

## Dimensions of Corporate Integration

### Overview

The Harvard T.H. Chan School of Public Health Center for Work, Health, and Well-being (the Center) interventions support comprehensive approaches to reduce workplace hazards and promote worker health and well-being. Based on scientific research and practical experience in the field, comprehensive practices and policies that take into account the work environment—physical, cultural, and organizational—while also addressing the personal health risks of individuals, are more effective in preventing disease and promoting health and safety than each approach taken separately.

The Center, in collaboration with HealthPartners, has created a comprehensive approach to assessing, documenting, and discussing worksite health assets using this Dimensions of Corporate Integration measurement tool. It may serve as a guide for employers and employer-employee partnerships and a key information source for efforts to establish effective workplace programs that sustain and improve worker safety and health.

We recommend a specific process for completion of the assessment built on group dialogue. Participants can preview the questions if they so choose and be prepared to discuss them during the session. The process provides an opportunity for the group to discuss the issues and generate a “consensus” rating on each of the questions that will reflect the current situation at the workplace as accurately as possible. The scoring process is described at the beginning of each of the sections of the tool. When completed, priority areas for attention may be discussed and addressed.

The following scorecard is comprised of 3 sections:

1. The Dimensions of Corporate Safety Scorecard
2. The Dimensions of Corporate Well-Being Scorecard
3. The Indicators of Integration Scorecard

## Dimensions of Corporate Safety Scorecard

### Contents

The following scorecard is based on the Occupational Safety and Health Administration's (OSHA) *"Form 33 Safety and Health Program Assessment Worksheet."* Essential elements related to corporate safety and health programs are presented for discussion and deliberation. We have adapted the original worksheet and turned it into a scorecard as a guide for employers and employer-employee partnerships wishing to establish effective workplace programs that sustain and improve worker health. Outlined below are the sections that present elements to be scored. The last section is a single item that allows for an overall perception rating of the safety and health program as it exists today.

Section	Topic
Section 1	Leadership and management
Section 2	Hazard anticipation, prevention, detection and control
Section 3	Injury management and disability prevention
Section 4	Safety and health training
Section 5	Employee participation
Section 6	Administration and supervision
Section 7	Planning and evaluation
Section 8	Summary scoring

#### Scoring

Employer groups are asked to rate the presence of each essential element on a scale from 0 to 5.

Ratings are related to the following definitions:

- 0 Does not apply at all (not implemented)
- 1 Applies somewhat (poor implementation)
- 2 Applies frequently (fair implementation)
- 3 Applies often (good implementation)
- 4 Applies almost always (very good implementation)
- 5 Fully applies (excellent implementation)

Scoring is anchored against the 0-5 point scale where "0" implies that the essential element does not exist, apply, or is implemented at all (0%) and "5" implies that the essential element is completely present, implemented and applied at 100%. **Scores of 0, 1 and 2 reflect a presence of the essential element of less than 50% whereas scores of 3, 4, and 5 reflect a presence of the essential element of 50% or higher.**

The scoring grid presents the maximum possible sub-scores for each of the essential elements dimensions and the maximum possible score for the entire scorecard.

## Leadership and Management

Essential Element	Description	Does not apply at all	Somewhat applies	Partly applies	Mostly applies	Nearly completely applies	Fully applies
Safety Priority	<ul style="list-style-type: none"><li>• Top management policy establishes clear priority for safety and health.</li></ul>	0	1	2	3	4	5
Management Support	<ul style="list-style-type: none"><li>• Top management provides competent safety and health staff support to line managers and supervisors.</li><li>• Managers personally follow safety and health rules.</li><li>• Managers delegate the authority necessary for personnel to carry out their assigned safety and health responsibilities effectively.</li><li>• Managers allocate the resources needed to properly support the organizations safety and health system.</li><li>• Managers assure that appropriate safety and health training is provided.</li><li>• Managers support fair and effective policies that promote safety and health performance.</li></ul>	0	1	2	3	4	5
Management Involvement	<ul style="list-style-type: none"><li>• Top management is involved in the planning and evaluation of safety and health performance.</li></ul>	0	1	2	3	4	5
Employee Involvement	<ul style="list-style-type: none"><li>• Top management values employee involvement and participation in safety and health issues.</li></ul>	0	1	2	3	4	5
Measurement Method		Measurement Period					
Leadership and Management Sub-score							
Maximum possible sub-score		20					
Comments							

