

Meet the Carolina Center for Healthy Work Design and Worker Well-Being

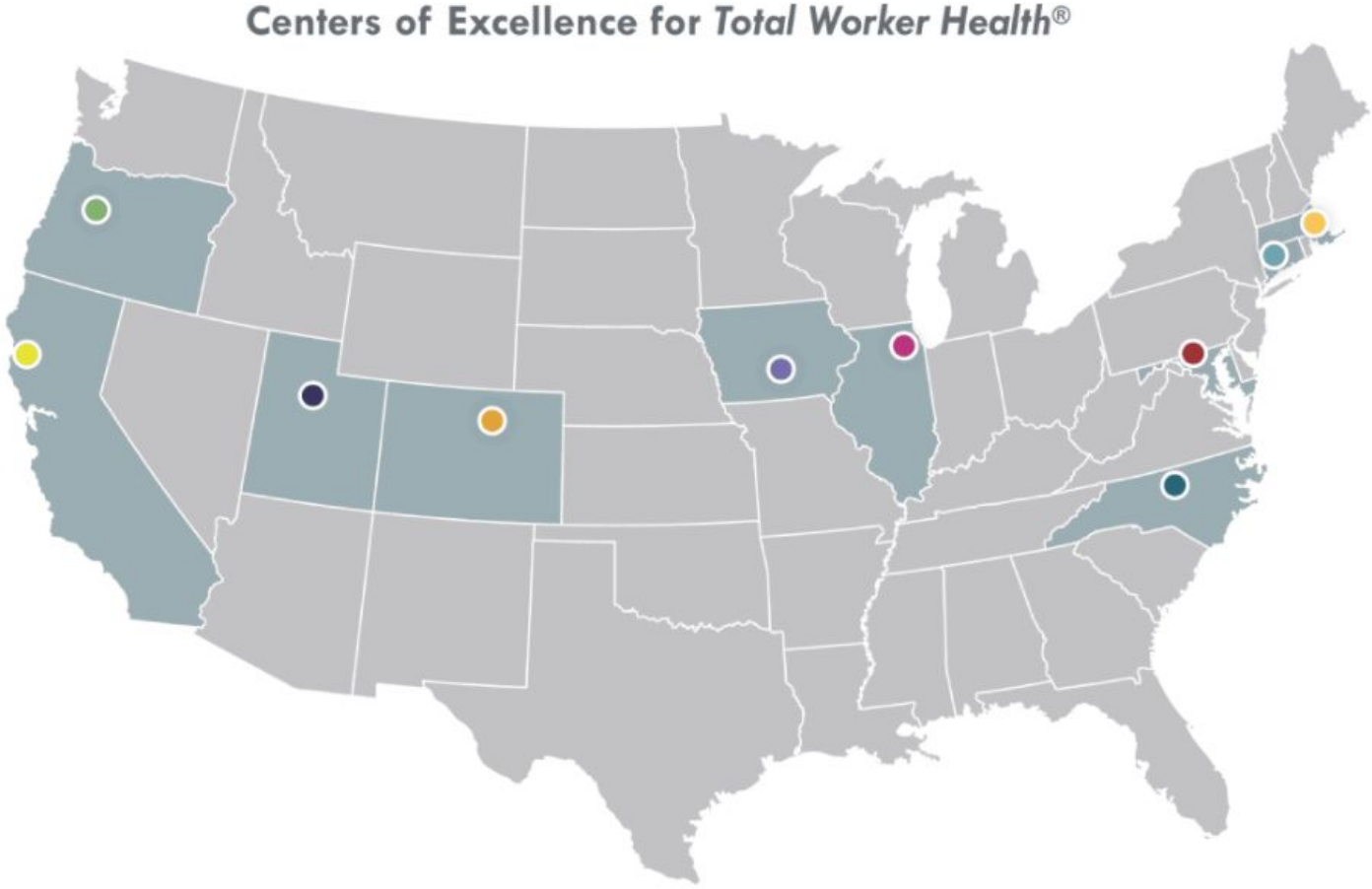


Our Goal

To generate new knowledge and improve worker health, safety and well-being in North Carolina, the southeast region, and the nation. We have a special focus on **essential workers** and the **impact of working conditions** on health outcomes.



The NIOSH Centers of Excellence in Total Worker Health



- California Labor Laboratory (CALL Center)
- Carolina Center for Total Worker Health® and Well-being
- Center for Health, Work & Environment
- Center for the Promotion of Health in the New England Workplace (CPH-NEW)
- Healthier Workforce Center of the Midwest
- Johns Hopkins P.O.E. Total Worker Health® Center in Mental Health (POE Center)
- Oregon Healthy Workforce Center (OHWC)
- The Harvard T.H. Chan School of Public Health Center for Work, Health & Well-being
- UIC Center for Healthy Work
- Utah Center for Promotion of Work Equity (U-POWER)



The
**Carolina
Center**

Definition of *Total Worker Health*®

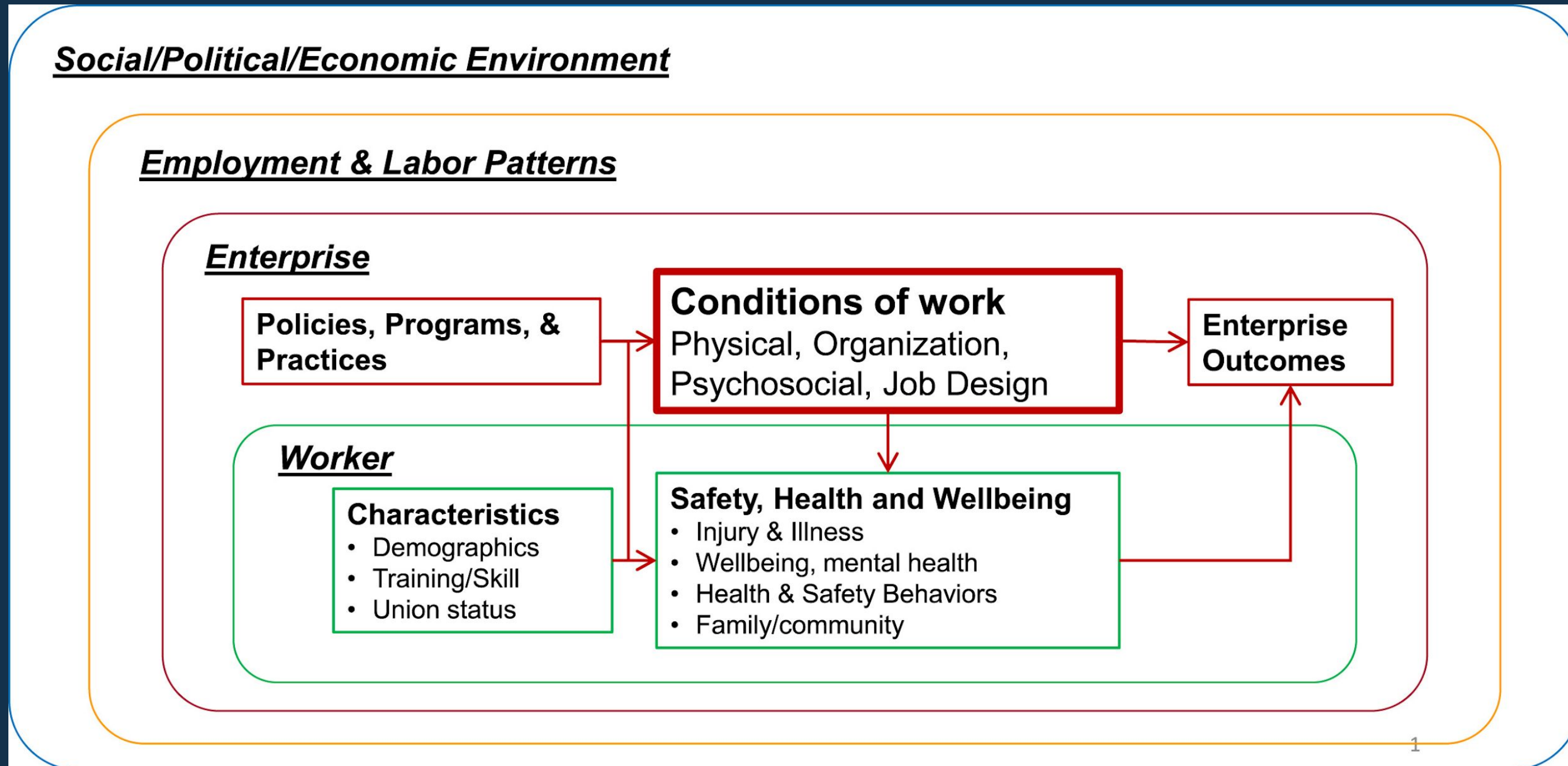
Policies, programs, and practices that integrate protection from **work-related safety and health hazards** with promotion of **injury and illness prevention** efforts to **advance worker well-being**.

