Harvard T.H. Chan School of Public Health
Center for Work, Health, & Well-being

A NIOSH *Total Worker Health*®
Center of Excellence



Annual Report
Fiscal Year 2025

October 1, 2024-September 30, 2025

HARVARD T.H. CHAN SCHOOL OF PUBLIC HEALTH
BOSTON COLLEGE School of Social Work
MIT MANAGEMENT SLOAN SCHOOL
WashU Brown School

A Message from our Center Leadership Team

We are excited to share the scientific progress and translational activities that have taken place over the past year at the Center for Work, Health, and Well-being. This Annual Report details the work being done as part of the Center's four research projects, as well as key outreach and dissemination activities at the Center. This has been a challenging year due to disruptions in our NIOSH grant funding; despite these delays, our Center has made great progress on multiple fronts, as you will read in this report. As we wrap up this fiscal year, we are optimistic that the coming year will be one in which our research continues to advance the field of *Total Worker Health* through dissemination of research findings that inform both policy and practice.

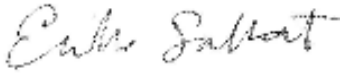
The Center for Work, Health, and Well-being seeks to understand the ways in which emerging and longstanding work experiences and exposures impact worker health, safety, and well-being. We have collected primary data within three of our research studies—the *Boston Hospital Workers Health Study*, the *Fulfillment Center Intervention Study*, and the *Thriving Workers, Thriving Workplaces Study*. In collecting these data, we have interacted with thousands of workers through intervention delivery, qualitative interviews, and quantitative surveys, learning crucial information about the ways in which working conditions contribute to the health, safety, and well-being of workers across a range of industries. In September 2024, a fourth research study commenced, the *Older Workers' Health and Well-being Study*, based on multiple waves of the U.S. Health and Retirement Study. Our focus in this most recent fiscal year has shifted from data collection to data analysis and manuscript development to help disseminate our scientific findings and inform actions that will help protect and promote the health, safety, and well-being of critical sectors of the workforce through improvements in working conditions.

This year also brought major progress on our translational aims through our Outreach Core. We are collaborating with organizations to support their implementation of a *Total Worker Health* approach, developing educational materials, and engaging with policy experts. These actions will help to ensure that our research findings are being translated into practice and policy to improve working conditions and support worker safety, health, and well-being.

Please join us in celebrating these accomplishments and developments at our Center.



Glorian Sorensen
Founding Director



Erika Sabbath
Center Director



Susan Peters
Center Associate Director

About Our Center 1
The Research Core 3
The Boston Hospital Workers Health Study 3
The Fulfillment Center Intervention Study..... 5
The Thriving Workers, Thriving Workplaces Study 7
The Older Workers' Health & Well-being Study 10
Outreach and Dissemination 12
The Outreach Core 12
Conference, Course, & Seminar/Webinar Presentations 18
Publications 20
Center Team 22
Center External Advisory Board..... 24

SECTION I
About Our Center

The mission of the Harvard T.H. Chan School of Public Health Center for Work, Health, and Well-being is to improve the safety, health, and well-being of workers through designing, testing, implementing, and disseminating effective and integrated workplace policies, programs and practices that foster a healthy work environment, reduce potential hazardous job exposures, and contribute to the safety, health, and well-being of workers. Our research illuminates the ways that work contributes to worker health and well-being, and how these factors in turn shape organizational outcomes.

The Harvard Center is a multi-disciplinary and multi-institution collaboration, with projects based at the Harvard T.H. Chan School of Public Health, Boston College School of Social Work, Brown School at Washington University in St. Louis, and the MIT Sloan School of Management. We also have longstanding collaborations with researchers and employers in Massachusetts and beyond, including Mass General Brigham, Boston University, HealthPartners of Minnesota, Rutgers University Institute for Nicotine & Tobacco Studies, and a wide range of employers and stakeholder groups.

We are excited to be approaching our 20th year as a NIOSH *Total Worker Health* Center of Excellence. Some leadership changes occurred near the end of FY 2025. **Glorian Sorensen** is now our Center's Founding Director, stepping back from her Center Co-Director role, while continuing to work closely with Center Director **Erika Sabbath**, Center Associate Director **Susan Peters**, and Center Assistant Director **Lisa Burke**. In addition, **Susan Peters** will step into the leadership of the Center's Outreach Core, as **Cal Halvorsen** devotes more of his time to his research at the Brown School at Washington University in St. Louis.

