



# healthyworkplaces<sup>^</sup>

## News from the HealthyWorkplaces experts

UNIVERSITY OF CALIFORNIA, BERKELEY

IN THIS ISSUE

## Director's Note



We are at a halfway-point for 2018, and while UC Berkeley may be on summer vacation, our Center is alive and bustling with movement (of our office and our staff), research projects, website redesign, outreach, and planning. In this issue of the newsletter, you will read about these changes, our recent accomplishments, and our plans for the recent future.

**LEADERSHIP AND STAFF.** Early in 2018, we welcomed **Dr. Ed Yelin** onto our leadership team, which we write about in more detail below. In addition to building our leadership team, we also continued to provide mentorship and research opportunities for students during the spring semester and currently during the summer break. This summer, we have hired three undergraduate assistants and one graduate student researcher. These students are assisting with research and contributing to important literature reviews on topics including **sedentary behavior, sexual harassment, and environmental design factors** that affect the health and well-being of workers.

**JOINING COEH.** We are also delighted to announce that we have officially joined with the **Center for Occupational and Environmental Health** at the School of Public Health. This partnership will better enable us to conduct joint research, produce educational materials, and host conferences and meetings. Additionally, our office has also moved to the 4<sup>th</sup> floor of University Hall and will have more regular interaction with

COEH leadership and staff.

**PUBLICATIONS AND TOOLS.** We are pleased to announce that the *Employer Guide to Implementing Wellness Programs Successfully in Small to Medium-Sized Organizations*, funded by the Transamerica Center for Health Studies (TCHS), resulted in an **employer guide to wellness programs, technical report, and online interactive tool**. We also recently completed a project funded by the Office Ergonomic Research Council (OERC), *Determining Measurement Criteria for Use in Ergonomics and Human Factors Research*, which involved extensive analysis of **productivity, performance, cognitive, and psychological measures** which may expand the perceived value of human factors and ergonomics practice in organizations. This study resulted in a report to OERC and invitation to submit for publication in the journal *Work*. Please see more detailed descriptions of these and other projects in this Newsletter and on our website.

**WEBSITE REDESIGN.** Our website recently underwent a redesign and you can now see our new layout at the same URL: [healthyworkplaces.berkeley.edu](http://healthyworkplaces.berkeley.edu). We welcome any feedback you would like to give, including what we could provide you as visitors to our website.

**LOOKING AHEAD.** What do we hope to accomplish in the months ahead? We are writing a book on how to design the best workplace for health and well-being, drawing from presentations given by experts in various disciplines at our Science to Practice Conference held on May 4, 2017. We will continue to build our leadership team,

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network of experts, and supporters of our center. Thank you for your continued support!

## Introduction to Dr. Ed Yelin



We are delighted to announce that Ed Yelin, PhD, has joined the HealthyWorkplaces leadership team. Dr. Yelin is an Emeritus Professor of Medicine and Health Policy at the University of California, San Francisco, where he has been on the faculty since 1980. He has been an active contributor to HealthyWorkplaces since our Center's infancy, and thus has helped shape our thinking and approach over the last five years. In his new, more formal role, Dr. Yelin looks forward to leading the Center's policy and advocacy work, mentoring students and junior researchers, and helping to grow our funding and research portfolios.

A full accounting of Dr. Yelin's extensive and influential research is far beyond the bounds of this newsletter. Briefly, Dr. Yelin's research has emphasized health

policy issues related to chronic disease, including the causes and consequences of work disability, the role of changes in the healthcare system in access to care, and the sources of disparities by race/ethnicity and socioeconomic status in outcomes of severe autoimmune diseases. Through this work, Dr. Yelin has described the impact of the organization of work on employment outcomes for persons with chronic disease and disability, showing that high levels of autonomy, especially when time demands (rather than physical demands of jobs) permit flexible work; on the macro level he has shown how changes in the demand for labor in rising and declining industry is also a major factor, with work exits higher among those in declining industry and work entry possible with those with the skills in demand in rising industries. These changes in the demand for labor dovetail with gender divides in employment, as women are more predominant in many of the rising service sector industries while men are more predominant in the retreat from manufacturing.

