences, Engineering, and Medicine

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NIOSH Hierarchy of Controls: Occupational Safety

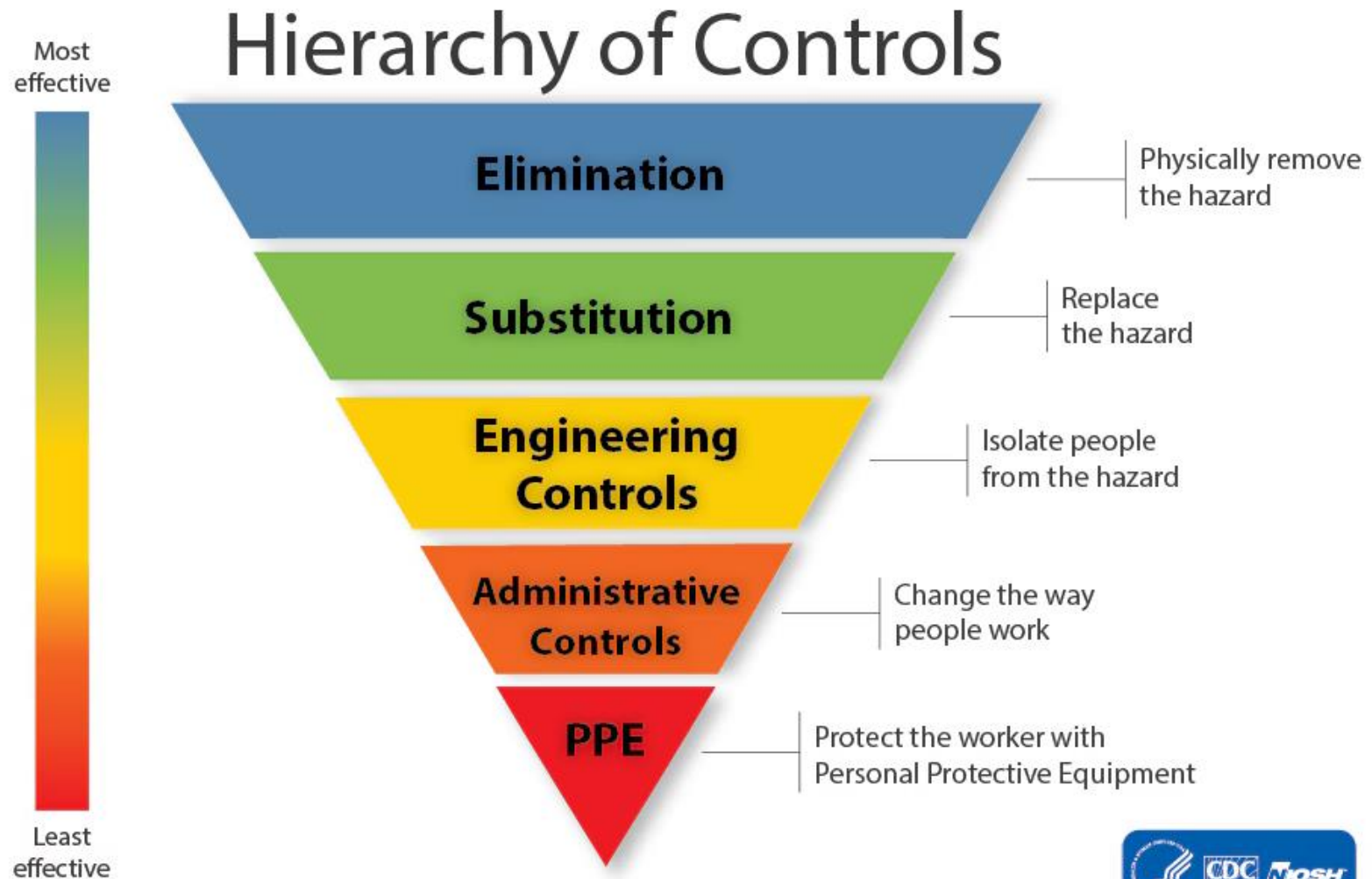
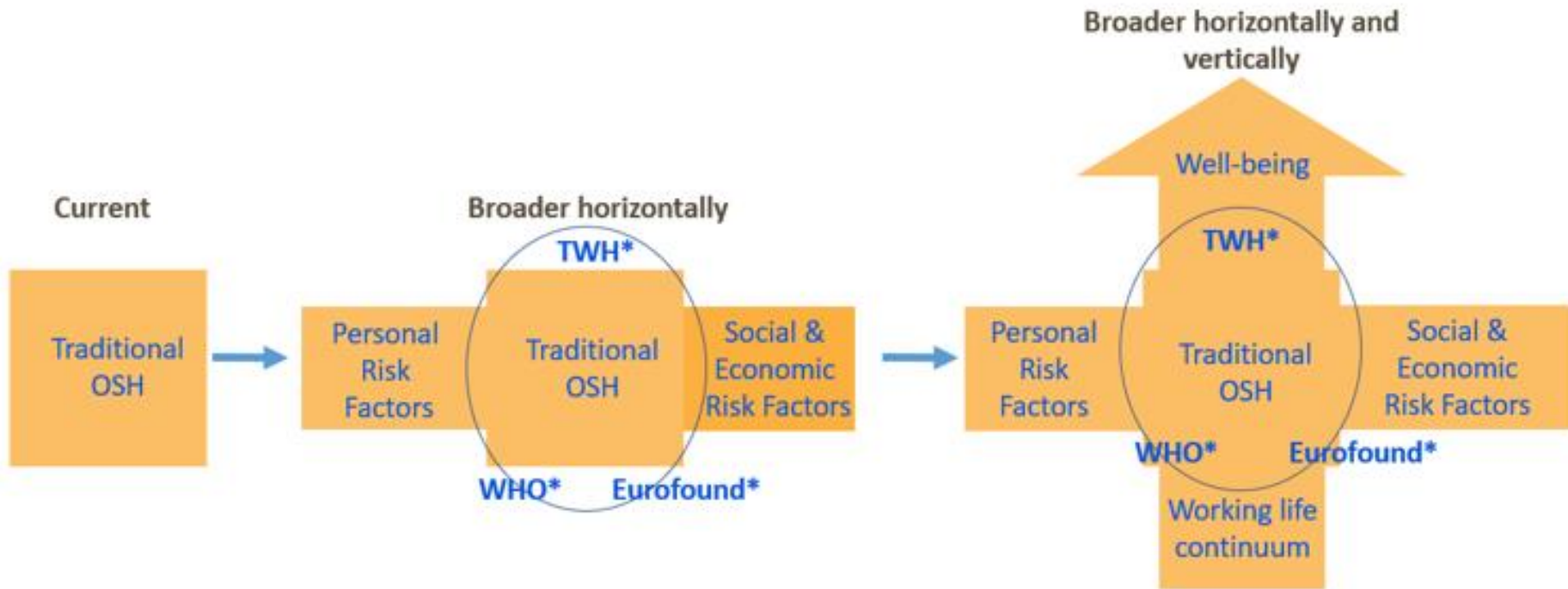