## Hazard Anticipation, Prevention, Detection, and Control

Essential Element	Description	Does not apply at all	Somewhat applies	Partly applies	Mostly applies	Nearly completely applies	Fully applies
Hazard Anticipation	<ul style="list-style-type: none"> <li>Change analysis is performed whenever a change in facilities, equipment, materials, or processes occurs.</li> <li>Material Safety Data Sheets are used to reveal potential hazards associated with chemical products in the workplace.</li> <li>The organization is properly prepared for emergency situations.</li> <li>The organization has an effective plan for providing competent emergency medical care to employees and others present at the site.</li> </ul>	0	1	2	3	4	5
Hazard Prevention	<ul style="list-style-type: none"> <li>Feasible engineering controls are in place.</li> <li>Applicable OSHA-mandated programs are effectively in place.</li> <li>Effective safety and health rules and work practices are in place.</li> </ul>	0	1	2	3	4	5
Hazard Detection	<ul style="list-style-type: none"> <li>A comprehensive, baseline hazard survey has been conducted within the past five (5) years.</li> <li>Effective safety and health self-inspections are performed regularly.</li> <li>An effective hazard reporting system exists.</li> <li>Effective job hazard analysis is performed.</li> <li>Expert hazard analysis is performed.</li> </ul>	0	1	2	3	4	5
Hazard Control	<ul style="list-style-type: none"> <li>Incidents are investigated for root causes.</li> <li>Accidents are investigated for root causes.</li> <li>An effective procedure for tracking hazard correction is in place.</li> <li>Effective preventive maintenance is performed.</li> <li>Housekeeping is properly maintained.</li> <li>Personal protective equipment is effectively used.</li> </ul>	0	1	2	3	4	5
Measurement Method		Measurement Period					
Hazard Anticipation, Prevention, Detection, and Control Sub-score							
Maximum possible sub-score		20					
Comments							

## Injury Management and Disability Prevention

Essential Element	Description	Does not apply at all	Somewhat applies	Partly applies	Mostly applies	Nearly completely applies	Fully applies
Occupational Health Care	<ul style="list-style-type: none"> <li>Health care providers who are skilled at diagnosing and treated occupationally related injuries and disease are available to employees.</li> </ul>	0	1	2	3	4	5
Disability Prevention and Management	<ul style="list-style-type: none"> <li>Programs are available to prevent impairment and disability through early detection and prompt treatment of work-related injuries and illness.</li> <li>Accommodation of restrictions is actively coordinated with occupational health care providers.</li> <li>Light duty/accommodated duty is available when needed.</li> </ul>	0	1	2	3	4	5
Measurement Method		Measurement Period					
Injury Management and Disability Prevention Sub-score							
Maximum possible sub-score		10					
Comments							

## Safety and Health Training

Essential Element	Description	Does not apply at all	Somewhat applies	Partly applies	Mostly applies	Nearly completely applies	Fully applies
Supervisor and Management Training	<ul style="list-style-type: none"> <li>Supervisors receive appropriate safety and health training.</li> <li>Supervisors receive training that covers the supervisory aspects of their safety and health responsibilities.</li> <li>Safety and health training is provided to managers.</li> <li>Relevant safety and health aspects are integrated into management training.</li> </ul>	0	1	2	3	4	5
Employee Training	<ul style="list-style-type: none"> <li>Employees receive appropriate safety and health training.</li> <li>New employee orientation includes applicable safety and health information.</li> </ul>	0	1	2	3	4	5
Measurement Method		Measurement Period					
Safety and Health Training Sub-score							
Maximum possible sub-score		10					
Comments							

## Employee Participation

Essential Element	Description	Does not apply at all	Somewhat applies	Partly applies	Mostly applies	Nearly completely applies	Fully applies
Employee involvement process	<ul style="list-style-type: none"> <li>There is an effective process to involve employees in safety and health issues.</li> </ul>	0	1	2	3	4	5
Decision making involvement	<ul style="list-style-type: none"> <li>Employees are involved in organizational decision making in regard to safety and health policy.</li> <li>Employees are involved in organizational decision making in regard to the allocation of safety and health resources.</li> <li>Employees are involved in organizational decision making in regard to safety and health training.</li> </ul>	0	1	2	3	4	5
Employee participation	<ul style="list-style-type: none"> <li>Employees participate in hazard detection activities.</li> <li>Employees participate in hazard prevention and control activities.</li> <li>Employees participate in the safety and health training of co-workers.</li> <li>Employees participate in safety and health planning activities.</li> <li>Employees participate in the evaluation of safety and health performance.</li> </ul>	0	1	2	3	4	5
Measurement Method		Measurement Period					
Employee Participation Sub-score							
Maximum possible sub-score		15					
Comments							