-NIOSH



How We Conceptualize Our Work

from Harvard Center for Work, Health & Wellbeing





Our Research

- Rural and Urban Clinician Well-being and Targeted Improvement Interventions during COVID-19 (Meltzer-Brody, Baernholdt, Mazur)
- *Total Worker Health*® Approach to Reduce Falls and Advance Fall Protection in Firefighters (Ryan)

Pilot Projects

- Supervisor Support and Psychosocial Safety in the Workplace: A Feasibility Study with Socioeconomically Disadvantaged Mothers (Salomon)
- Integrating NIOSH TWH Elements into a Conceptual Model for Opioid Misuse among Workers in Industries with High Risks for Injury and Opioid Dispensing (Weaver)
- Job Stress and Construction Workers: Gender Differences (Chen)

Announcing our new RFA this week!



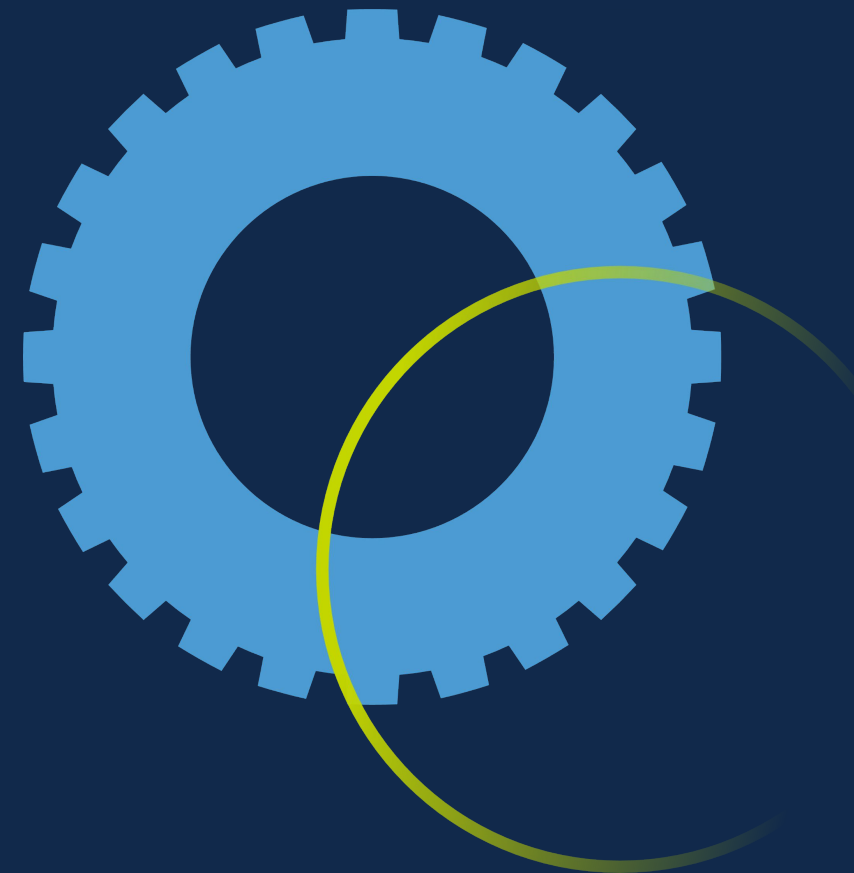
Connect with the Carolina Center!

- Go to <https://healthywork.unc.edu/contact-us> to be added to our listserv
- Follow us on socials for updates and resources:
@thecarolinacenter





Challenges in Studying New Hire-Supervisor Interactions: Lessons Learned in the *NC Works 4 Health* Study



**Shawn M. Kneipp, PhD,
ANP, APHN-BC**

Professor
UNC-CH School of Nursing

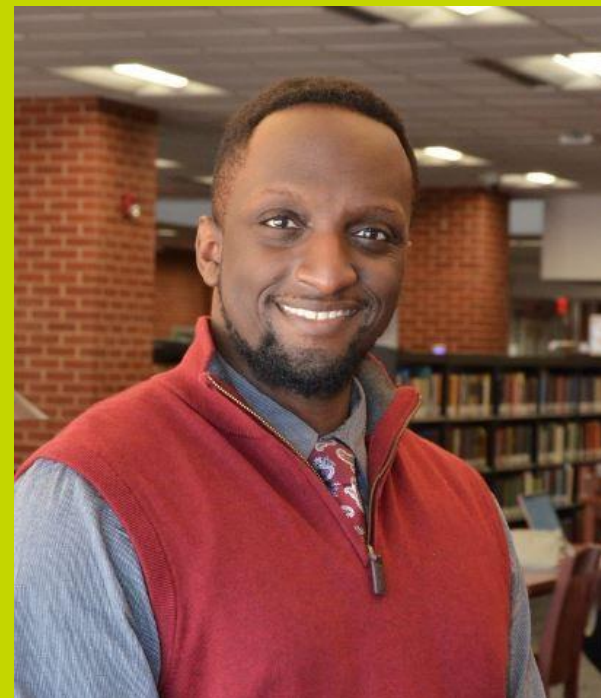
Gregory Raymond
NC Works4Health
Recruitment Coordinator

May 14, 2024

Meet our Speakers



NC
Works4Health



Mr. Gregory
Raymond

Shawn Kneipp is the study Principal Investigator. Her research has focused on the intersections of employment/unemployment, chronic health conditions, and socioeconomic disadvantage.



Greg Raymond has a background in providing employment services to job seekers and employers through state-level career centers. He is currently the recruitment coordinator for NC Works4Health, and has redesigned the employer recruitment strategies for the team.



