



# healthyworkplaces<sup>^</sup>

## Happy New Year! Special Issue – 2017 recap

UNIVERSITY OF CALIFORNIA, BERKELEY

IN THIS ISSUE

## Director's Note



I wish you all a productive and fulfilling New Year! As we begin 2018, we would like to look back on what we have accomplished in 2017 and share with you our plans for

2018. To catch you up on our more recent events, we decided to put together this special issue – a year in review.

Early in 2017, we welcomed two new researchers and Center leaders to our team: **Dr. Carolyn Winslow** and **Dr. Caitlin DeClercq**. Carolyn is a graduate of George Mason University's program in Industrial-Organizational Psychology, and Caitlin is a graduate of the UC Berkeley School of Architecture. We also welcomed **Dr. Siw Tone Innstrand**, Professor of Health Science and Assistant Director at the Center for Health Promotion Research from the Norwegian University of Science and Technology (NTNU), who spent the year with us as a visiting researcher collaborating on our Healthy Universities project. Her visit has strengthened our collaboration with NTNU, and we are now collaborating on a survey of student experience at NTNU. **Dr. Kirsi Heikkilä-Tammi**, Research Director of the Wellbeing at Work Group at the University of Tampere in Finland, spent December with us as a visiting researcher to exchange research ideas and discuss future collaboration with their research group. **Sven Govaars**, formerly of Gensler, has joined our team of core members as an expert contributor from the field of real estate and workplace design. **Jim Cohen**, Founding Principal of

Spark and national leader in design thinking among other talents, also joined our team of expert contributors. **Fran Kipnis**, UC Berkeley emerita, worked with the research team on analyzing data from the Graduate Student Survey project.

This last year we continued to provide research opportunities for students. We hired four graduate student and three undergraduate researchers, we supervised four undergraduate research projects, and took on an undergraduate intern. These students produced important literature reviews, analyzed data, prepared presentations, and wrote summaries of the current state of health and well-being science.

In 2017, we initiated several research projects that will continue through 2018. *The Employer Guide to Implementing Wellness Programs Successfully in Small to Medium-Sized Organizations*, funded by the Transamerica Center for Health Studies (TCHS), began in January 2017 and will end March 2018. A project funded by the Office Ergonomic Research Council (OERC), *Determining Measurement Criteria for Use in Ergonomics and Human Factors Research*, involved extensive analysis of productivity, performance, cognitive and psychological measures which may expand the perceived value of human factors and ergonomics practice in organizations. Based on an interest in the psychological impact of projected images of biophilic content and sounds in office settings, we initiated a project with an R&D firm to test their impact on knowledge worker performance and well-being. This project will continue through 2018. Lastly, we joined the PATH to Care

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Center on UC Berkeley campus in identifying environmental factors that are associated with and facilitate sexual harassment. This project is representative of our efforts to understand how to promote safe work environments and prevent sexual harassment incidents. Please see more detailed descriptions of these and other projects in this Newsletter and on our website.

We hosted a conference held at the UC Berkeley Haas School of Business in May to

kick off our new "Science to Practice Conference Series." This conference focused on how to build work environments that promote employee health and well-being. We are in the process of compiling the speaker presentations into a conference book, which will be available sometime in 2018. We also started planning our next conference, which will focus on how to mitigate the physiological effects of everyday working conditions, coming in 2018.

We are now at our five-year anniversary of the start of the Center. We are taking stock of our achievements and the goals we have yet to achieve. With all the connections we have made and the opportunities realized over the last five years, it is time to revisit our mission and purpose and determine how we can best address issues that face workplaces today. We are building our leadership team and formulating our path forward to ensure we get there as fast as possible.

## Advancing Total Worker Health<sup>®</sup>

*HealthyWorkplaces* is one of 31 national Affiliates of the National Institute of Occupational Safety and Health (NIOSH) Total Worker Health<sup>™</sup> initiative. This initiative seeks to improve worker safety, health and well-being through the dual strategies of preventing illness and injury, and promoting employee health and well-being. Details of the Total Worker Health<sup>™</sup> program and strategic goals can be found in the publication, [\*A National Agenda to Advance Total Worker Health<sup>®</sup> Research, Practice, Policy, and Capacity\*](#).

