



healthyworkplaces[^]

News from the HealthyWorkplaces experts

UNIVERSITY OF CALIFORNIA, BERKELEY

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About Our Center



Director's Note

The Interdisciplinary Center for Healthy Workplaces was created in 2011. Our mission is "to

re-invent the workplace by integrating and applying interdisciplinary sciences to achieve worker health and psychological well-being." You can learn about how we work towards this mission in the first issue of our Center's newsletter.

The Problem

We are currently experiencing a national health crisis. The Organization for Economic Cooperation and Development (OECD) collects data on a variety of issues including population health and illness, and predicts future trends. OECD found that more than 60% of the U.S. population is overweight or obese, and if the trend continues, 50% of the population will be obese by 2030. The incidence and prevalence of diabetes are equally concerning. Diabetes is believed to be the number one burden of disease over the next decade. Up to half of all Americans ages 15+ exercise less than five times a week for 30 minutes of moderate activity. The World Congress reports that psychosocial factors such as stress, harassment, and violence at work have a significant impact on employee health and that stress is a factor in 50-60% of all lost working days.

Presenteeism, the decreased productivity because of illness or other barriers to performance, accounts for a significant portion of productivity losses in organization, of which depression is a major factor. In summary, we are facing a national health crisis.

Previous efforts to stem the crisis have not yielded significant improvements. Low participation rates in single-factor programs or interventions, weak or non-existent evidence of program effectiveness, and insufficient leadership support are likely to have contributed to the lack of improvement. There is a growing awareness among researchers and practitioners who want to address health and well-being issues that what we are doing now is not working—we need to take an entirely different approach.

HealthyWorkplaces is pursuing a holistic and integrated approach to worker health and well-being.

This approach is multi-pronged, comprehensive, and integrated into the everyday operations of the workplace. The solutions are evidence-based. Many interventions are "baked" into the design of work and the work setting. This new approach focuses on the person—how he or she experiences the workplace and what will create a positive experience psychologically at a fundamental level.

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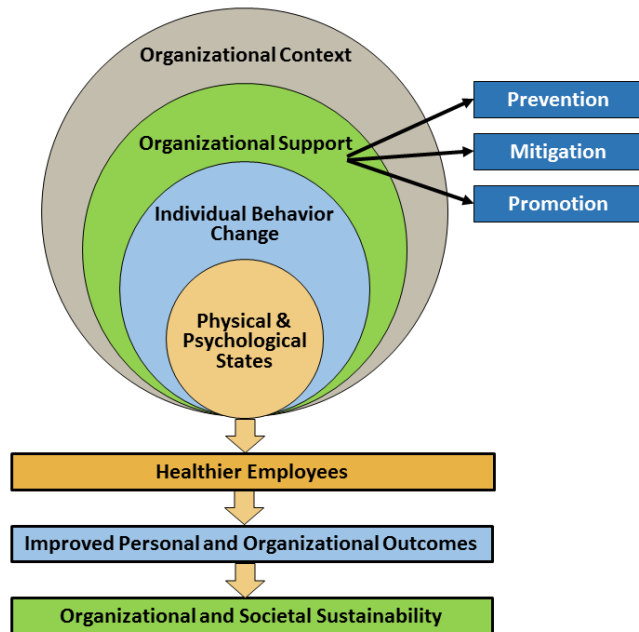
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The HealthyWorkplaces Model

Our fundamental proposition is that worker health and well-being is built on an understanding of the interaction between the worker and his or her work and workplace - specifically, how the work and workplace affect a worker's basic physical and psychological needs. We are advocating for a shift from single variable models of wellness to an interdisciplinary model of well-being that focuses on physical and psychological states that correlate with and give rise to sustainable worker health and well-being. The HealthyWorkplaces Model emphasizes that improved outcomes are a direct result of positive changes in individuals' physical and psychological states.

People are drawn to certain environments and repelled by others because of the qualities of those environments. We can investigate what motivates workers to come to work every day, ready to do their best work, and feeling good about the work they do such that they want to do it more. From



decades of research we can find the factors people care about in their life which drive positive and negative experience. When people are in a place (physical or emotional) where important needs are satisfied, they are in a positive psychological state.