The Center's Research Core includes four primary research studies:

- **The Boston Hospital Workers Health Study** is based on a long-standing partnership with a large healthcare system in Massachusetts, and aims to improve the health and well-being of the hospital workforce and reduce within-workforce disparities by identifying their root causes in the conditions of work.
- **The Fulfillment Center Intervention Study** has tested a participatory workplace intervention that introduces "Health and Well-being Committees" in multiple fulfillment centers in one company – to solicit workers' concerns regarding safety hazards and stressful working conditions, and implement action plans to address them, creating an innovative channel for worker input.
- **The Thriving Workers, Thriving Workplaces Study** seeks to understand the ways in which work – including working conditions and workplace practices and policies – shapes the extent to which workers thrive and how this impacts organizational outcomes.
- **The Older Workers' Health and Well-being Study** focuses on workers aged 50 and older through analysis of six waves of data from the U.S. Health and Retirement Study, exploring working conditions as critical determinants of health and well-being.

In addition to these research studies, the Center's **Outreach Core** develops and disseminates tools and resources grounded in our research findings, to help organizations implement a *Total Worker Health* approach. The **Policy Working Group** helps define policy priorities, determine critical policy research questions, identify public and organizational policy implications of research findings, and craft policy guidelines. The work of the Center is further supported by the **Evaluation and Planning Core**, which provides overall leadership for the Center's administration and strategic planning.

This report provides an overview of the critical work of the Harvard Center, providing evidence-based research findings that inform policy and practice which in turn improve working conditions to better support worker safety, health, and well-being.

MAJOR SCIENTIFIC ACCOMPLISHMENTS THIS YEAR

The Center's accomplishments in the past year have contributed to its long-term impact and include the following achievements:

- The *Boston Hospital Workers Health Study* (BHWHS) worker survey was completed by 2,020 nurse directors, nurses, nursing assistants, environmental services workers, and patient and materials transport workers. The experience of fielding the BHWHS 2023-2024 worker survey, and the strategies that improved engagement of low-wage workers, are reflected in a paper published this year in the *American Journal of Public Health* about innovative strategies for improving survey response rates among low-wage workers.
- The *Fulfillment Center Intervention Study* (FCIS) delivered, and is revising based on feedback, a business school case study focused on the intervention which was designed to challenge MBA and other students to consider the strategies, risks and value of implementing a voice intervention and to understand current working conditions in fulfillment centers.
- The FCIS team also developed a step-by-step guide for organizations interested in the HaWC model, as well as training materials, communication materials, and more. This suite of resources built upon the toolkit prepared for the study's employer partner but includes more background guidance and options for customization.
- The Center's Thriving from Work Questionnaire (TfWQ) was translated and validated in both Spanish and German; both of these versions are now available on the Center's website, in addition to the original English version. The Thriving from Work Questionnaire User Manual and a Scoring Guide were made publicly available on the Center's website.
- Also pertaining to the *Thriving Workers, Thriving Workplaces Study*, the TfWQ is being used in a national survey – the Public Health Workforce Interests and Needs Survey (PH WINS Survey) – fielded by the Association of State and Territorial Health Officials and funded by the de Beaumont Foundation. Our analysis of the data collected from this survey is ongoing.
- The *Older Workers' Health and Well-being Study* began on September 1, 2024. Data analysis is ongoing in this research project exploring working conditions as critical determinants of health and well-being, providing opportunities to study disparities in these relationships, focused on age and gender.
- Resources available on the Center's website have been downloaded by an ever-growing number of users, including more than 1000 users this year benefiting from the Thriving from Work Questionnaires, the Workplace Integrated Safety and Health (WISH) Assessment, and the Center's Implementation Guidelines.
- The Center continues to collaborate with *Total Worker Health* Affiliates, including SAIF of Oregon, HealthPartners and HealthPartners Institute of Minnesota, and Madison County Public Health in New York, in addition to other organizations locally, nationally, and internationally.
- The Center's Policy Working Group meets semi-annually, providing feedback and guidance to the Center's research studies as well as Affiliated Projects being led by Center Investigators.
- Throughout the year, Center researchers presented at conferences, workshops, seminars, and webinars on topics pertaining to the Center's research studies and unifying themes around conditions of work, and worker mental health and well-being.
- The Center introduced a reorganized and improved comprehensive website this year, responding to feedback from our research partners and other stakeholders as to what would best support their efforts to implement TWH initiatives.

SECTION II

The Research Core

Boston Hospital Workers Health Study (2021-2026)



Erika Sabbath
Project Lead

The *Boston Hospital Workers Health Study* has been the Center's flagship project since the Center's inception in 2007. The study is a longstanding partnership between the Center and the employee health division at a large health system in Massachusetts. Our study utilizes administrative data on all patient care workers at two hospitals—including payroll data, occupational health records, and healthcare utilization records—in conjunction with survey data from a subset of these workers. With a cohort of over 25,000 patient care workers to date across two academic medical centers, we are positioned to address a wide range of research questions about the relationship between working conditions and health in this important group of workers.