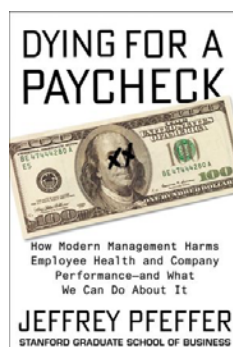
Dr. Yelin's research has been funded by the National Institutes of Health (NIH), the Robert Wood Johnson Foundation (RWJF), and the Agency for Healthcare

Research and Quality (AHRO). Since 2005, Dr. Yelin has been the Principal Investigator of the National Institute of Arthritis and Musculoskeletal and Skin Diseases (NIAMS)-funded Multidisciplinary Clinical Research Center focused on disparities by race/ethnicity and socioeconomic status in outcomes. He has also been an active participant in the California Health Benefits Review Program (CHBRP). He has earned numerous awards for his research and mentorship activities, including an RWJF Investigator Award in Health Policy Research in 2013, the Harold S. Luft Award in Mentorship in Health Services and Health Policy at UCSF. A prolific author, Dr. Yelin has written more than 250 peer-reviewed articles and another 100 chapters, books, and professional reports. He recently delivered a webinar, along with Director Cristina Banks, PhD, as part of the continuing education series hosted by the Center for Occupational and Environmental Health at the University of California, Berkeley, which you can view at this link:

<https://coeh.berkeley.edu/2017/03/28/2017-coeh-ce-webinar-series-health-and-employment-macro-context-and-micro-initiatives/>

## Introducing Dr. Jeffrey Pfeffer

**Jeffrey Pfeffer, PhD:** On our website, we will feature an interview with Dr. Jeffrey Pfeffer, the Thomas D. Dee II Professor of Organizational Behavior at the Graduate School of Business at Stanford University, and author of the recent book, *Dying for a Paycheck: How Modern Management Harms Employee Health and Company Performance—And What We Can Do About It* (<https://www.gsb.stanford.edu/faculty-research/books/dying-paycheck>). Pfeffer has long been interested in the intersections of money, power, and



management--and human costs therein. In *Dying for a Paycheck*, Dr. Pfeffer extends these themes by looking in particular at the deleterious health effects of poor management practices including long hours, unpredictable jobs,

low social support, and quantifies the effects in terms of lives lost. Simply put, he makes the cost of negative and hazardous work environments visible: 120,000 excess (and unnecessary) deaths per year. To learn more, we invite you to listen to Pfeffer's recent interview with KQED's Michael Krasny (<https://www.kqed.org/forum/2010101864449>), and look for our own spotlight on Pfeffer's research in the next HealthyWorkplaces newsletter.

## Featured Researcher - Dr. David Lindeman



We are thrilled to present Dr. David Lindeman as our featured researcher for this newsletter. Dr. Lindeman is the Director of the Center for Information Technology in the Interest of Society (CITRIS) Health Initiative, Director of the Center for Technology and Aging (CTA), and Co-Director of the Center for Innovation and Technology (CIT) in Public Health where he works on the applications of technology to support population health. Lindeman received his PhD and MSW in social welfare from UC Berkeley.

Dr. Lindeman is currently working with student researcher Helen Lee on a review of health technologies that will inform our understanding of the effective use of technology in the workplace. This research raises the question: Are these health technologies in the market effective in helping employees to stay healthy and increase well-being? Dr. Lindeman and Ms. Lee are assessing the gaps in existing research and helping organizations make informed decisions about which technologies to adopt in order to improve the health and well-being of their employees. At the heart

of this review is an examination of the scientific evidence supporting the efficacy of these technologies, since data on health technologies can be biased if the research is conducted in-house versus by an objective outside party. For many, the details of methodologies used to validate the technology and its true productivity is often unclear. For example, the statistics on the productivity of fitness trackers vary considerably depending on the source. In an attempt to address such shortcomings and inconsistencies, this review synthesizes the available information and provides a guide for companies to follow for choosing appropriate technology.

As the Director of the Center for Technology and Aging, Dr. Lindeman has worked on issues regarding the aging workforce. The California Future Health Workforce has pulled five organizations together to think about what changes in technology might be made by 2030 and how companies may need to adjust for the future workforce. The number of older adults in the workforce is growing exponentially, and is expected to double within the next twenty years. As a result, the older workforce will need more assistance and healthcare as they age. Lindeman addresses how companies can continuously engage the aging workforce and how they can use different technologies such as virtual reality to help with training employees.