Studies show that when people are in a positive psychological state, they experience greater physical health and psychological well-being than when they are in a negative psychological state. At the physiological

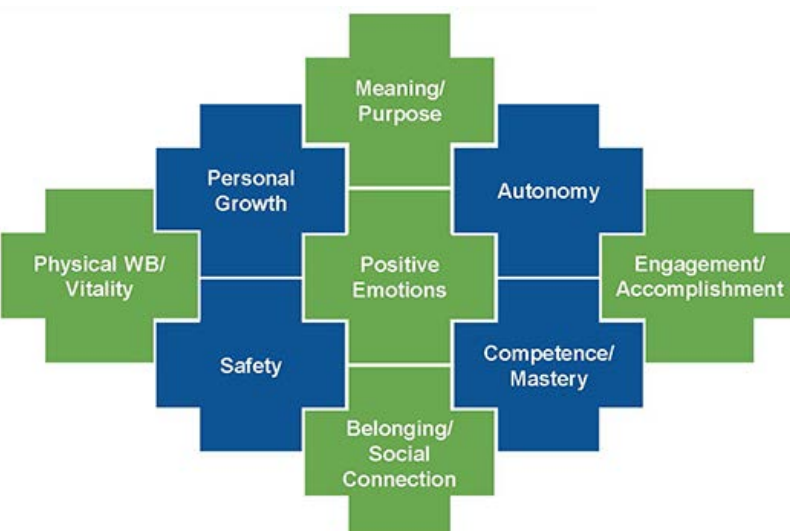
level, biochemical responses to positive and negative psychological states can be quite dramatic, and if a negative state is endured over a substantial period of time, significant physiological changes can occur.

We want to create positive psychological states within our workforces as these states produce physical and psychological outcomes that are good for people and for organizations.

The Importance of Improving Psychological States at Work

As a result of our extensive and selective literature search, we have constructed a framework of well-being that posits a number of psychological states that correlate with well-being. Positive emotions are a central component of the framework and through which we ultimately experience well-being and build resilience.

We have long known that negative emotions such as fear, anger, and disgust had survival value in our evolutionary past and can still be useful today. We now understand that positive emotions may have played a part in our evolutionary survival as well because they lead to social cohesiveness, openness to new experience, and propensity to collaborate. Positive emotions broaden our capabilities in the present and build social, physical, psychological, and emotional resources for the future. They also buffer us against the harmful effects of stress and help us recover more quickly. Other psychological states that research has shown to underlie well-being are meaning and purpose in life, belonging and social connection, being challenged and growing personally, autonomy, competence and mastery, safety and security, and physical well-being and vitality.



HealthyWorkplaces Psychological States Framework

ASSOCIATED CENTERS

The following organizations support HealthyWorkplaces' mission by providing operational support, collaborating on research, or providing expert consultation.

CENTER FOR INFORMATION TECHNOLOGY RESEARCH IN THE INTEREST OF SOCIETY (CITRIS)

INSTITUTE FOR RESEARCH ON LABOR AND EMPLOYMENT (IRLE)

CENTER FOR OCCUPATIONAL AND ENVIRONMENTAL HEALTH (COEH)

LABOR OCCUPATIONAL HEALTH PROGRAM (LOHP)

CENTER FOR THE BUILT ENVIRONMENT

BERKELEY POPULATION CENTER

BERKELEY FOOD INSTITUTE

GREATER GOOD SCIENCE CENTER

BERKELEY WELLNESS LETTER

NUTRITION POLICY INSTITUTE

CENTER FOR FAMILY AND COMMUNITY HEALTH

HEALTH RESEARCH FOR ACTION

Meet the Experts

Cristina Banks, PhD



Dr. Banks is Director of the Interdisciplinary Center for Healthy Workplaces. In collaboration with Dr. Sheldon Zedeck, Dr. Banks leads a team of 30 researchers spanning multiple disciplines and 20+ affiliates in collecting and integrating known scientific findings and creating new research programs to advance our knowledge in this area. Dr. Banks brings her 35 years of experience in consulting and studies of work and organizational processes to the Interdisciplinary Team. She is a skilled facilitator, a nationally-recognized expert in employment law compliance, and a strategic leader in the development and implementation of large-scale projects. She is also a Senior Lecturer at the Haas School of Business.