Image by NIOSH



Total Worker Health[®]: An Expanded Focus for Occupational Safety and Health (OSH)

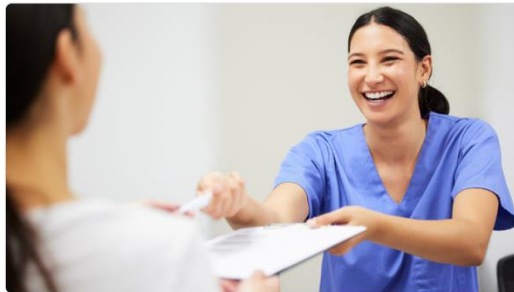


*Builds on Total Worker Health (TWH), WHO (2010), Eurofound (2016)

The *Total Worker Health*[®] Approach



Total Worker Health



About the *Total Worker Health*[®] Approach

Learn about what the Total Worker Health approach is and why it matters.

[Learn More >](#)

Research

Total Worker Health research builds the evidence base for an integrated approach to worker health.

Total Worker Health[®] Frequently Asked Questions

Answers to frequently asked questions about the Total Worker Health approach.

Total Worker Health[®] Program

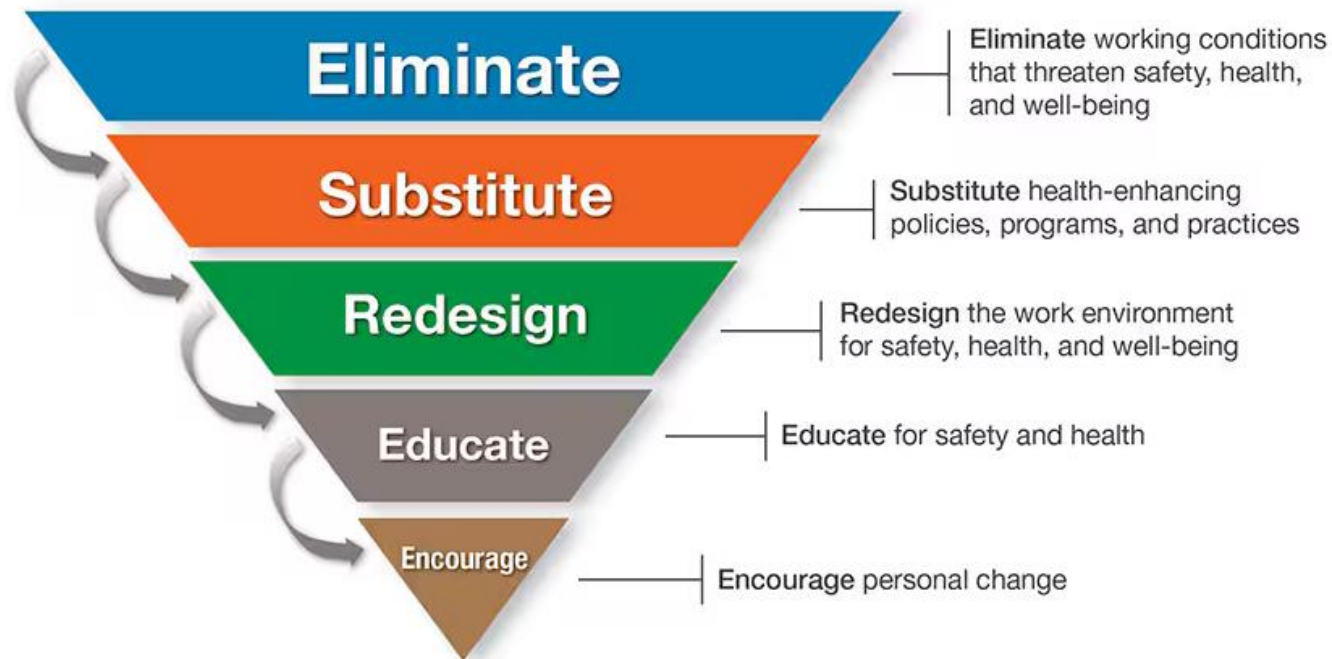
The *Total Worker Health* program works to improve workers' safety, health, and well-being.

“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.”