As an Affiliate, we are charged with promoting the initiative through our work as a Center and in publicizing the rich and plentiful resources available to organizations to assist their own efforts in achieving these goals. Affiliates serve as a national network of researchers, practitioners, employer groups, healthcare organizations, unions, and universities striving to advance our knowledge, share best practices and tools, and model implementation of workplace initiatives in the spirit of Total Worker Health<sup>™</sup>. *HealthyWorkplaces* specifically focuses on health and well-being promotion, an area that has had the least attention in organizations until recently but is quickly evolving as more researchers incorporate interventions following this strategy into their scientific studies. *HealthyWorkplaces* also contributes by sharing our work with others at NIOSH-sponsored conferences. In 2014, a team of researchers from the Center presented at the 1<sup>st</sup> International Symposium to Advance Total Worker Health<sup>™</sup> Conference held in Bethesda at NIH Headquarters, showing how knowledge from such diverse fields as architecture, public health, computer science, and psychology can be integrated into a coherent health and well-being strategy in organizations. Another team of Center researchers presented at the June 2017 Work, Stress and Health Conference in Minneapolis, presenting results from several research studies conducted by the Center where integrated research projects yielded important new information about the relationships between the built environment, organizational policy and practices, and health, well-being and productivity. We also presented our research on increasing adoption of wellness programs in small and medium-sized organizations as well as the work on designing for healthy offices at the October 2017 Understanding Small Enterprises Conference co-hosted by the Center for Health, Work and Environment at the University of Colorado, Denver, a Total Worker Health<sup>™</sup> Center of Excellence and NIOSH.

*HealthyWorkplaces* is planning to attend and present new research findings to the 2<sup>nd</sup> International Symposium to Advance Total Worker Health<sup>®</sup> to be held in Bethesda, Maryland May 8-11, 2018. We urge researchers and practitioners to attend this special and intimate conference to learn the latest from people advancing our knowledge from the front lines. A brief description of the conference is provided below.

Begun in 2014, the **International Symposium to Advance Total Worker Health** is the only NIOSH-sponsored public conference focused solely on advancing Total Worker Health research, practice, policies, and programs. Bringing together experts from academia, labor, business, and government, the Symposium examines opportunities to make workplaces safer and improve the health and well-being of the workforce across the nation and world. We invite you to join us for compelling keynote addresses, expert presentations, and informal workshops emphasizing the latest strategies aligned with a Total Worker Health approach. The 2018 Symposium will build on the success of the 2014 Symposium while addressing the latest trends and new research in the Total Worker Health field.

### Goals of the 2018 Symposium are to:

#### REAFFIRM

- ... Our dedication to the safety and health of all workers
- ... A commitment to prioritizing safety in all jobs

#### REDESIGN

- ... The way we craft and organize work
- ... The workplace environment to optimize health opportunities
- ... The way we lead, manage and supervise

#### REVEAL

- ... New strategies for re-designing work for improved worker well-being
- ... New links between work and the risks for chronic disease and solutions to address them
- ... Novel research, methods and interventions for advancing Total Worker Health



# Featured Researcher - Dr. Christina Maslach



This month, we are pleased to present our featured researcher, Christina Maslach, PhD. Dr. Maslach is a Professor Emerita at UC Berkeley's Department of Psychology. She received her A.B., magna cum laude, in Social Relations from Harvard-Radcliffe College in 1967, and her Ph.D. in Psychology from Stanford University in 1971. Her principal research interests lie in job burnout, health psychology, work engagement, and individuation and social influence. In this issue, we focus on Dr. Maslach's years of research on *burnout*, a condition that is still a problem in workplaces today. Her research in this field began over three decades ago when she discovered disturbing trends among individuals with highly demanding jobs.

Burnout emerges as a response to chronic interpersonal stressors in the workplace. She and her colleague, Michael Leiter, theorize that burnout is comprised of three basic dimensions: (1) overwhelming exhaustion (e.g., a feeling of wearing out, loss of energy, depletion, debilitation, and fatigue), (2) feelings of cynicism and detachment from the job (e.g., depersonalization, negative or inappropriate attitudes towards clients, irritability, loss of idealism, and withdrawal), and (3) a sense of ineffectiveness and lack of accomplishment (e.g., reduced productivity or capability, low morale, and an inability to cope). The combination of these three aspects in a person's work life results in burnout, as shown in Figure 1 (Maslach, 2001; Maslach & Leiter, 2016). The significance of the three-dimensional model is that "it clearly places the individual stress experience within a social context," which has important implications for how burnout develops and more important how it can be addressed or prevented (Maslach & Leiter, 2016). Over the years, her research evolved from observations of dysfunction in high stress work environments to a deep understanding of the antecedents and consequences of

burnout, which incorporated critical knowledge from social, clinical, and industrial/organizational psychology and informed its multi-dimensional nature. The organizational and psychological outcomes of burnout are devastating. Burnout is associated with job dissatisfaction, low organizational commitment, absenteeism, intention to leave the job, and turnover (Maslach, 1993). It is also predictive of depression, anxiety, irritability, and physical disease.