Sheldon Zedeck, PhD



Dr. Zedeck, Associate Director of the Interdisciplinary Center for Healthy Workplaces, Professor Emeritus of Psychology and former Vice Provost of Faculty for UCB, has nearly 50 years of experience as an academic and practitioner focused on workplace issues. He has published research on a variety of topics including employment discrimination, work/life balance, performance management, and employment law compliance. He has served as an advisor to government and state agencies such as the US Department of Justice, Department of Labor, and the Department of State. He has also advised many organizations and testified in numerous legal cases in an effort to reverse adverse impact against minorities.

Interdisciplinary Team Members

The HealthyWorkplaces team members collaborate to develop and research the most effective workplace elements and practices that promote worker health and well-being. Team members also collaborate to integrate these elements for more effective and sustained positive outcomes in workers and organizations.

- ❖ Arthur Giacalone, PhD; Consulting Expert
- ❖ Michael Pearn, PhD; Consulting Expert
- ❖ Caitlin DeClercq; UC Berkeley College of Environmental Design
- ❖ Isabelle Thibau, MPH; UC Berkeley HealthyWorkplaces
- ❖ Christina Maslach, PhD; UC Berkeley Department of Psychology
- ❖ David Lindeman, PhD; UC Berkeley Center for Information Technology Research in the Interest of Society, Center for Technology and Aging
- ❖ David Rempel, MD, PhD; UC Berkeley Department of Bioengineering; UCSF Department of Medicine
- ❖ Ed Yelin, PhD; UCSF School of Medicine
- ❖ Gail Brager, PhD; UC Berkeley College of Environmental Design, Center for the Built Environment
- ❖ Galen Cranz, PhD; UC Berkeley College of Environmental Design
- ❖ Gervais Tompkin, AIA, LEED AP; Gensler
- ❖ Jane Mauldon, PhD; UC Berkeley Goldman School of Public Policy
- ❖ Kristine Madsen, MD, MPH; UC Berkeley School of Public Health
- ❖ Laura Stock, MPH; UC Berkeley Labor Occupational Health Program
- ❖ John Swartzberg, MD, FACP; UC Berkeley School of Public Health; UCSF School of Medicine
- ❖ Ken Jacobs; UC Berkeley Labor Center
- ❖ Sally Augustin, PhD; Design with Science
- ❖ Stephen Shortell, PhD, MPH, MBA; UC Berkeley School of Public Health
- ❖ Steve Hargis, MCRw; Woods Bagot
- ❖ Sylvia Guendelman, PhD, MSW; UC Berkeley School of Public Health



Center Projects

UC Berkeley Student Survey on Well-Being

INVESTIGATORS: CRISTINA BANKS, SHELDON ZEDECK, ISABELLE THIBAU, MAX PITTMAN

The aim of this project is to collect information on graduate student well-being as a function of their study environments. We are using both qualitative (interviews) and quantitative (survey) data methods to explore relationships between campus environment features and resources, psychological states, and work-related outcomes. The project involves conducting interviews with UC Berkeley graduate students, administering the survey to currently enrolled graduate students, and analyzing survey results. The findings from this project will help to inform the Healthy Workplaces Model of worker health and well-being. Later, we will create new surveys tailored to the work environment and campus resources for faculty and staff and administer the surveys campus-wide. This project was initiated by HealthyWorkplaces and funded by the IRLE. The project is also an initiative supported by the UC Berkeley Graduate Assembly.

Healthy Universities

INVESTIGATORS: INTERDISCIPLINARY RESEARCH TEAMS, CHRISTINA MASLACH, CRISTINA BANKS, SIW TONE INNSTRAND, ISABELLE THIBAU

The objective is to create a way to assess the degree to which a university campus embodies a healthy workplace for its students, staff, and faculty, and to provide guidance on how to build or change workplace factors in order to improve their health and well-being. Our outcomes are to create an assessment tool for measuring factors in the university environment and create a Workplace Health Index.