Furthermore, as a result of the anticipated changes in technology, Dr. Lindeman anticipates that there may be new types of positions within companies that allow partial retirement or more flexible work arrangements. In addition, training with new

technologies is imperative to ensure older workers have access to understanding how to integrate new and ever-changing technology into meaningful work. Since the older workforce is diverse, a great deal of flexibility in terms of how people will engage in work is needed. Thus, more employment opportunities for the older workforce need to be created, especially because there are fewer young people in the workforce. To address these issues, Lindeman's work includes research on the anticipated functional needs of the workforce in terms of support in vision, hearing, or mobility for the aging workforce to remain fully engaged and to ensure they are working at their maximum capacity.

Dr. Lindeman believes that technology will continue to be an important aspect of workplace health and therefore the topic of technology will play an important role at the Interdisciplinary Center for Healthy Workplaces. Our future work in the technology arena will include highlighting the latest trends in the market and continuing to evaluate them through focus groups to determine whether they are suitable for a specific company. Since ICHW takes an interdisciplinary approach to research, Dr. Lindeman believes our work could include creating health technology guidelines and toolkits across different industries and fields.



## Spotlight on Sedentary Behavior

--by Caitlin DeClercq, PhD.

A library on campus recently advertised their new standing-height workstations with a catchy sign proclaiming that "sitting is the new sugar." The word is out: sitting is bad for us; worse, even, than the sugars and fats we have long vilified, and more harmful than cigarettes. Recent studies have linked prolonged sedentary time with obesity, diabetes, cardiovascular disease, cancer, back pain, and psychological distress. Simply put, sitting is killing us.

Read the rest of this article to learn about how to rethink sedentary offices on our website:

<https://healthyworkplaces.berkeley.edu/sedentary-behavior-how-sitting-killing-us>



## Finding Fit: Technical Report and Interactive Assessment Tool

In early February this year, the HealthyWorkplaces and Transamerica Center for Health Studies released an Employer Guide that aims at enabling organizations (with an emphasis on small and medium) to find a workplace wellness program tailored to their specific needs and constraints. As a follow up, the HealthyWorkplaces recently released "Increasing Participation Rates in Wellness Programs for Small and Medium Organizations Technical Report", analyzing how elements of workplace wellness programs can be applicable to organizations of various sizes or industries and how organizations can increase and sustain employee participation by engaging employees more effectively. In the technical report includes a literature review, employer testimonials from small to medium size organizations, employee and employer survey analysis, and resources for implementing workplace wellness program. The complete report can be found on our website at <https://healthyworkplaces.berkeley.edu/resources-and-publications/ichw-publications/increasing-participation-rates-wellness-programs-small>.

In addition to the technical report, the HealthyWorkplaces has also developed an online version of the assessment from our *Finding Fit*: Employer Guide to make it easier for users to select workplace wellness programs, depending on the organization's specific resources and constraints. The interactive assessment tool can also be freely accessed on our website at <https://healthyworkplaces.berkeley.edu/resources-and-publications/ichw-publications/finding-fit-interactive-assessment-tool>

## 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 at UC, Berkeley to collect critical incidents from faculty, staff, and students from departments across the UCB campus of situations that 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.

### 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 criteria measures for use in human factors/ergonomic research studies. This project is being funded by the Office Ergonomics Research Committee.

### Designing for a Healthy Office

INVESTIGATORS: CAITLIN DECLERCO, 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.

### Understanding Healthy Workplaces: Cross-cultural Comparisons between Norway and the United States

INVESTIGATORS: CHRISTINA MASLACH, CRISTINA BANKS, SIW TONE INNSTRAND  
This cross-cultural project is based on the center's prior project "Factors that Support Healthy Universities." A Peder Sather Grant in the amount of \$25,000 has been awarded to

the study. The objective of the study 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. Professor Siw Tone Innstrand has been working with HealthyWorkplaces to collect and analyze survey data. Dr. Siw Tone Innstrand, Dr. Christina Maslach, and Dr. Cristina Banks will continue to collaborate to create a more general model for healthy and sustainable working, learning and living environments by incorporating previous knowledge and performing cross-cultural comparisons of Universities in Norway and the United States.

