



## Indicators of Integration

**Overview:** The following scorecard is based on research conducted at the Harvard School of Public Health Center for Work, Health, and Well-Being<sup>1,2</sup>. This tool is used to assess the extent to which a company has integrated programs, policies and practices related to protecting and promoting worker safety, health, and well-being. It may be used as a measurement tool to benchmark where a company might stand relative to other companies in the implementation of integration, and to identify gaps in integration within and across companies. It aims to indicate areas of potential strength and improvement that a company may experience along the continuum to become more fully integrated, and serve as a discussion document for program planning and decision-making. Company representatives selected to represent diverse departments may complete the assessment individually, and then meet to discuss their results and reach a consensus score on each item. This scorecard may be used as a guide for employers and employer-employee partnerships wishing to establish effective workplace programs that sustain and improve worker safety and health.

### Scoring

Employer groups are asked to rate the presence of each measure/indicator on a scale from 0 to 2. Ratings are related to the following definitions:

- Absent
- Partially adopted
- Fully achieved

Scoring is anchored against a 0-2 point scale where “0” implies that the measure/indicator does not exist, apply, or is not implemented at all (0%) and “2” implies that the measure/indicator is completely present, implemented and applied at 100%.

The points are totaled and the scores can range from 0 to 46.

1. Sorensen G, McLellan D, Dennerlein J, Pronk NP, Allen JD, Boden LI, Okechukwu CA, Hashimoto D, Stoddard A, Wagner GR. Integration of Health Protection and Health Promotion: Rationale, Indicators, and Metrics. *J Occup Environ Med* 2013. Dec;55(12 Suppl):S12-8.
2. Williams JA, Nelson CC, Cabán-Martinez AJ, Katz JN, Wagner GR, Pronk, NP, Sorensen G, and McLellan DL. Validation of a New Metric for Assessing the Integration of Health Protection and Health Promotion in a Sample of Small-and Medium-Sized Employer Groups. *J Occup Environ Med* 2015. 57(9), pp.1017-1021.

**Instructions:** The following is a list of actions or policies that companies can put in place to create safer, healthier workplaces. Please circle the number to indicate whether each item is absent, partially adopted or fully achieved at your worksite. Then, add up all the scores for each of the columns to get your total score out of 46.

	Absent (0)	Partially Adopted (1)	Fully Achieved (2)
<b><i>Organizational leadership and commitment</i></b>			
1. Top management expresses its commitment to a workplace culture and environment that supports employee health.	0	1	2
2. Both worker and worksite health are included as part of the organization's mission.	0	1	2
3. Senior leadership allocates adequate human and financial resources to implement programs to promote and protect worker health.	0	1	2
<b><i>Coordination between health protection and health promotion</i></b>			
4. Decision making about policies, programs and practices related to worker health is coordinated across departments, including those responsible for occupational safety and health and those responsible for worksite wellness.	0	1	2
5. Processes are in place to coordinate and leverage interdepartmental budgets allocated toward both worksite wellness and occupational safety and health.	0	1	2
6. Efforts to promote and protect worker health include both policies about the work organization and environment, and education and programs for individual workers.	0	1	2
<b><i>Supportive organizational policies and practices</i></b>			
<b><i>Processes for accountability and training</i></b>			
7. Program managers responsible for worksite wellness and occupational safety and health are trained to coordinate and implement programs, practices and policies for both worksite wellness and occupational safety and health.	0	1	2
8. Operations managers are trained to ensure employee health through coordination with and support for occupational safety and health and worksite wellness.	0	1	2
9. Job descriptions for staff responsible for worksite wellness and occupational health and safety include roles and responsibilities that require interdepartmental collaboration and coordination of worksite wellness and occupational safety and health programs, policies, and practices.	0	1	2

	Absent (0)	Partially Adopted (1)	Fully Achieved (2)
10. Performance metrics for those responsible for worksite wellness and occupational safety and health include success with interdepartmental collaboration and coordination of worksite wellness and occupational safety and health programs, policies, and practices.	0	1	2
11. Professional development strategies include training and setting goals at performance reviews related to interdepartmental collaboration and coordination of worksite wellness and occupational safety and health programs, policies, and practices.	0	1	2
12. Worksite wellness and occupational safety and health vendors have the experience and expertise to coordinate with and/or deliver approaches that support the coordination and collaboration of workplace wellness and occupational safety and health efforts.	0	1	2
<b>Coordinated management and employee engagement strategies</b>			
13. Both managers and employees are engaged in decision-making about priorities for coordinated worksite wellness and occupational safety and health programs, policies, and practices.	0	1	2
14. Joint worker-management committees addressing worker and worksite health reflect both worksite wellness and occupational safety and health.	0	1	2
15. Workers are actively engaged in planning and implementing worksite wellness and occupational safety and health programs and policies.	0	1	2
<b>Benefits and incentives to support workplace health promotion and protection</b>			
16. Incentives are offered to employees to complete activities to stay healthy (e.g. attend a training on health/safety), reduce their high risk behavior (e.g. quit smoking), and/or practice healthy lifestyles (e.g. gym membership discounts).	0	1	2
17. Incentives are offered to managers who protect and promote health (e.g. accomplish health and safety in their departments and encourage reporting of hazards, illnesses, and injuries, and near misses; lead and encourage their employees in health promotion and protection efforts).	0	1	2
18. Workplace benefits exist that address health, safety, and well-being (e.g. health care coverage, flex-time, paid sick leave, screening and prevention coverage, wellness opportunities).	0	1	2

	Absent (0)	Partially Adopted (1)	Fully Achieved (2)
<b>Integrate evaluation and surveillance</b>			
19. The effects of worksite wellness and occupational safety and health programs are monitored jointly.	0	1	2
20. Data related to employee health outcomes are integrated within a coordinated system.	0	1	2
21. High-level indicator reports (e.g., “dashboards”) on integrated programs are presented to upper level management on a regular basis, while protecting employee confidentiality.	0	1	2
<b>Comprehensive program content</b>			
22. The content of educational programs, such as classes, online courses or webinars, or toolbox talks, addresses potential additive or synergistic risks posed by exposures on the job and risk-related behaviors.	0	1	2
23. The content of educational programs, such as classes, online courses or webinars, or toolbox talks, acknowledges the impact of job experiences and the work environment on successful health behavior change.	0	1	2
Scores	_____	_____	_____
<b>Your total score</b>		_____	
<b>Maximum possible score</b>		<b>46</b>	