Designing for a Healthy Office

INVESTIGATORS: CAITLIN DECLERCO, MAX PITTMAN, GALEN CRANZ, CRISTINA BANKS, ISABELLE THIBAU

The objective is to explore new ways of designing workspace from the perspective of psychological impact. Based on the Healthy Workplaces Model, we have identified a set of seven psychological drivers of worker need satisfaction which underlie worker well-being. They are equity, connection, safety, flexibility, predictability, comfort and privacy. We will collect qualitative data regarding environmental design features reflecting these drivers which will promote positive psychological states. The investigators will conduct interviews and

focus groups with different groups of subject matter experts (e.g., students, architects, designers, and office workers) to learn how they would design workspaces if they wanted to achieve one or more of these seven drivers of positive psychological states. The outcome of this research is a collection of architectural drawings of spaces and workspace layouts, designed from the perspective of creating a specific psychological impact. Subsequently, we intend to confirm and validate that these designs have the intended psychological impact and contribute to worker well-being. This project was initiated by HealthyWorkplaces in collaboration with UC Berkeley College of Environmental Design.

Health and Well-Being Conferences

INVESTIGATORS: CRISTINA BANKS, SHELDON ZEDECK, GREGORY LABLANC

This project aims to hold continuing education conferences for practitioners and executives to disseminate the current state of knowledge on how to improve worker health and well-being based on science and practical information on how to translate the scientific knowledge into practice. Contributors will be Center Researchers and Consulting Experts.

Recent Conferences



HealthyWorkplaces Director Cristina Banks presented an abstract at the 4th Wellbeing at Work conference in Amsterdam on "The Role of Psychological States in Worker Well-Being." This conference focused on learning how to create a "long, healthy, and productive working life." Dr. Banks presented on the mission of the Interdisciplinary Center for Healthy Workplaces Center, the HealthyWorkplaces model of worker health, and preliminary results of the UCB Graduate Student Survey on Well-Being. The conference was also attended by Interdisciplinary Team members Christina Maslach and Sally Augustin. Themes at this conference included methodology, worker health, organizational and workplace factors, and interventions.

Learn more about the Wellbeing at Work conference: <http://www.wellbeingatwork.nl/>



HealthyWorkplaces Director Cristina Banks made several presentations at the 31st Society for Industrial and Organizational Psychology Conference. At this conference, SIOP leadership announced the creation of a new Health, Safety, and Well-Being Registry to create a network of Industrial-Organizational Psychologists who wish to be part of interdisciplinary teams working to improve worker health and well-being. The conference was also attended by Associate Director Sheldon Zedeck and Interdisciplinary Team members Michael Pearn and Isabelle Thibau. Learn more about the SIOP Registry: <http://my.siop.org/Registry/HSWB>

Building A Culture of Health: A New Imperative for Business

HealthyWorkplaces Director Cristina Banks and Interdisciplinary Team member Christina Maslach attended this invitation-only conference at Harvard on April 18, 2016. This was a collaboration between the Harvard Business School, Harvard. T.H. Chan School of Public Health, and the Robert Wood Johnson Foundation. The conference topics covered community health, consumer health, implementing a culture of health, employee health, and environmental health. Learn more about the Building a Culture of Health conference: <http://www.hbs.edu/faculty/conferences/2015-building-a-culture-of-health/Pages/agenda.aspx>

Our Vision of the Future Workplace

How can we help employers make important decisions that will get them closer to their goals of having happier, more satisfied, healthier, and more productive employees?

Multiple functions and departments in organizations engage in operational decision-making that impact employee health and well-being, among other things. These include HR, Risk Management, EAP, Comp & Benefits, Facilities, Real Estate, Occupational Health, EH&S, OD, and IT. Scientific evidence regarding worker health and well-being can inform decisions in each of these functions and departments, thus increasing the quality of the decision-making and potentially improving the intended outcomes of illness/injury prevention and health promotion.