Presentation Overview

- ***NC Works 4 Health* Study Background, Aims**
- ***Supervising 4 Success (S4S)* Employer-Level Intervention Foundation, Development**
- **Pre- vs. Post-COVID Employer Engagement**
- **Employer Recruitment Strategy & Study Design Changes**
- **Current Status & S4S Preliminary Findings**
- **Recommendations for Future Research, Practice**





The **Carolina Center**
for Healthy Work Design and Worker Well-Being

Learning Objectives

1. Learn about the *NC Works4Health Supervising 4 Success* program, which trains supervisors to create a supportive environment for new workers.
2. Compare strategies for recruiting employers into research trials.
3. Describe challenges to cluster randomization in studies that test support programs for unemployed people starting new jobs.



Research Team

Dr. Shawn Kneipp – Principal Investigator

Dr. Laura Linnan – Co-Investigator

Dr. Deb Tate – Co-Investigator

Dr. Michael Kosorok – Co-I / Statistician

Dr. Nisha Gottfredson – Co-I / Statistician

Drs. Will Cox & Patricia Devine – UW-Madison

Dr. Joe Himle – University of Michigan

Grant Berry – Project Manager

Crystal Cao - Assistant Project Manager

Robert Gilmore – DSS Partner/Employer Support

Gregory Raymond - Recruitment Coordinator

Elizabeth Fraser – Lifestyle Coach

Shelly Skeen - Recruitment/Data Collection

Jennifer Lesniak - Data Collection

Karen Vellacott-Ford - Data Collection

Student Team Members

Chata Chovatiya (SOB)

Anna Matthews** (SON)

Randi Mcarthur** (SON)

Shilpa Shrestha** (SON)

Hanna Barker (SoPH)

Ariana Gales (SON)

K. Derezinska-Choo (SON)

Lindsay Patterson (SON)

Caroline Ford (SoPH)

John Sperger** (SoPH)

Ben Roddy* (SON)

Anne Henderson* (SON)

Janet Idol* (SON)

Binqin Huang** (SON)

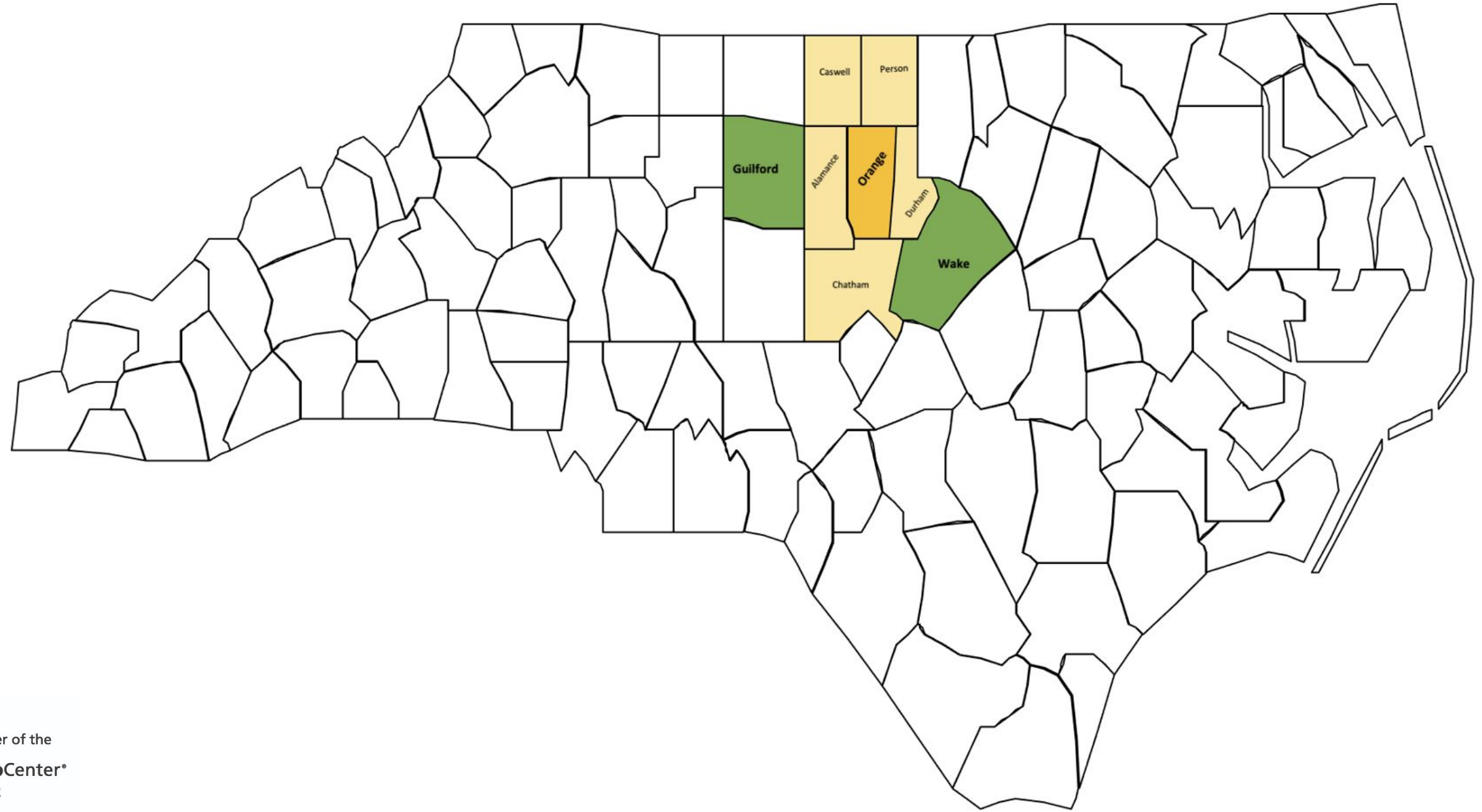
Sonja Richard (UNC-G SON)

NC
Works 4Health



Community Partners

- Departments of Social Services
- NC Works Career Centers / Workforce Boards
- NC Department of Commerce
- County Health Departments
- Other Community-Based Organizations



Overall Study Goal & Aims



To adapt (**Phase I**) and test (**Phase II**) the effectiveness of a multilevel intervention to reduce chronic disease risks in socioeconomically disadvantaged (SD), unemployed populations that can be readily adopted by both agencies serving this population and employers.

Background & Significance:

Unemployment Episodes & Chronic Disease Risk



- Unemployment episode = ↑ chronic disease risk through stress¹ and less healthy coping² and health behavior pathways
- Less healthy behavior changes persist up to 5 years post-job loss.³
- Results in accelerated weight gain of 15-20 lbs.⁴
- Job loss ↑:
 - the odds of developing new chronic disease by 43%⁵
 - stroke-specific mortality by nearly 4 (OR=3.54)⁶
 - risk of death by 73-77%.⁷
- ↑ in socioeconomically disadvantaged (SD) populations, such as those using Department of Social Services-Employment and related program services (DSS-E).

¹Daly & Delaney (2013); Montgomery, Cook, Bartley, & Wadsworth (1999); Mckee-Ryan, Song, Wanberg, & Kinicki (2005). ²Mantler, Matejcek, Matheson & Anisman (2005). ³Wadsworth, Montgomery, & Bartley (1999). ⁴Morris, Cook, & Shaper (1999). ⁵Strully (2009). ⁶Sposato, Ioli, Povedano, Esnaola, & Saposnik (2011). ⁷Roelfs, Shor, Davidson, & Schwartz (2011).