Figure 1. Defining factors of burnout (Maslach et al 2001).

Given the negative outcomes of burnout for both individuals and organizations, it is important to find ways to mitigate and prevent burnout – a view shared by Dr. Maslach and ICHW. Beyond understanding the three dimensions of burnout, it is crucial to identify the key personal, social, and contextual factors, which may contribute to its emergence so that organizations and affected persons can address it effectively. Dr. Maslach identified six key domains of organizational risk factors that can act as stressors: *high workload, low control, insufficient reward, absence of community, unfairness, and incompatible values* (Maslach, 2017). Research indicates that these factors are likely to be highly interrelated. For example, high workload may be paired with a sense of low control. When they are interrelated, an organization seeking to reduce employee burnout cannot focus on only one factor and expect positive results; rather, it must adopt a holistic approach targeting each of the domains. What might this approach look like in an organization? Dr. Maslach recently teamed up with ICHW Director Dr. Cristina Banks to address this question.

In their chapter *Psychological Connections with Work*, Dr. Maslach and Dr. Banks developed strategies for creating sustainable well-being in the workplace. They approach the problem with the idea that there needs to be a good fit between the person and the

job in specific ways. "Goodness of fit" is established by incorporating the following essential psychological characteristics into the workplace: *Autonomy, belongingness, competence, positive emotions, psychological safety, fairness, and meaning*. By incorporating these characteristics into a person's work and workplace, the organizational risk factors that act as stressors can be reduced, thus avoiding the conditions that lead to burnout. More important, incorporating these psychological characteristics into daily work life promotes people's health and well-being. Drs. Maslach and Banks agree that it takes interdisciplinary involvement – psychologists, public health specialists, architects, and others -- to create the conditions where organizations can not only avoid burnout especially in high work demand jobs, but also help people to thrive at work.

From Dr. Maslach's research, we know that the effects of burnout in the workplace are avoidable and that it is possible to build social engagement and support in the workplace in an effective, affordable manner. Dr. Maslach is involved in several research projects with ICHW, including the Healthy Universities project investigating ways a university campus can promote a healthy workplace for its students, staff, and faculty. ICHW is eager to continue the collaboration with Dr. Maslach to understand burnout in workplaces and to build strategies for preventing burnout in organizations. Dr. Maslach has earned a global reputation as one of the foremost experts on burnout and its mitigation. We are honored to have her as a member of our research team.

## References

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# Introducing the Science to Practice Conference Series Focused on Solving Workplace Problems

A large part of our mission is bringing experts together and sharing knowledge across disciplines and to the public. In 2017, we had a chance to fulfill that part of our mission when we held our first conference in our new "Science to Practice" series. This first conference held on May 4<sup>th</sup> took on the challenge of answering the question, *How do we build workplaces that promote health, well-being, and productivity?* Since all organizations at one time or another have to build or remodel work spaces, we wanted to offer the best advice based on scientific evidence and proven strategies to help

and are now being assembled into a webinar and book which will be made available to the public this summer.

The next conference scheduled for early fall will focus on the question, *What are the psychological and physiological effects of daily work, and how can we keep employees well?* Much has been written about the long-term effects of job stress, work overload, sedentary work, long work hours, toxic bosses, sleep deprivation, harassment, and poor eating habits. We know from scientific studies that prolonged exposure to such

disease by re-examining how organizations build and operate workplaces from the perspective of our physiology, and given that knowledge, how do we change how workplaces are built and operate to minimize the impact of stressful working conditions. We will bring experts from business, psychology, medicine, occupational health, architecture, design, and technology together to provide state-of-the-art knowledge of the psychological and physiological effects of daily work, and explore strategies for mitigating these effects in ways the work for business and for employees.