How to Achieve *Total Worker Health*

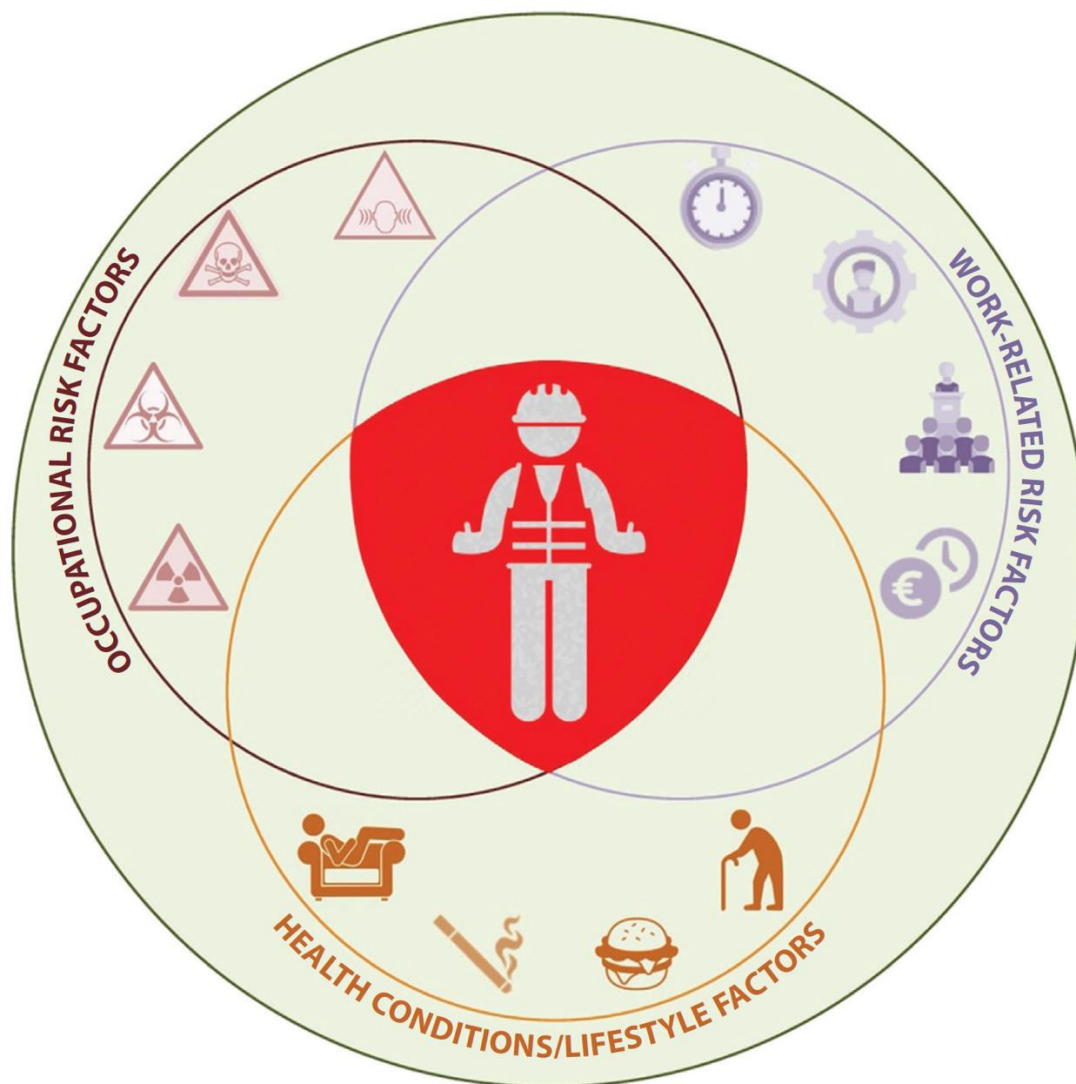
Hierarchy of Controls Applied to NIOSH *Total Worker Health*®



Suggested Citation: NIOSH [2016]. Fundamentals of total worker health approaches: essential elements for advancing worker safety, health, and well-being. By Lee MP, Hudson H, Richards R, Chang CC, Chosewood LC, Schill AL, on behalf of the NIOSH Office for Total Worker Health. Cincinnati, OH: U.S. Department of Health and Human Services, Centers for Disease Control and Prevention, National Institute for Occupational Safety and Health. DHHS (NIOSH) Publication No. 2017-112.



International *Total Worker Health*®



ASSESSING RISKS USING THE TWH APPROACH

Five Essentials for Workplace Mental Health & Well-Being

Centered on the worker voice and equity, these five Essentials support workplaces as engines of well-being. Each Essential is grounded in two human needs, shared across industries and roles.



Components

Creating a plan with all workers to enact these components can help reimagine workplaces as engines of well-being.