## Administration and Supervision

Essential Element	Description	Does not apply at all	Somewhat applies	Partly applies	Mostly applies	Nearly completely applies	Fully applies
Delegation and Accountability	<ul style="list-style-type: none"> <li>Safety and health program tasks are each specifically assigned to a person or position for performance or coordination.</li> <li>Each assignment of safety and health responsibility is clearly communicated.</li> <li>An accountability mechanism is included with each assignment of safety and health responsibility.</li> </ul>	0	1	2	3	4	5
Capability	<ul style="list-style-type: none"> <li>Individuals with assigned safety and health responsibilities have the necessary knowledge, skills, and timely information to perform their duties.</li> <li>Individuals with assigned safety and health responsibilities have the authority to perform their duties.</li> <li>Individuals with assigned safety and health responsibilities have the resources to perform their duties.</li> </ul>	0	1	2	3	4	5
Administration	<ul style="list-style-type: none"> <li>Organizational policies promote the performance of safety and health responsibilities.</li> <li>Organizational policies result in correction of non-performance of safety and health responsibilities.</li> </ul>	0	1	2	3	4	5
Measurement Method		Measurement Period					
Administration and Supervision Sub-score							
Maximum possible sub-score		15					
Comments							



## Planning and Evaluation

Essential Element	Description	Does not apply at all	Somewhat applies	Partly applies	Mostly applies	Nearly completely applies	Fully applies
Planning	<ul style="list-style-type: none"><li>Safety and health goals and supporting objectives exist.</li><li>An action plan designed to accomplish organizational safety and health objectives is in place.</li></ul>	0	1	2	3	4	5
Evaluation	<ul style="list-style-type: none"><li>Workplace injury and illness data are effectively analyzed.</li><li>Hazard incidence data are effectively analyzed.</li><li>Review of OSHA mandated programs is conducted annually.</li><li>Review of overall safety and health management systems is conducted at least annually.</li></ul>	0	1	2	3	4	5
Measurement Method		Measurement Period					
Planning and Evaluation Sub-score							
Maximum possible sub-score		10					
Comments							

## Overall Synthesis

	Score (0 to 100)
Reflecting upon your total knowledge of the organization, use your professional judgment to assign an overall score (between 0 and 100) for the organization's safety and health system.	

## Dimensions of Corporate Safety Scoring Summary

Essential Element Dimension	<YOUR COMPANY> sub-score	Maximum possible sub-score
Leadership and Management		20
Hazard Anticipation, Prevention, Detection, and Control		20
Injury Management and Disability Prevention		10
Safety and Health Training		10
Employee Participation		15
Administration and Supervision		15
Planning and Evaluation		10
TOTAL SCORE		100

## Dimensions of Corporate Safety Scorecard

### Contents

The following scorecard is based on National Institute for Occupational Safety and Health's (NIOSH) *"The Essential Elements of Effective Workplace Programs and Policies for Improving Worker Health and Well-being."* In order to maintain the concepts from the original document, each of the twenty essential elements is presented alongside the original description. We have turned the "Essential Elements List" into a scorecard as a guide for employers and employer-employee partnerships wishing to establish effective workplace programs that sustain and improve worker health. Outlined below are the sections that present elements to be scored. The last section is a single item that allows for an overall perception rating of the safety and health program as it exists today.

Section	Topic
Section 1	Organizational culture and leadership
Section 2	Program design
Section 3	Program implementation and resources
Section 4	Program evaluation
Section 5	Scoring summary

#### Scoring

Employer groups are asked to rate the presence of each essential element on a scale from 0 to 5. Ratings are related to the following definitions:

- 6 Does not apply at all (not implemented)
- 7 Applies somewhat (poor implementation)
- 8 Applies frequently (fair implementation)
- 9 Applies often (good implementation)
- 10 Applies almost always (very good implementation)
- 11 Fully applies (excellent implementation)

Scoring is anchored against the 0-5 point scale where "0" implies that the essential element does not exist, apply, or is implemented at all (0%) and "5" implies that the essential element is completely present, implemented and applied at 100%. **Scores of 0, 1 and 2 reflect a presence of the essential element of less than 50% whereas scores of 3, 4, and 5 reflect a presence of the essential element of 50% or higher.**

The scoring grid presents the maximum possible sub-scores for each of the essential elements dimensions and the maximum possible score for the entire scorecard.