*Sally Augustin Presenting at the May 4, 2017 Conference.*

decision-makers identify *what* to build looking at the workplace holistically in order to promote employee health, well-being and productivity. Experts from real estate, architecture, interior design, medicine, psychology, occupational health, nutrition, and technology provided state-of-the-art knowledge and shared strategies for achieving the best results. Conference presentations and discussion were captured

working conditions leads to debilitating disease including obesity, diabetes, cardiovascular disease and cancer. What we won't know much about are the short-term and even immediate effects of such working conditions. How do these physical conditions develop on a daily basis? What is happening in the mind and body that turns into disease at some point down the road? The problem we want to solve is how to avoid the *start* of

A third conference is tentatively planned for winter 2019 which will focus on health technology. The problem we will address is, *What health technology promotes employee health, well-being, and productivity, and how should it be incorporated into the workplace?* With the explosion of health tech devices, apps, programs, equipment, and systems today, it is nearly impossible to sort out which technology actually *works*, and how this technology can be used most effectively. We aim to bring together technology researchers and experts to bring order to this confusing marketplace, providing guidance on what technology provides the best evidence of positive health effects. We will also bring together practitioners who will provide guidance on how health technology can be most effectively used in the workplace.

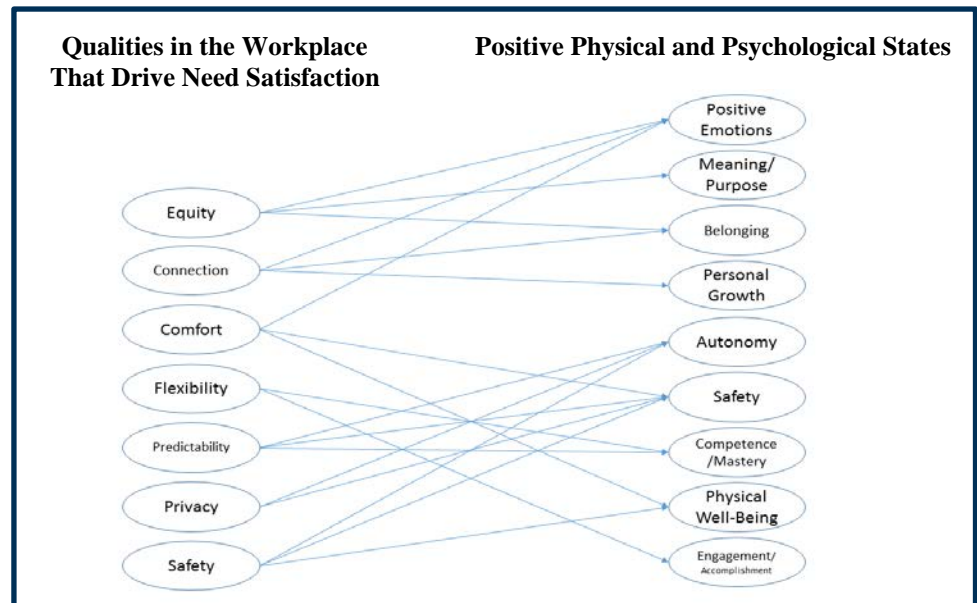
Should you have a suggestion for a future conference, please write us at [healthyworkplaces@berkeley.edu](mailto:healthyworkplaces@berkeley.edu). We would love to know what challenges you face and how we can help you address those challenges through state-of-the-art knowledge and practice.

# The Seven Drivers That Give Way to People's Basic Needs for Health and Well-Being

Our Healthy Workplaces Model posits that important positive personal and organizational outcomes are the result of employees being and working in an environment where their basic human needs can be satisfied. Research has shown that the engine of work motivation is the satisfaction of important needs and that attributes of the work environment are connected to satisfaction of those needs (Maslach & Banks, 2017). Based on an extensive review of the psychological literature, we have identified a set of eight psychological and one physical core needs that have been empirically linked to health, well-being and productivity outcomes. These core needs are listed on the right side of the graphic to the right. When these needs are satisfied, we say that employees possess a positive physical and psychological state of need satisfaction ("positive psychological states"). In this state, employees experience health and well-being, which stimulates intrinsic work motivation and enables employees to do their best work.