Protection from Harm

- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize DEIA* norms, policies, and programs

Connection & Community

- Create cultures of inclusion and belonging
- Cultivate trusted relationships
- Foster collaboration and teamwork

Work-Life Harmony

- Provide more autonomy over how work is done
- Make schedules as flexible and predictable as possible
- Increase access to paid leave
- Respect boundaries between work and non-work time

Mattering at Work

- Provide a living wage
- Engage workers in workplace decisions
- Build a culture of gratitude and recognition
- Connect individual work with organizational mission

Opportunity for Growth

- Offer quality training, education, and mentoring
- Foster clear, equitable pathways for career advancement
- Ensure relevant, reciprocal feedback

*Diversity, Equity,
Inclusion & Accessibility



Office of the
U.S. Surgeon General



The *Total Worker Health* Equation

Our Approach



Total Worker Health®

- A healthy worker is a safer worker.
- When employees feel safe - physically and psychologically - at work, they are healthier.

Recovery Friendly (Ready) Workplaces

 An official website of the United States government. [Here's how you know](#) ▾

 U.S. DEPARTMENT OF LABOR

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[ETA](#) > Recovery-Ready Workplace Resource Hub

Recovery-Ready Workplace Resource Hub

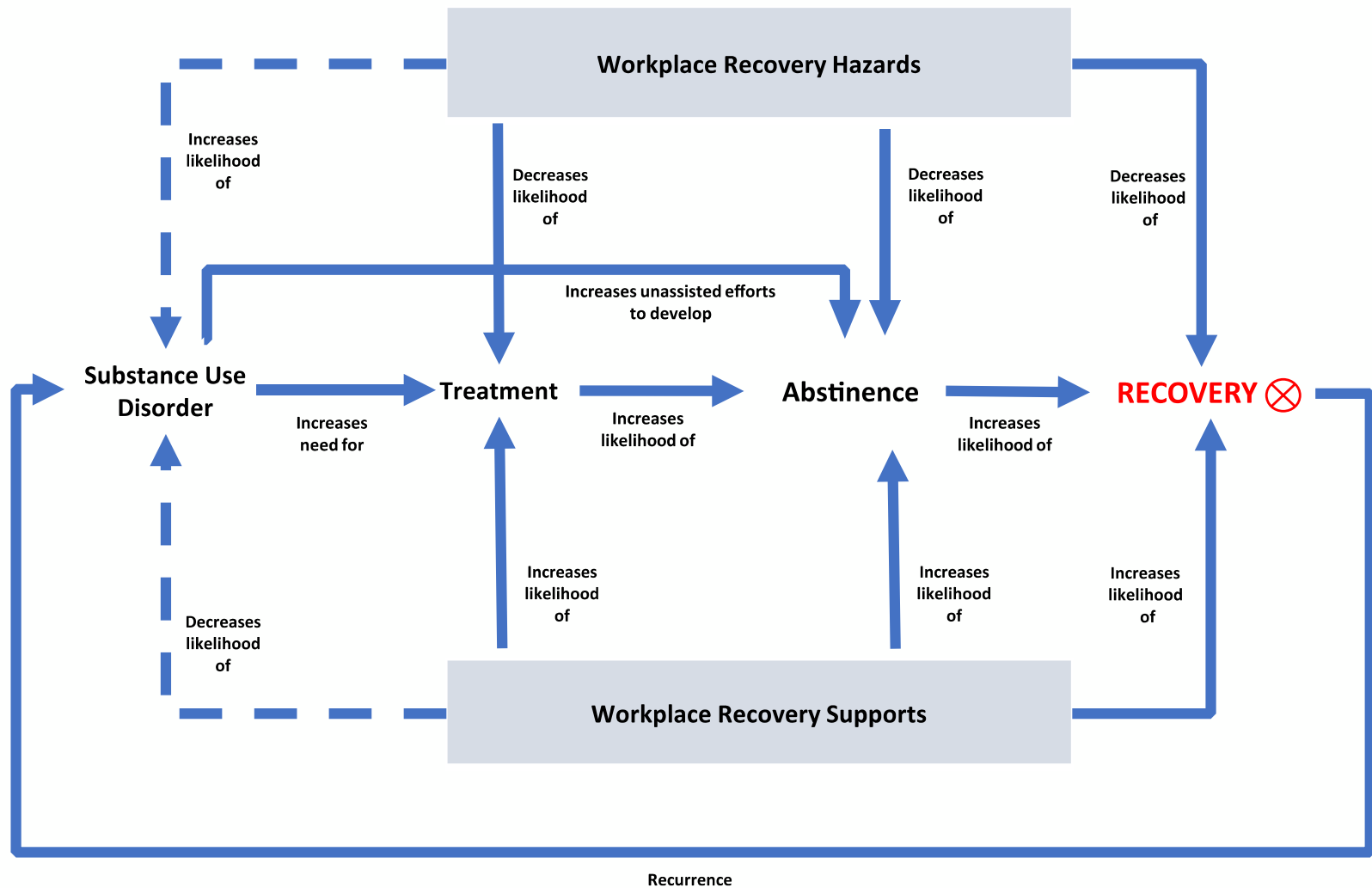
What is a Recovery-Ready Workplace?