## Organizational Culture and Leadership

After reading each essential element, select the number in the corresponding cell that most accurately represents your organization's success in integrating this essential element.

Essential Element	Description	Does not apply at all	Somewhat	Frequently	Often	Almost always	Fully applies
Develop a "Human Centered Culture"	Effective programs thrive in organizations with policies and programs that promote respect throughout the organization and encourage active worker participation, input, and involvement. A Human Centered Culture is built on trust, not fear.	0	1	2	3	4	5
Demonstrate leadership	Commitment to worker health and safety, reflected in words and actions, is critical. The connection of workforce health and safety to the core products, services and values of the company should be acknowledged by leaders and communicated widely. In some notable examples, corporate Boards of Directors have recognized the value of workforce health and well-being by incorporating it into an organization's business plan and making it a key operating principle for which organization leaders are held accountable.	0	1	2	3	4	5
Engage mid-level management	Supervisors and managers at all levels should be involved in promoting health-supportive programs. They are the direct links between the workers and upper management and will determine if the program succeeds or fails. Mid level supervisors are the key to integrating, motivating and communicating with employees.	0	1	2	3	4	5
Measurement Method		Measurement Period					
Organizational Culture and Leadership sub-score							
Maximum possible sub-score		15					

## Program Design

Essential Element	Description	Does not apply at all	Somewhat	Frequently	Often	Almost always	Fully applies
Establish clear principles	Effective programs have clear principles to focus priorities, guide program design, and direct resource allocation. Prevention of disease and injury supports worker health and well-being.	0	1	2	3	4	5
Integrate relevant systems	Program design involves an initial inventory and evaluation of existing programs and policies relevant to health and well-being and a determination of their potential connections. In general, better integrated systems perform more effectively. Programs should reflect a comprehensive view of health: behavioral health/mental health/physical health are all part of total health. No single vendor or provider offers programs that fully address all of these dimensions of health. Integrate separately managed programs into a comprehensive health-focused system and coordinate them with an overall health and safety management system. Integration of diverse data systems can be particularly important and challenging.	0	1	2	3	4	5
Eliminate recognized occupational hazards	Changes in the work environment (such as reduction in toxic exposures or improvement in work station design and flexibility) benefit all workers. Eliminating recognized hazards in the workplace is foundational to WorkLife principles.	0	1	2	3	4	5
Be consistent	Workers' willingness to engage in worksite health-directed programs may depend on perceptions of whether the work environment is truly health supportive. Individual interventions can be linked to specific work experience. Change the physical and organizational work environment to align with health goals. For example, blue collar workers who smoke are more likely to quit and stay quit after a worksite tobacco cessation program if workplace dusts, fumes, and vapors are controlled and workplace smoking policies are in place.	0	1	2	3	4	5

## Program Design

Essential Element	Description	Does not apply at all	Somewhat	Frequently	Often	Almost always	Fully applies
Promote employee participation	Ensure that employees are not just recipients of services but are engaged actively to identify relevant health and safety issues and contribute to program design and implementation. Barriers are often best overcome through involving the participants in coming up with solutions. Participation in the development, implementation, and evaluation of programs is usually the most effective strategy for changing culture, behavior, and systems.	0	1	2	3	4	5
Tailor programs to the specific workplace and the diverse needs of workers	Workplaces vary in size, sector, product, design, location, health and safety experience, resources, and worker characteristics such as age, training, physical and mental abilities, resiliency, education, cultural background, and health practices. Successful programs recognize this diversity and are designed to meet the needs of both individuals and the enterprise. Effective programs are responsive and attractive to a diverse workforce. One size does not fit all—flexibility is necessary.	0	1	2	3	4	5
Consider incentives and rewards	Incentives and rewards, such as financial rewards, time off, and recognition, for individual program participation may encourage engagement, although poorly designed incentives may create a sense of “winners” and “losers” and have unintended adverse consequences. Vendors’ contracts should have incentives and rewards aligned with accomplishment of program objectives.	0	1	2	3	4	5
Find and use the right tools	Measure risk from the work environment and baseline health in order to track progress. For example, a Health Risk Appraisal instrument that assesses both individual and work–environment health risk factors can help establish baseline workforce health information, direct environmental and individual interventions, and measure progress over time. Optimal assessment of a program's effectiveness is achieved through the use of relevant, validated measurement instruments.	0	1	2	3	4	5