How do you know what attributes in the work environment serve to satisfy these basic needs? If an employer wanted to stimulate work motivation by satisfying needs, what would it build or create within the work environment to achieve this and create conditions that would result in employee wellness as well as valuable organizational outcomes? Rather than study each aspect of the work environment individually as potential as a satisfier, we hypothesized a set of variables that the scientific literature has indicated is related to need satisfaction. For example, the literature has shown the importance of *choice* in producing conditions that employees find satisfying. In this case, an environmental variable that has the quality of choice is likely to be a "driver" of need satisfaction. Thus, the variable "flexibility" was identified as a quality in the work environment that would lead to need satisfaction, specifically the need for "autonomy." We went through a similar exercise for all the eight psychological needs and identified seven "drivers" of need satisfaction—qualities of attributes in the work environment—that have the ability to satisfy one or more of these needs. The drivers we identified are privacy, predictability, flexibility, comfort, connection, safety and equity. The diagram shown here shows the connections between each of the drivers and the needs they support.

How can you use this information in your organization? Each of the drivers can be considered a "design variable," which means you can ask employees what a particular driver means to them and how might that driver be manifested in their work environment. Rather than asking employees what they want or what they prefer, you ask employees what in their work environment would give them that quality. For example, what would "privacy" look like? How would you build



"privacy" into your work space? We are not automatically suggesting private offices. Rather, there are many ways that privacy can be operationalized in a work space—and it might mean as little as turning cubicles around so that people face the walkway rather than having their backs to the foot traffic where their computer screens are visible to everyone who walks by. Privacy may also mean giving a person a break area where phone calls can be made in private, or an office that employees can reserve for short periods of time to work on confidential matters. It could be that many of the basic needs employees care about can be satisfied with small changes in the workplace.

Start the conversation and see where it leads. Let the drivers guide the conversation, and you may find that employees have practical solutions to problems they experience on the job. Giving them an opportunity to work on the problem and come up with practical solutions may be just the ticket for increasing engagement and improving morale. We have experimented with this approach with UC Berkeley's undergraduate students in a series of focus groups where they have designed office space that enables need satisfaction. They are assigned one driver to think about, and based on how they interpret the driver, they begin formulating a hypothetical office space to manifest that quality in the work space. After talking to over 50 students, we know they can translate drivers into actual office designs, and when they are done, they are happy with the work environments they have created. This research suggests to us that workplaces can be designed or modified to accomplish need satisfaction through these design variables. We look forward to more experiments with this approach with different populations of employees such as healthcare providers, call center workers, designers and architects, and assembly line workers.

# Center Projects

## Prevention of Sexual Harassment in Academic Departments.

INVESTIGATORS: CRISTINA BANKS, CAROLYN WINSLOW, ISABELLE THIBAU  
The objective is to identify factors that are associated with or facilitate sexual harassment on campus. We will work with the PATH to Care Center to collect critical incidents from faculty, staff, and students from departments across UCB campus of situations that led to or may have led to sexual harassment. These highly descriptive incidents will help us understand the situational factors that lead to sexual harassment in order to prevent any future incidents. This project is being funded by the PATH to Care Center.

## Impact of Biophilic Environment on Knowledge Worker Performance and Well-Being.

INVESTIGATORS: CRISTINA BANKS, ISABELLE THIBAU, CAROLYN WINSLOW, SALLY AUGUSTIN, STEFANO SCHIAVON, MICHAEL PEARN  
The objective is to evaluate the efficacy of a product that promotes a biophilic office environment on improving knowledge worker performance and well-being. We will run an intervention with knowledge workers in an open office setting at a large technology firm in the Northwest.

## Investigating Participation in Wellness Programs in Small & Medium Sized Businesses

INVESTIGATORS: CRISTINA BANKS, ISABELLE THIBAU, CAROLYN WINSLOW  
The objective is to understand and identify successful determinants of employee engagement and participation in behavior change and wellness programs. The primary outcome is an employer guide for employee engagement in healthy behavior change for small and medium-sized business – to be published by February 2018. This project is being funded by the Transamerica Center for Health Studies.

## Determining Measurement Criteria for Use in Ergonomics and Human Factors Research

INVESTIGATORS: CRISTINA BANKS, CAROLYN WINSLOW, TONY KIM  
The objective of this project is to create an inventory of scientifically-sound criterion measures for use in human factors/ergonomic research studies. This project is being funded by the Office Ergonomics Research Committee.