Vulnerability, Bias, & Supervisor Support

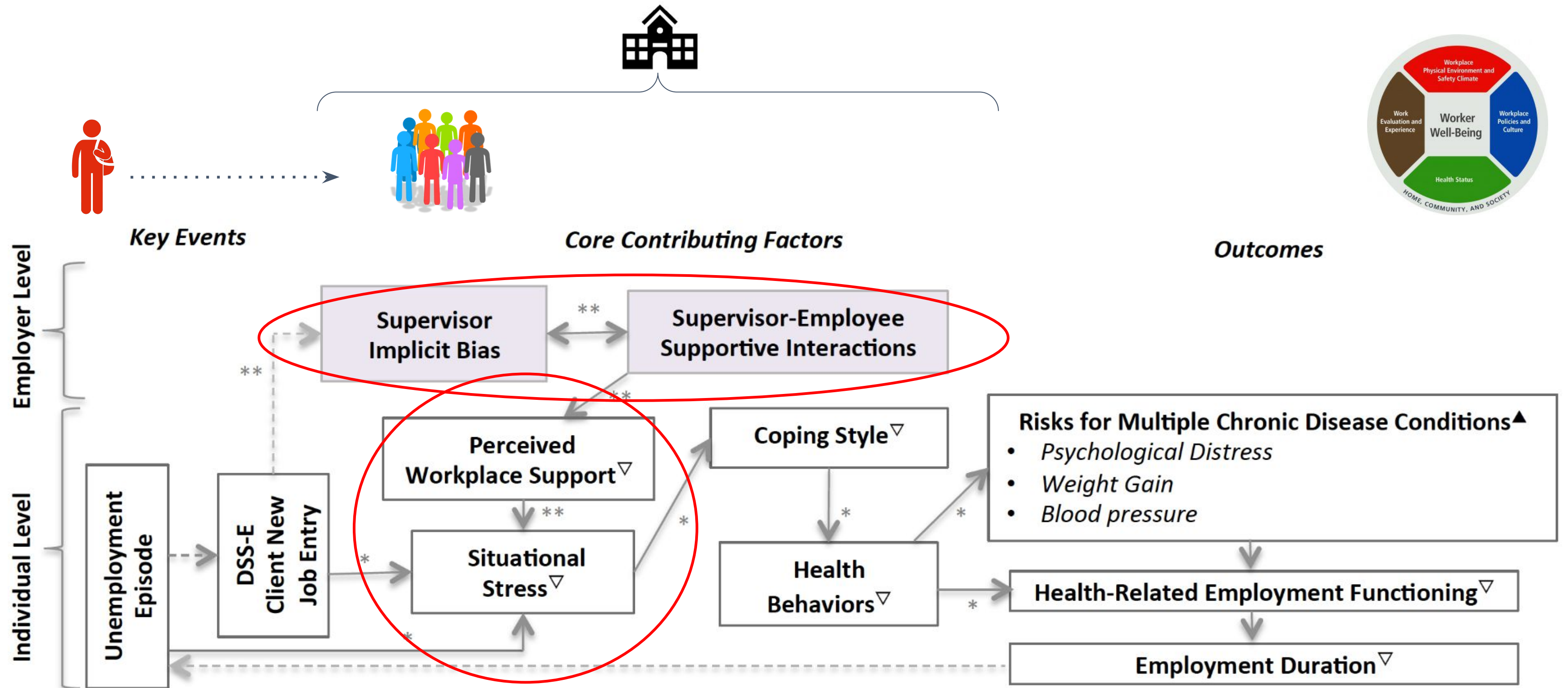


- Discrimination, stressors in employment environments \uparrow psychological distress & chronic disease risk.¹
- SD, unemployed adults = \uparrow reliance on economic & job training programs that facilitate job placement.²
- ‘Welfare bias’ & auxiliary biases intertwine, shape job performance expectancies,³ which drive actual performance.⁴
- Supervisor support \downarrow employee stress⁵, likely facilitates job retention and \downarrow recurrent unemployment episodes for SD workers.

¹ Okechukwu, Souza, Davis, & de Castro (2014). Rospenda, Richman, & Shannon (2009). Hughes & Dodge (1997). ² Fremstad, Parrott & Sherman (2004). O’Leary & Kline (2009). Um’rani & Lovell (2000). ³ Stuber & Kronebusch (2004). Hansen, Bourgeois, & Drucker (2014). Alfred (2005). Stuber & Schlesinger (2006). Holzer, Stoll, & Wissoker (2004) ⁴ Kriegbaum & Spinath (2016). ⁵ Hoert, Herd, & Hambrick (2016).



Study Framework, with Intervention Pathway Effects & Employee-Employer Design Challenges



Intervention effects on select pathway at the individual (*) and employer (**) level. Dashed line pathways (---) are relevant to overall problem, but not examined within scope of proposed study aims. ▲ Primary study outcomes; ▽ secondary study outcomes.



Phase I: Employer-Level Intervention Development

“Break the Bias Habit” Training

Developed by University of Wisconsin-Madison social psychologists **Patricia G. Devine, PhD** and **William Cox, PhD**