Recovery-Ready Workplaces adopt policies and practices that:

- expand employment opportunities for people in or seeking recovery;

Search for RRW

Recovery Friendly (Ready) Workplaces



Frone, M. R., Chosewood, L. C., Osborne, J. C., & Howard, J. J. (2022). Workplace supported recovery from substance use disorders: Defining the construct, developing a model, and proposing an agenda for future research. *Occupational Health Science*. <https://doi.org/10.1007/s41542-022-00123-x>.

Recovery Friendly (Ready) Workplaces

RECOVERY HAZARDS

- **Negative work conditions**
 - Excessive demands
 - Bullying
 - Job insecurity
 - Hazardous environments
 - Work-related injuries
- **Lead to strains**
 - Job dissatisfaction
 - Negative affect
 - Negative ruminations
 - Fatigue
 - Pain
- **Workplace physical availability**
 - A work environment with high alcohol consumption can be challenging for those who refrain from drinking alcohol ([Buvik, 2020](#)).
- **Workplace social norms and rituals**
 - Social norms supporting alcohol and illicit drug use before or during the workday predicted higher alcohol and illicit drug use on and off the job (Ames & Moore, 2016; Frone 2013, 2019).

STIGMA

Individuals in need of SUD treatment did not seek treatment because of:

Stigmatization-related concerns

37.8%

Others would have a negative opinion

17.2%

Might harm or jeopardize job

20.6%

SAMHSA, 2019

RECOVERY SUPPORTS

- **Critical elements**
 - Income
 - Health benefits
 - Paid time off
 - Retirement benefits
- **Fundamental elements**
 - Time structure
 - Regular activity
 - Purpose and meaning
 - Goal achievement
- **Positive work conditions**
 - Fair treatment
 - Recognition
 - Meaningful work
 - Skill variety
 - Autonomy
 - Acquisition and use of skills
 - Fair rewards
 - Promotion opportunities
 - Social support from coworkers and supervisors
- **Workplace social control**
 - Working closely with others, and low job mobility are associated with reduced substance misuse during the workday and away from work (Frone, 2003; Macdonald, Wells, & Wild, 1999)
- **Organizational supports**
 - Employees who report high perceived organizational support also report high levels of positive work conditions and low levels of negative work conditions ([Kurtessis et al., 2017](#)).

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Recovery Friendly (Ready) Workplaces are...

Knowledgeable

Uses evidence-based resources to prevent and respond to substance (alcohol) use in the workplace.

Aware of stigma

Talks about substance (alcohol) use disorder and uses education and training to address and challenge it.

Equitable

Drafts procedures and policies that treat SUDs (including AUD) and recovery like any other chronic health conditions.

Supportive

Assists workers find or maintain recovery and provides resources for their loved ones.

Compassionate

Treats workers like people and provides care and compassion when workers are experiencing SUDs.

Additional Resources

- OSHA [Identifying Hazard Control Options: The Hierarchy of Controls](#)
- NIOSH [Hierarchy of Controls Applied to NIOSH Total Worker Health®](#)
- NIOSH Webinar (8/14/24) [Protecting the Mental Health of Offshore Workers](#)
- Surgeon General's [Framework for Workplace Mental Health & Well-being](#)
- Department of Labor's [Recovery-Ready Workplace Toolkit](#)



In the past...

Everyone goes home the same way they came to work.



Vision for the future...

Everyone goes home **in better health.**





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