## Graduate Student Health & Well-Being

INVESTIGATORS: CRISTINA BANKS, ISABELLE THIBAU, SIW TONE INNSTRAND  
The aim of this project is to collect information on graduate student well-being as a function of their study environments. The survey, developed by HealthyWorkplaces, has been administered to UC Berkeley graduate students campus-wide. HealthyWorkplaces will use the results of this survey to understand the current student work environment and examine relationships between this environment and student health and well-being outcomes. Professor Siw Tone Innstrand of Norwegian University of Science and Technology (NTNU) is administering this survey at her university in Norway.

## Designing for a Healthy Office

INVESTIGATORS: CAITLIN DECLERCO, GALEN CRANZ, CRISTINA BANKS, ISABELLE THIBAU  
The objective is to explore new ways of designing workspaces from the perspective of psychological impact. HealthyWorkplaces hosts focus groups, currently with Gen Z participants, to gather information on what elements to build into work environments that will promote certain drivers of health and well-being.

## Factors that Support Healthy Universities

INVESTIGATORS: CHRISTINA MASLACH, CRISTINA BANKS, SIW TONE INNSTRAND,

CHRISTOPHER LOWENSTEIN, 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 the health of those on university campuses. We are analyzing the results of a survey (Knowledge Intensive Work Environment Survey Target) used by a Norwegian intervention program as a tool for promotion of psychosocial factors in the work environment. Professor Siw Tone Innstrand is working with HealthyWorkplaces to collect and analyze the survey data.

## How the Built Environment Supports Worker Health and Productivity

INVESTIGATORS: MAX PITTMAN, SALLY AUGUSTIN, CRISTINA BANKS  
The objective is to summarize physical environmental factors within the built environment literature that impact employee health status and important organizational outcomes (e.g. creativity, performance).

## Health Technologies in the Workplace

INVESTIGATORS: CRISTINA BANKS, HELEN LEE, DAVID LINDEMAN  
The objective is to summarize health technologies on the market and the degree of scientific support for their efficacy. This review identifies gaps in the literature where scientific support and tests are lacking.

FOR MORE DETAILS about ongoing and completed projects, visit our projects page -

<http://healthyworkplaces.berkeley.edu/project/>

## ASSOCIATED CENTERS

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

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

INSTITUTE FOR RESEARCH ON LABOR AND EMPLOYMENT (IRLE)

THE CENTER FOR OCCUPATIONAL AND ENVIRONMENTAL HEALTH (COEH)

LABOR OCCUPATIONAL HEALTH PROGRAM (LOHP)

CENTER FOR THE BUILT ENVIRONMENT

THE BERKELEY POPULATION CENTER

THE BERKELEY FOOD INSTITUTE

THE GREATER GOOD SCIENCE CENTER

BERKELEY WELLNESS LETTER

NUTRITION POLICY INSTITUTE

HEALTH RESEARCH FOR ACTION

## The Leadership Team

### 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.

### 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.

### Caitlin DeClercq, PhD



Dr. Caitlin DeClercq is a Post-Doctoral Researcher for HealthyWorkplaces. Based in New York, she leads the Designing Healthy Offices project. She initiated this project

as a doctoral student in Architecture at UCB and graduated in 2017. At UCB, she specialized in Social and Cultural Processes in Architecture and Urban Design.

### Carolyn Winslow, PhD



Dr. Carolyn Winslow is a Post-Doctoral Researcher for HealthyWorkplaces. Her primary research interests are in understanding and improving employee well-being, with a focus on employee affect. She worked with us as a visiting scholar until she received her doctorate in Industrial/Organizational Psychology from George Mason University in 2017, at which point she joined our leadership team full-time.

### Isabelle Thibau, MPH



Isabelle Thibau is a Researcher for Healthy-Workplaces. Her interests lie in public health nutrition, physical activity, and in understanding lifestyle factors that affect health and human behavior. She leads several research projects and initiatives at the center. Formerly, Isabelle worked for three years for the National Institute on Drug Abuse as a policy analyst and science writer. She received her MPH at the University of California, Berkeley in 2016.