Intervention Components

5 Bias-Reducing Strategies

Strategy 1: Stereotype Replacement

Strategy 2: Individuation

Strategy 3: Perspective-Taking

Strategy 4: Situational Explanations for Behavior

Strategy 5: Increasing Opportunities for Contact

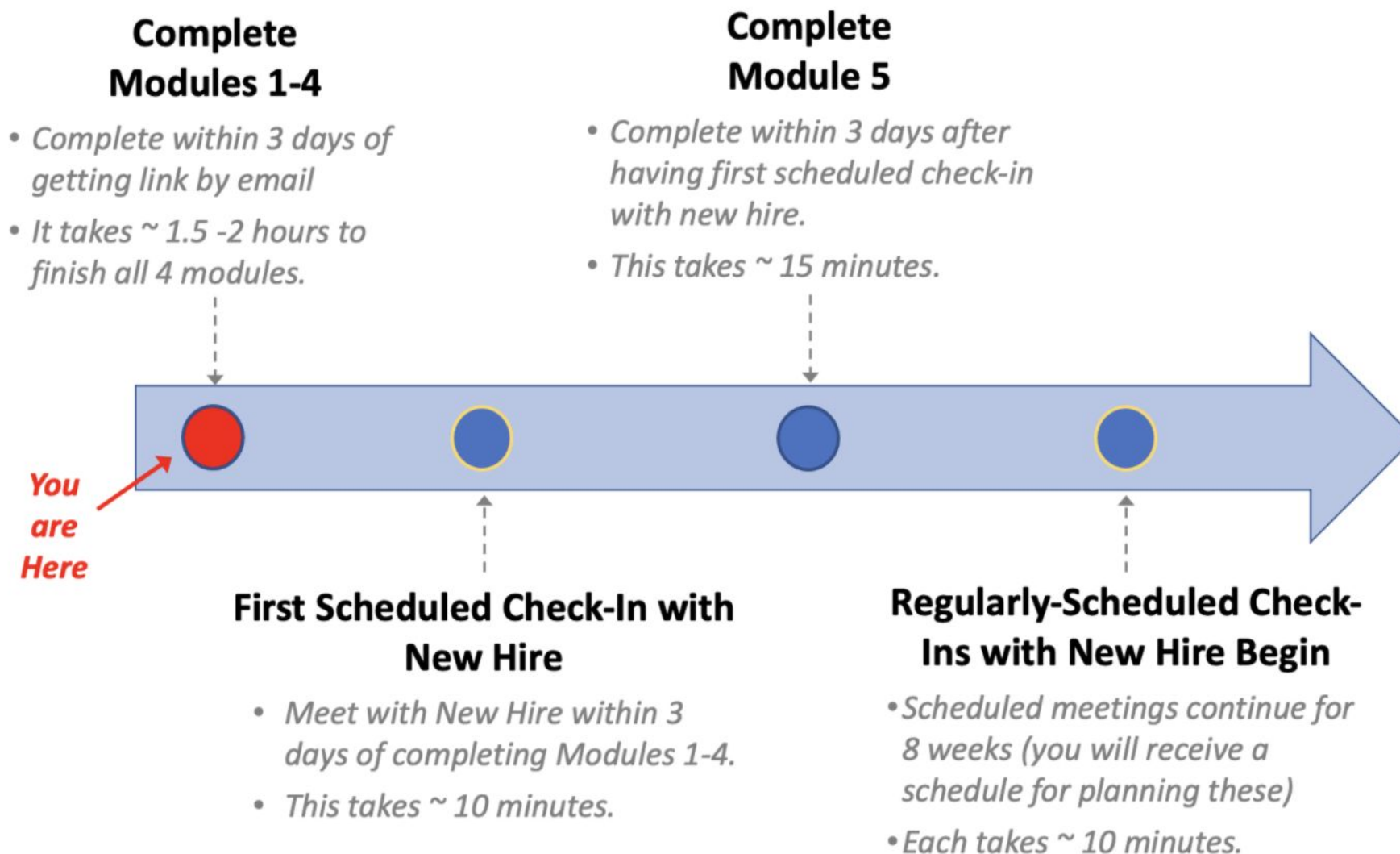
+ 10, 5-minute Check-Ins w/ scripted interaction prompts



Supervising for Success Program Schedule

This program includes 5 training modules that you will complete online, as well as scheduled time to check-in with newly hired employees who are participating in the *NC Works 4 Health Study*.

The program schedule is as follows:



Employer Focus Group Findings

- Highly desirable, particularly small businesses.
- ‘Unintentional bias’ was accepted phenomenon.
- Interactive component and self-assessments throughout viewed positively.
- Recommended increasing number of recommended check-ins promptly after hiring.



Characters with Relatable Situations & Stories



MARIA



REGGIE



JACKIE



JERRY



CYNTHIA

- Bias between supervisor & new hire characters takes many forms (age, race, gender, social/economic status and roles).
- Opportunities to assess interactions, rate them, and view more constructive communication, where applicable.

MEET OUR SUPERVISORS



REGGIE

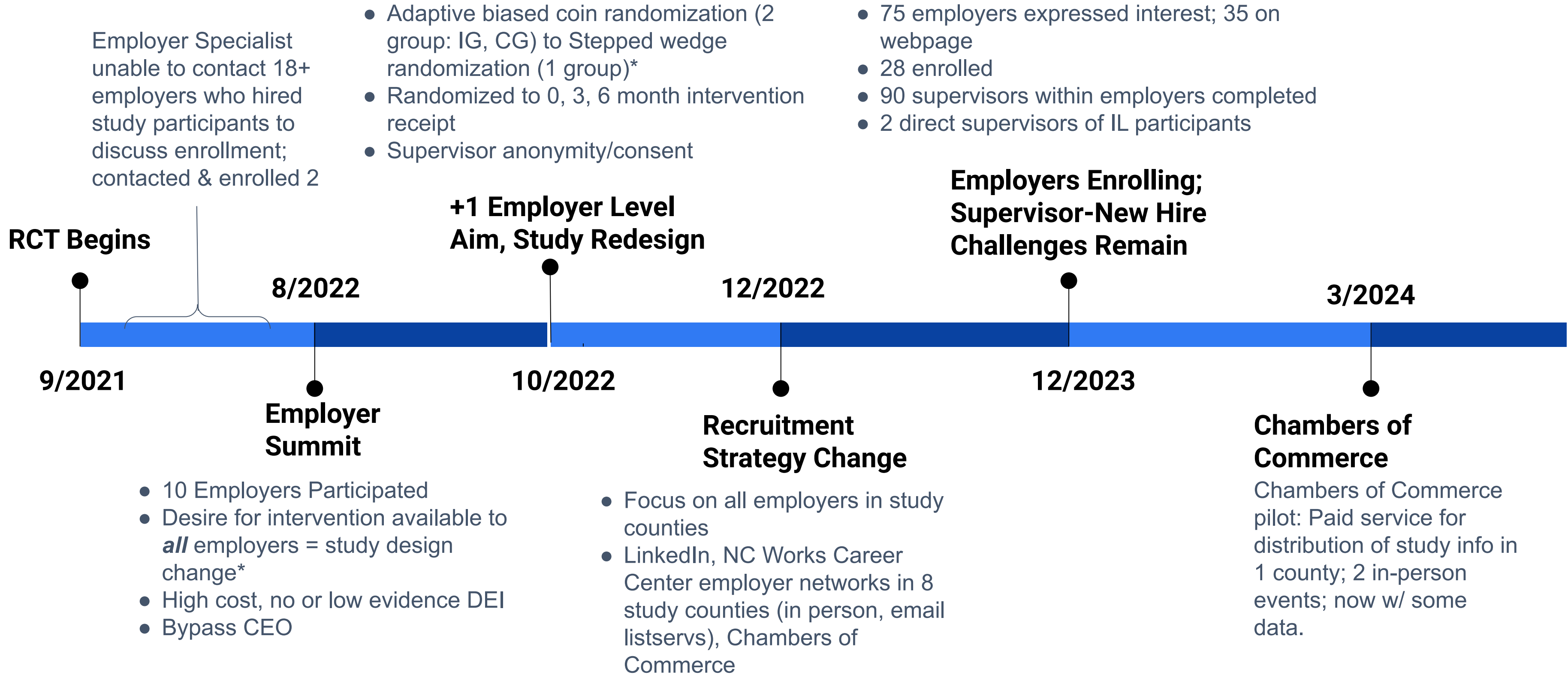
Reggie is a supervisor for O'Reilly's Heating and Air. Let's listen to him introduce himself and his experience as a supervisor/manager thus far.

▶ 0:00 / 0:50 ———— 🔊 ⋮

"Hi, I'm Reggie. I was hired four years ago into an entry-level position at O'Reilly's Heating and Air. After two years, my supervisor was being promoted and asked if I was interested in his position. I liked the idea of having more decision-making power and making extra money, but I quickly realized how stressful supervising could be. Dealing with employees was hard! I wasn't prepared to handle all the issues that employees brought to my attention, and I didn't always respond well. I was ignoring some employees that I considered more difficult to deal with, and I got upset with employees that frequently brought issues to my attention. I lost two employees who told others I was the reason they left. That was hard to hear. In the first few months, I even thought about quitting."