## Program Design

Essential Element	Description	Does not apply at all	Somewhat	Frequently	Often	Almost always	Fully applies
Adjust the program as needed	Successful programs reflect an understanding that the interrelationships between work and health are complex. New workplace programs and policies modify complex systems. Uncertainty is inevitable; consequences of change may be unforeseen. Interventions in one part of a complex system are likely to have predictable and unpredictable effects elsewhere. Programs must be evaluated to detect unanticipated effects and adjusted based on analysis of experience.	0	1	2	3	4	5
Make sure the program lasts	Design programs with a long-term outlook to assure sustainability. Short-term approaches have short-term value. Programs aligned with the core product/values of the enterprise endure. There should be sufficient flexibility to assure responsiveness to changing workforce and market conditions.	0	1	2	3	4	5
Ensure confidentiality	Be sure that the program meets regulatory requirements (e.g., HIPAA, State Law, ADA) and that the communication to employees is clear on this issue. If workers believe their information is not kept confidential, the program is less likely to succeed.	0	1	2	3	4	5
Program Design sub-score							
Maximum possible sub-score		55					

## Program Implementation and Resources

Essential Element	Description	Does not apply at all	Somewhat	Frequently	Often	Almost always	Fully applies
Be willing to start small and scale up	Although the overall program design should be comprehensive, starting with modest targets is often beneficial if they are recognized as first steps in a broader program. For example, target reduction in injury rates or absence. Consider phased implementation of these elements if adoption at one time is not feasible. Use (and evaluate) pilot efforts before scaling up. Be willing to abandon pilot projects that fail.	0	1	2	3	4	5
Provide adequate resources	Identify and engage appropriately trained and motivated staff. If you use vendors, make sure they are qualified. Take advantage of credible local and national resources from voluntary and government agencies. Allocate sufficient resources, including staff, space, and time, to achieve the results you seek. Direct and focus resources strategically, reflecting the principles embodied in program design and implementation.	0	1	2	3	4	5
Communicate strategically	Effective communication is essential for success. Everyone (workers, their families, supervisors, etc.) with a stake in worker health should know what you are doing and why. The messages and means of delivery should be tailored and targeted to the group or individual and consistently reflect the values and direction of the programs. Communicate early and often, but also have a long-term communication strategy. Provide periodic updates to the organizational leadership and workforce. Maintain program visibility at the highest level of the organization through data-driven reports that allow for a linkage to program resource allocations.	0	1	2	3	4	5



## Program Implementation and Resources

Essential Element	Description	Does not apply at all	Somewhat	Frequently	Often	Almost always	Fully applies
Build accountability	Build accountability into program implementation. Accountability reflects leadership commitment to improved programs and outcomes and should cascade through an organization starting at the highest levels of leadership. Reward success.	0	1	2	3	4	5
Program Implementation and Resources sub-score							
Maximum possible sub-score		20					

## Program Evaluation

Essential Element	Description	Does not apply at all	Somewhat	Frequently	Often	Almost always	Fully applies
Measure and analyze	Develop objectives and a selective menu of relevant measurements, recognizing that the total value of a program, particularly one designed to abate chronic diseases, may not be determinable in the short run. Integrate data systems across programs and among vendors. Integrated systems simplify the evaluation system and enable both tracking of results and continual program improvement.	0	1	2	3	4	5
Learn from experience	Adjust or modify programs based on established milestones and on results you have measured and analyzed.	0	1	2	3	4	5
Program Evaluation sub-score							
Maximum possible sub-score		10					

## Scoring Summary

Essential Element Dimension	<YOUR COMPANY> sub-score	Maximum possible sub-score
Organizational Culture and Leadership		15
Program Design		55
Program Implementation and Resources		20
Program Evaluation		10
TOTAL SCORE		100

## The Indicators of Integration Scorecard

### Contents

The following scorecard is based on research conducted at the Harvard School of Public Health, Center for Work, Health, and Well-Being in collaboration with HealthPartners. This assessment tool is used to assess the extent to which a company has integrated programs, policies and practices related to worker 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 an integrated intervention, 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 toward full integration, 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 consensus. 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 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 the 0-2 point scale where “0” implies that the measure/indicator does not exist, apply, or is 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.

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><i>Comprehensive program content</i></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	-	-	-
Total Score	/46		