# Interdisciplinary Team

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. Our interdisciplinary researchers and Consulting Experts are listed below:

## Researchers

- |  |   |  |
|--|---|--|
| <ul style="list-style-type: none"> <li>❖ Christina Maslach, PhD; UC Berkeley Department of Psychology</li> <li>❖ David Lindeman, PhD; UC Berkeley Center for Information Technology Research in the Interest of Society, Center for Technology and Aging</li> <li>❖ David Rempel, MD, PhD; UC Berkeley Department of Bioengineering; UCSF Department of Medicine</li> <li>❖ Ed Yelin, PhD; UCSF School of Medicine</li> <li>❖ Gail Brager, PhD; UC Berkeley College of Environmental Design, Center for the Built Environment</li> </ul> | <ul style="list-style-type: none"> <li>❖ Galen Cranz, PhD; UC Berkeley College of Environmental Design</li> <li>❖ John Swartzberg, MD, FACP; UC Berkeley School of Public Health; UCSF School of Medicine</li> <li>❖ Ken Jacobs; UC Berkeley Labor Center</li> <li>❖ Kirsi Heikkilä-Tammi, PhD; University of Tampere</li> <li>❖ Laura Stock, MPH; UC Berkeley Labor Occupational Health Program</li> <li>❖ Lindsay Graham, PhD; UC Berkeley Center for the Built Environment</li> <li>❖ Max Pittman; University of Victoria</li> </ul> | <ul style="list-style-type: none"> <li>❖ Sally Augustin, PhD; Design with Science</li> <li>❖ Siw Tone Innstrand, PhD; Norwegian University of Science and Technology</li> <li>❖ Stefano Schiavon, PhD; UC Berkeley Center for Built Environment</li> <li>❖ Stephen Shortell, PhD, MPH, MBA; UC Berkeley School of Public Health</li> <li>❖ Sylvia Guendelman, PhD, MSW; UC Berkeley School of Public Health</li> </ul> |
|--|---|--|

## Consulting Experts

- |  |  |  |
|--|--|--|
| <ul style="list-style-type: none"> <li>❖ Arthur Giacalone, PhD; Consulting Expert</li> </ul> | <ul style="list-style-type: none"> <li>❖ Gervais Tompkin, AIA, LEED AP; Gensler, Consulting Expert</li> <li>❖ Jim Cohen; SPARK, Consulting Expert</li> </ul> | <ul style="list-style-type: none"> <li>❖ Michael Pearn, PhD; Consulting Expert</li> <li>❖ Sven Govaars, MCR SLCR; Consulting Expert</li> </ul> |
|--|--|--|

## Past Presentations



**October 3-6, 2017.** Cristina Banks presented at the Seventh International Conference on Health, Wellness, & Society with a focus on New Directions in Health and Wellness



**October 9-13, 2017.** Cristina Banks presented with a panel at the HFES 61st International Annual Meeting in Austin, TX.



**October 25-27, 2017.** Cristina Banks, Caitlin DeClercq, and Isabelle Thibau presented at the Understanding Small Enterprises Conference which focuses on Worker Well-Being and Sustainable Business Health. Denver, CO



**November 5-7, 2017** CoreNet Global Summit. The 2017 CoreNet Global Summits explored ways to transcend traditional boundaries through divergence. Cristina Banks and Sally Augustin presented. Seattle, WA.



**December 5, 2017.** Cristina Banks and Ed Yelin attended the CDC-NIOSH Total Worker Health Affiliate Meeting to discuss affiliate roles and how to increase affiliate activity within the TWH network. Bethesda, MD.

## Upcoming Conferences



**February 27, 2018.** Cristina Banks will speak at the CoreNet Real Estate Forum in Stanford, CA.



**March 14, 2018.** The California Industrial Hygiene Council and the American Industrial Hygiene Association will host "The Future of Work-Related Health Issues" Summit. Cristina Banks will speak about the HealthyWorkplaces model. Sacramento, CA.



**May 2018.** HealthyWorkplaces presents "Science to Practice Conference: Physiology at Work." Invited speakers will present the known science in their fields on the physiological effects of working conditions. Berkeley, CA.



**May 8-11, 2018.** 2<sup>nd</sup> International Symposium to Advance Total Worker Health. The Symposium examines opportunities to make workplaces safer and improve the health and well-being of the workforce across the nation and world. In Bethesda, MD.



**August 9-12, 2018.** APA Convention. Cristina Banks has been invited to give an address. San Francisco, CA



# DONATE - Please Support HealthyWorkplaces

HealthyWorkplaces is completely self-supporting. We depend on donations and grants to enable our work. We need further support to continue our research activities and public outreach. Please join our team of supporters!

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News from the HealthyWorkplaces Experts

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