Employer & Supervisor/New Hire Challenges



*Sperger, J., Kosorok, M., Linnan, L. & Kneipp, S. M. (in press). Multilevel stepped wedge designs (MLI-SWDs). *Prevention Science*.





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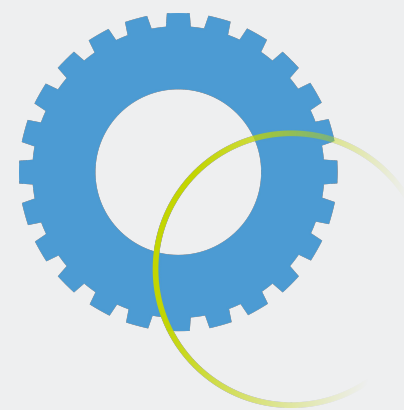
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Revised Supervisor & Employer Engagement Strategies



Revised Strategies for Employer Engagement

- **Social Networking Platforms**
 - *LinkedIn (Navigator)*
 - *ZoomInfo*
 - *Apollo*
 - *LeadIQ Inc.*
- **Highly Networked Agencies**
 - *NC Works Career Centers*
 - *Depts of Social Services*
 - *NC Dept of Commerce (+)*
 - *Chambers of Commerce (+)*



LinkedIn Navigator & Employer Outreach: Highlights

Features / Advantages

- Sending InMail directly
- Unlimited profile searches
- Connections: Shared interests, your network

This screenshot illustrates the LinkedIn Sales Navigator interface for creating and filtering lead lists. Key elements include:

- 1**: Search bar for leads and accounts.
- 2**: 'Create lead list' dialog box with fields for 'List name' (e.g., 'Leads in My Top 10 Accounts') and 'List description'.
- 3**: 'Filter your lead search' panel with various filters: 'Keywords', 'Geography', 'School', 'Last name', 'Custom Lists' (e.g., 'My Top 10 Account List'), 'Relationship', and 'Profile language'.
- 4**: 'Role & tenure filters' section showing 'Seniority level' (e.g., CXO, Director, VP) and 'Function' (e.g., Finance, Marketing).
- 5**: 'My saved leads' dropdown menu showing 'YOUR CUSTOM LISTS' and 'Leads in My Top 10 Accounts'.

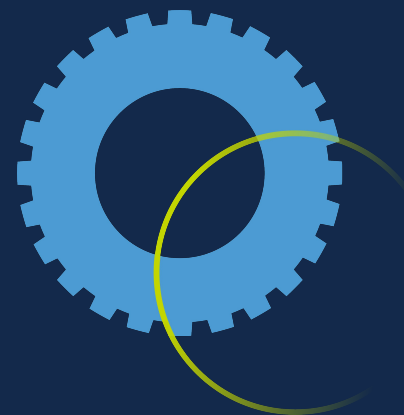
This screenshot illustrates the LinkedIn Sales Navigator interface for creating and searching account lists. Key elements include:

- 1**: Search bar for leads and accounts.
- 2**: '+ Create account list' button in the top navigation bar.
- 3**: 'Create account list' dialog box with fields for 'List name' (e.g., 'My Top 10 Account List') and 'List description'.
- 4**: Search results for 'Lucid' showing 'Matching Leads & Accounts' with profiles like Jana Doe and John Doe.
- 5**: 'My saved accounts' dropdown menu showing 'YOUR CUSTOM LISTS' and 'My Top 10 Account List (9)'.



LinkedIn Navigator: Highlights

- Recommended leads & tracking features
- Advanced filtering
- Job change alerts for over 630 million users



Lead Account < Collapse

Company

Current company ⓘ ⚙	+
Company headcount ⚙	+
Past company ⓘ	+
Company type	+
Company headquarters location	+

Buyer intent ⓘ

Account has buyer intent ⓘ ⚙	<input type="checkbox"/>
Category interest ⓘ New	+
Following your company	<input type="checkbox"/>
Viewed your profile recently	<input type="checkbox"/>

Best path in ⓘ

Connection ⚙	+
Connections of	+
TeamLink connections of	+
Past colleague	<input type="checkbox"/>
Shared experiences	<input type="checkbox"/>

Recent updates ⓘ

Changed jobs ⚙	<input type="checkbox"/>
Posted on LinkedIn ⚙	<input type="checkbox"/>

Role

Function ⚙	+
Current job title ⚙	+
Seniority level ⚙	+
Past job title	+
Years in current company	+
Years in current position	+

Personal

→ Share search ⚙ Pin filters Clear all

Smart Links

← Back to all Smart Links

Data
Created on September 1 · Last viewed on September 1

Modify Copy link ...

accessed for 11 seconds Fri, Sep 1 at 11:33 AM

Viewed website Supervising For Success

Viewed Supervising For Success Powerpoint for 5 seconds

accessed for 6 seconds Fri, Sep 1 at 11:33 AM

Viewed website Supervising For Success

accessed for 8 seconds Fri, Sep 1 at 11:33 AM

Viewed website Supervising For Success

LinkedIn Navigator & Employer Outreach: Highlights

Features / Advantages

- Links to NCW4H / S4S website designed for employers
- Tracks views of S4S / Employer website

NC Works4Health

FAQ Supervising for Success Training – For Employers

Supervising for Success Training – For Employers

Looking for the NC Works4Health Registration & Enrollment? [Click the image below.](#)



Welcome to the "Supervising for Success" training as part of the NC Works4Health study! Continue to scroll down for more information.