### Literature Review: How the Built Environment Supports Worker Health and Productivity

INVESTIGATORS: MAX PITTMAN, CAITLIN DECLERCO, HELEN LEE, 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. comfort, absenteeism, creativity, and performance).

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 OCCUPATIONAL AND ENVIRONMENTAL HEALTH (COEH)

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

INSTITUTE FOR RESEARCH ON LABOR AND EMPLOYMENT (IRLE)

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. 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. 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



Ms. 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.

## Ed Yelin, PhD



Dr. Yelin is an emeritus professor in the school of medicine at UCSF. Dr. Yelin is perhaps best known for his work on employment among persons with arthritis and other chronic

diseases. Recently he has been appointed Vice Chair of CHBRP and directs the UCSF Center, housed in the Institute for Health Policy Studies, which does the analysis of the evidence of medical effectiveness for proposed health insurance mandates.

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

## Past Presentations



**February 27, 2018 – CoreNet. Cristina Banks** delivered a presentation entitled “How do you design for wellness?” Stanford, CA.



**March 14, 2018 – California Industrial Hygiene Council.** The CIHC and the American Industrial Hygiene Association hosted “the Future of Work-Related Health Issues” Summit. **Cristina Banks**, as part of commitment as a TWH Center of Excellence, presented on TWH and also the HealthyWorkplaces model. Sacramento, CA.



**April 19-21, 2018 – Society for Industrial Organizational Psychology.** **Carolyn Winslow** presented a talk entitled “Affective Forecasting of Work Events: How—and for Whom—do Inaccurate Emotional Predictions Impact Task Performance?” Along with Colleagues, Carolyn also presented a poster entitled “Job Satisfaction

Over the Career Span: Comparing the Impact of Various Job Features.” **Cristina Banks** hosted and facilitated the SIOP Health, Safety, and Well-Being Registry. Chicago, IL.



**May 8-11, 2018 – Total Worker Health.** Our entire leadership team attended TWH 2<sup>nd</sup> International Symposium: Work & Well-Being: How Safer, Healthier Work Can Enhance Well-Being. **Caitlin DeClercq** presented a session entitled “The Healthy Workplace and Generation Z: Designing for Need Satisfaction.” **Isabelle Thibau** and **Carolyn Winslow** presented “Applications of a Needs-Based Model of Healthy Workplaces to Field Settings.” **Cristina Banks**, a member of the Scientific Planning Panel, was part of a plenary session, “Spotlight on the NIOSH Total Worker Health Affiliates Network.” Bethesda, MD.

**IIDA**

**May 17, 2018 – International Interior Design Association.** Cristina Banks attended the “Design for Wellness Forums” as one of the panelists to define and decode perspectives on wellness.

**aps**

**May 24-27, 2018 – Association for Psychological Science.** Carolyn Winslow presented a poster entitled: “Workplace Health Promotion and Wellness Programs: Identification of Individual- and Organization-Level Factors That Contribute to Program Adoption and Participation.” San Francisco, CA.


**oerc**  
Office Ergonomics Research Committee

**May 30, 2018.** Cristina Banks presented “Finding Fit: Technical Report” to members of Office Ergonomics Research Committee. Chautauqua, NY.

**edra**

**June 6-9, 2018.** Caitlin DeClercq attended and presented a paper entitled “Designing for Need Satisfaction: How Tomorrow’s Workers Define and Envision Workplaces that Promote Equity and Well-Being,” based on her ongoing research. Oklahoma City, OK.

## Upcoming Conferences



**August 9-12, 2018 – American Psychological Association.** Cristina Banks has been invited to give an address “How to Increase Wellness Program Adoption and Employee Participation Using Principles of Psychology” at the APA Convention. San Francisco, CA.



**October 1-5, 2018.** Cristina Banks is invited to Human Factors and Ergonomics Society International Annual Meeting. Philadelphia, PA.



**October 14-17, 2018.** Caitlin DeClercq and Cristina Banks will present at the 2018 CoreNet Global Summit. Boston, MA.

## 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! Read our donations page to find out how your contributions support the research and work of the HealthyWorkplaces Center. <https://healthyworkplaces.berkeley.edu/become-involved/donate>



### News from the HealthyWorkplaces Experts

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Thank you contributors for the kind support:

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