Knowledge sharing across researchers and academics is critical for the literature to become accessible beyond members within each discipline and to be generalized to a point where it can be integrated with literature outside its domain. By sharing their knowledge and acting upon the same knowledge base, functions and departments have the potential to make internally consistent, mutually reinforcing decisions to actively support those activities and organizational changes that prevent illness/injury and promote health and well-being.

An Interdisciplinary Approach

Other organizations share our vision of an interdisciplinary approach to worker health and well-being. Here are several examples of how the current health problems are being examined through different perspectives and directions in which research on worker health and well-being might move forward.

Robert Wood Johnson Foundation: Creating a culture of health through interdisciplinary research

The Robert Wood Johnson Foundation (RWJ) has a new vision for creating a culture of health which is also changing the way they fund research. Their Culture of Health Action Framework is based on having high-level objectives, identifying drivers of health, and having measures that can support tracking of progress over time. This framework supports an interdisciplinary approach because it is "designed to provide numerous entry points for all manner of organizations to get involved."

RWJ also brings together leaders from different fields for the purpose of collaborative innovation in worker health and well-being. They share the belief that new ideas emerge at the intersection of different perspectives.

See the latest on Robert Wood Johnson's Culture of Health:
<https://www.rwjf.org/en/how-we-work/building-a-culture-of-health.html>

Total Worker Health initiative at NIOSH

Total Worker Health (TWH) is now taking on an interdisciplinary approach to worker health and well-being – an approach based on emerging evidence that certain elements of a workplace can cause health issues that were previously assumed to be unrelated to work. TWH uses research from a breadth of fields to figure out how to modify the workplace to promote well-being, health and safety.

Like HealthyWorkplaces, TWH's work is centered around the outcome of improved worker well-being, rather than on a particular field of science or area of study. TWH shares our methodological process of then branching into research from several different disciplines in order to fill in the gaps in our understanding of worker health. We share the end goal of actually applying this research to practice. TWH also understands that it takes a deeper dive into seemingly unrelated fields of study in order to understand and improve worker well-being.

See the latest on NIOSH's Total Worker Health: <https://www.cdc.gov/niosh/twh/>

Science of Happiness

In a special mind-body issue for Spring 2016, the Berkeley Wellness Letter focuses on the science of Happiness. The articles discuss the mind-body relationship. This issue draws attention to recent research on happiness, including work at the Greater Good Science Center, which is an associated center with HealthyWorkplaces. Happiness and emotional well-being are determined by many things, and are therefore very difficult to study. We do know, however, that emotions can influence the body on a physiological level. And being healthy in the first place likely makes people happier. The articles identify some factors which have the greatest influence on happiness.

This issue identifies various research showing relationships between certain emotions and good health outcomes or health risks.

See the latest on the Berkeley Wellness Letter: <http://www.berkeleywellness.com/>

FOR MORE INFORMATION

Learn about our mission, our work, our research team, upcoming events, and interdisciplinary research by visiting our website: healthyworkplaces.berkeley.edu

DONATE - Please Support HealthyWorkplaces

HealthyWorkplaces is supported by contributions from UC Berkeley, IRLE, Berkeley Research Group, Gensler, and Lamorinda Consulting. We need further support to continue our research activities and public outreach. Please join our team of supporters!

Your gift supports the research and work of HealthyWorkplaces, such as:

- Graduate student assistantships to help members of the Interdisciplinary Team on cutting-edge research studies on different aspects of the HealthyWorkplaces Model
- Mini-conferences of subject matter experts to share state-of-the-art knowledge in their respective fields and to work together on implications for practice
- Publishing papers and guides to inform the general public of new ways of promoting health and well-being in the workplace
- Stakeholder "mixers" to promote information exchange and facilitate new relationships around mutual interests

HealthyWorkplaces operates independently as a non-profit under the banner of the University of California. Contributions to HealthyWorkplaces are fully tax-deductible.

Give online using your credit card:
healthyworkplaces.berkeley.edu/donate

Checks should be written to "Regents of the University of California" with "ICHW" on the notes line. Donations should be mailed to:

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If you would like to become a sponsor of HealthyWorkplaces, please contact us at healthyworkplaces@berkeley.edu.



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