Click image to go to website





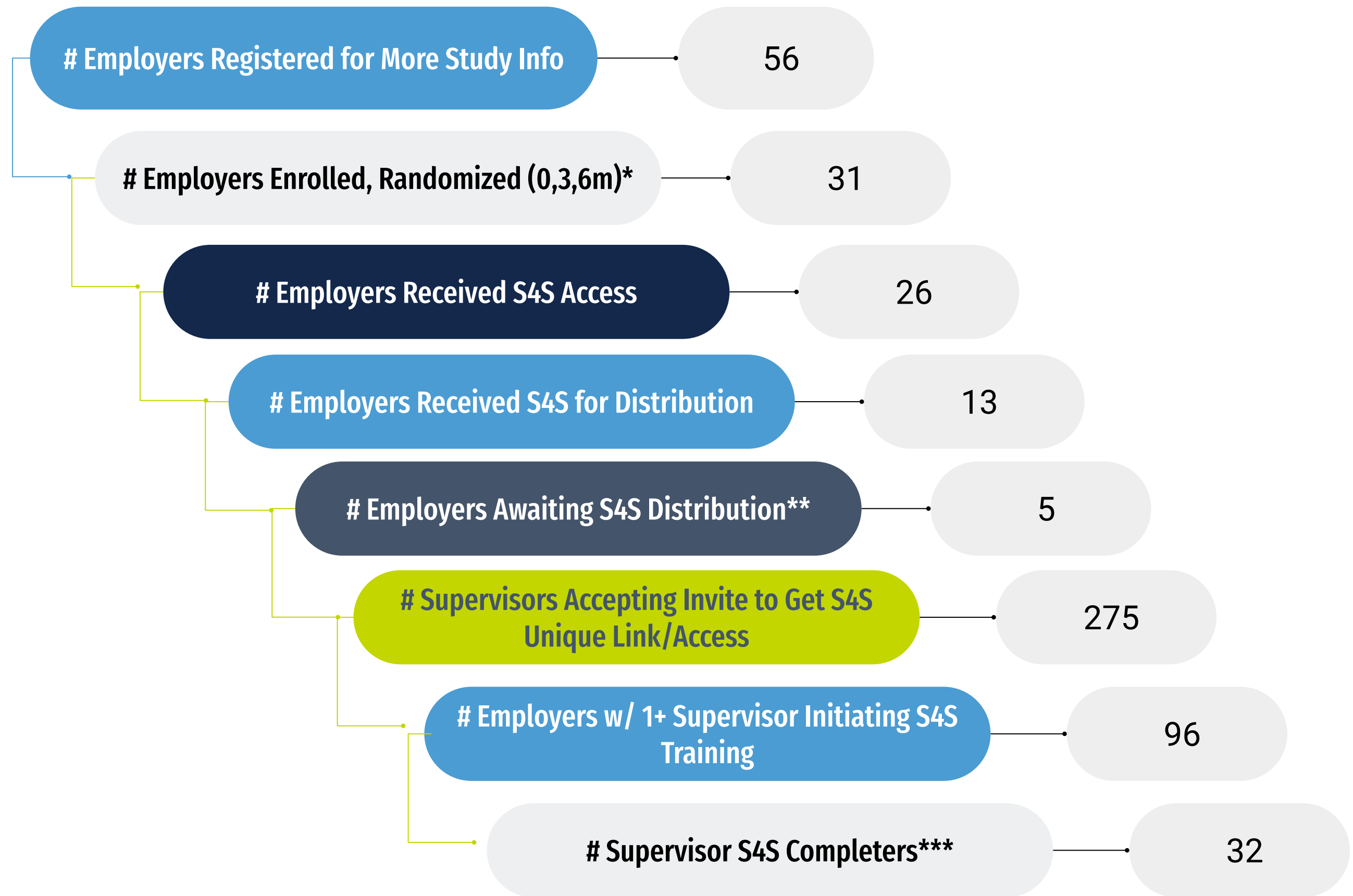
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Preliminary Supervisor Findings



Employer & Supervisor Engagement: Overall



*Stepped wedge randomization (SWR) - see Sperger, Linnan, Kosorok & Kneipp (in press). Multilevel stepped wedge designs (MLI-SWDs). *Prevention Science*. Invited manuscript submission from the NIH Office of Disease Prevention for the special issue "Design and analytic Methods to Evaluate Multilevel Interventions to Reduce Health Disparities."

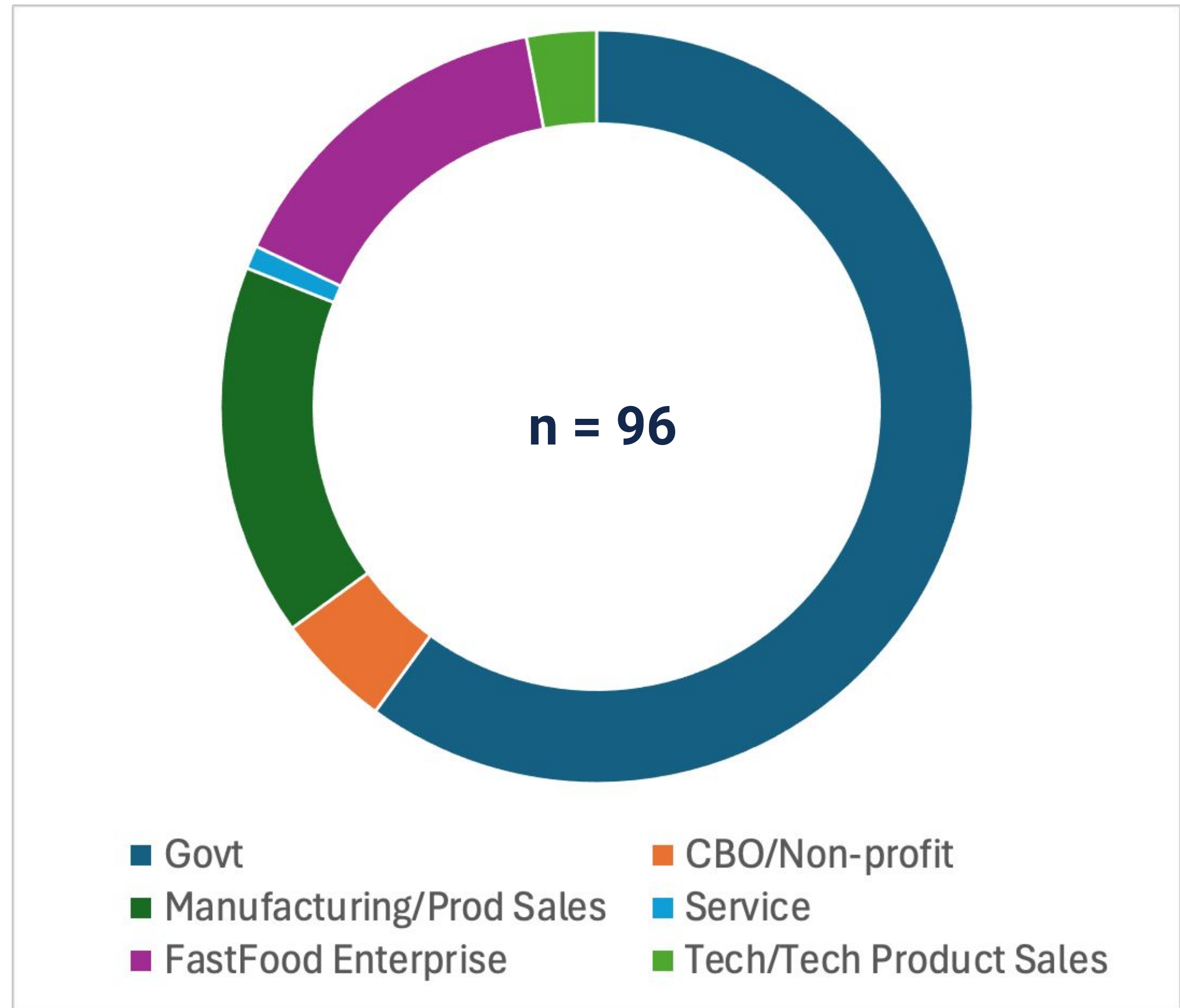
**Due to SWD for receipt either immediately, at 3 months, or 6 months.

***Based on completion of self-assessment questions at end of training.



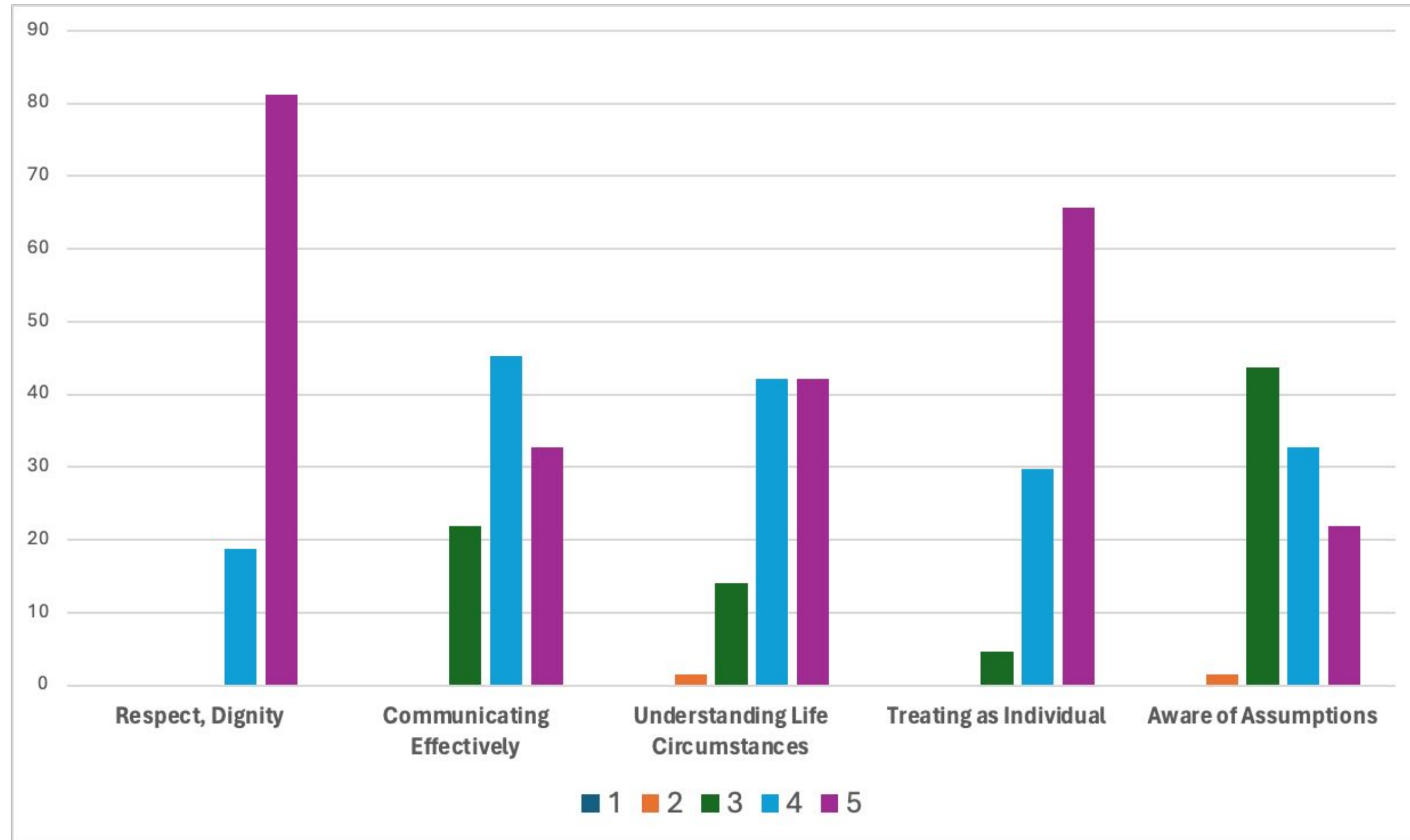
Supervisor Participation

All Supervisors within Employer, by Employer Type



Pre-S4S Intervention Self-Assessment

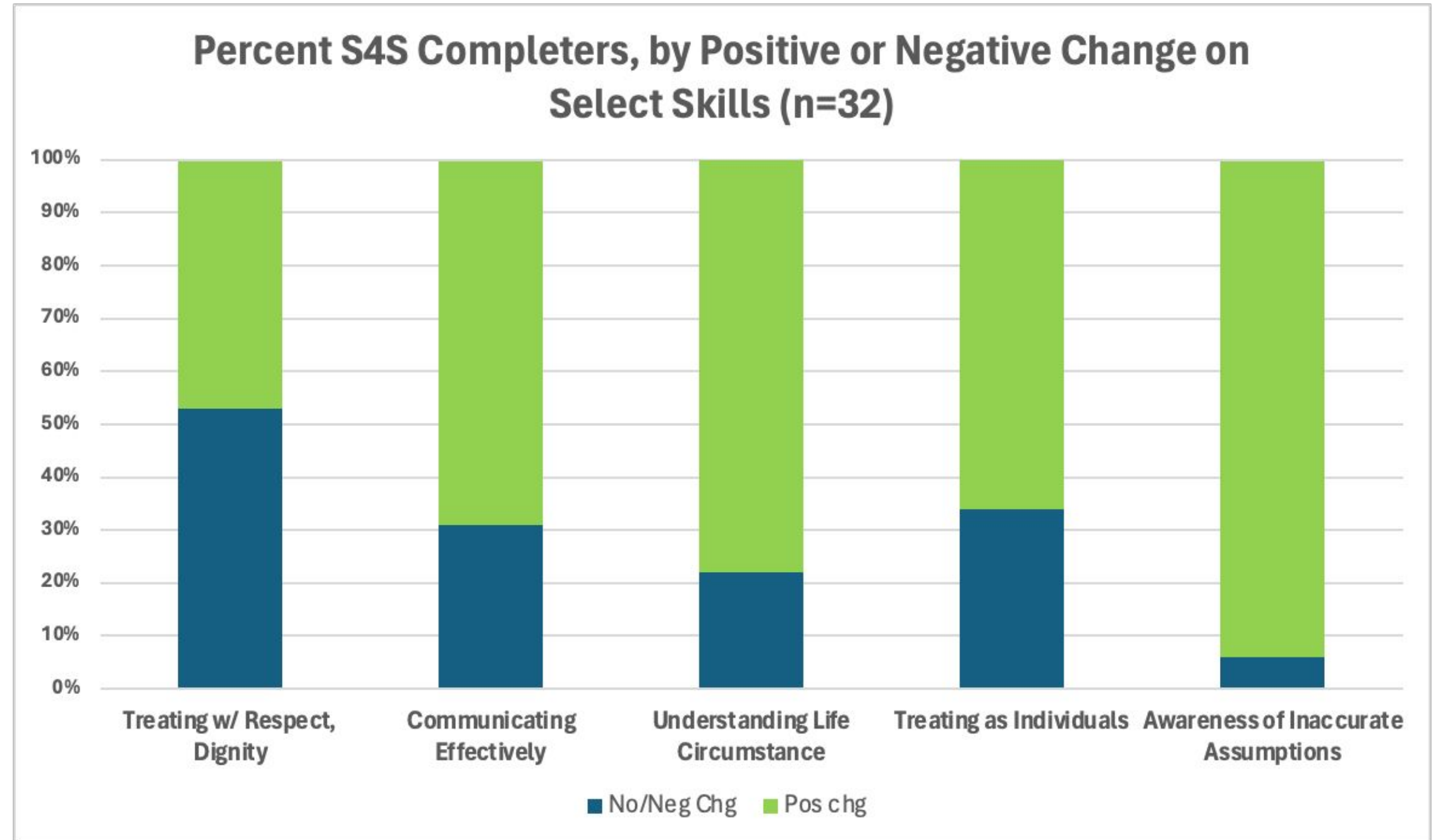
All Supervisors
within Employer



n = 64

Pre-S4S Intervention Self-Assessment

All Supervisors
within Employer





Thank you!

The content from this presentation is from the Carolina Center for Healthy Work Design and Worker Well-being, one of 10 Centers of Excellence for *Total Worker Health*[®] funded by the National Institute for Occupational Safety and Health (NIOSH).

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