In the past, our research has focused on the health impacts of working conditions among clinical workers—nurses and nursing assistants. During the current phase of this study, we have expanded our study population from nurses and nursing assistants to include low-wage service workers at the hospitals, including those working in patient transport, environmental services, and materials management.

YEAR FOUR ACCOMPLISHMENTS

- *Data management and analysis of survey data.* After closing our fifth Worker Survey in January of 2024, with 2,020 workers completing the survey, we have invested significant resources in cleaning and analyzing survey data to help accomplish our scientific aims.
- *Publications on the hospital work environment as a social determinant of health.* We have submitted and published three empirical manuscripts, each of which examined impacts of the work environment on worker health and well-being. Each of these publications takes advantage of different components of our unique linked data structure. Additionally, each publication is led by a doctoral student or postdoctoral scholar affiliated with our Center, highlighting our mentorship commitment.
  - Stelson et al. (*Journal of Occupational and Environmental Medicine*) linked survey data with health expenditure data to assess the extent to which experiences of vicarious trauma were associated with health claims for functional gastrointestinal disorders, finding that workers with high levels of vicarious trauma symptoms had higher odds of developing these disorders, compared to those with low levels of vicarious trauma.
  - Suarez Rojas et al. (under review) used data from hospital incident reports of violence against workers to assess the ways in which mental states of aggressors shape workers' narratives around these reports.
  - Burney et al. (under review) used health claims data, linked with human resources data, to assess the prevalence of different types of diabetes within the healthcare workforce.

- *Publication on surveying low-wage workers.* Erika Sabbath and Susan Peters led a group of scholars who collaborated on a paper about innovative strategies for improving survey response rates among low-wage workers. In that paper, we reflected upon our experience of fielding the BHWHS 2023-2024 worker survey, and the strategies that improved engagement of low-wage workers.
- *Analyses in progress.* We have made major analytic investments in several manuscripts during this project year.
    - Erika Sabbath is leading an analysis of uptake of, and disparities in, use of paid parental leave within the cohort, using multiple forms of linked administrative data. Results, which are currently being prepared for publication, find high uptake of the Massachusetts 2021 paid parental leave policy, and also find disparities in leave access and uptake by worker gender, race-ethnicity, and wage level.
    - Susan Peters is leading multiple analyses of associations between working conditions, thriving from work, and occupational health outcomes.
    - Les Boden is leading an analysis of associations between burnout, thriving from work, and turnover.
    - Multiple doctoral students are leading analyses that use study data as part of their dissertations.



LOOKING AHEAD TO NEXT YEAR

With our many manuscripts in progress and ongoing outreach efforts, we are on track to fulfill our scientific and translational goals for the 2021-2026 funding cycle. As our research findings are published, we will engage with leaders at our partner health system and beyond to share study findings and discuss implications for organizational policy and practice. We will also share findings with the worker groups whom we engaged in the survey.

Fulfillment Center Intervention Study (2021-2025)



Erin Kelly
Project Lead



Lisa Berkman
Project Co-Lead

The *Fulfillment Center Intervention Study* (FCIS) leveraged a partnership with the e-commerce division of a national retail firm to implement and test a participatory workplace intervention to launch "Health and Well-being Committees" (HaWCs) as a new channel for worker voice. HaWCs solicit and prioritize workers' concerns regarding stressful working conditions, and implement action plans to address them, creating a new channel for worker input into the conditions of work. This innovative, prevention-oriented strategy focuses on warehouse workers who face physically taxing and high-strain jobs that negatively impact mental and physical health, including injury-related disability. The intervention aligns with the Center's model and the *Total Worker Health* approach more broadly.

The study team completed a cluster-randomized mixed-methods trial to evaluate whether HaWCs impact worker health. We hypothesized the intervention would improve mental health and positive psychological well-being, reduce injuries, and encourage injury reporting. The primary outcome is psychological distress, a measure that captures many mental health problems. Project activities in this year include analysis of intervention effects on psychological well-being and injuries as well as analyzing process data to investigate variations in implementation and adaptation. This study advances our understanding of the effectiveness of this innovative participatory intervention while also addressing the challenges of implementing and promoting this type of intervention in workplaces.

YEAR FOUR ACCOMPLISHMENTS



- Quantitative data analysis and manuscript preparation:
  - An intent-to-treat analysis of the primary health outcome, psychological well-being as measured by psychological distress, revealed that employees in buildings with the HaWC intervention have better psychological distress at 6-months follow-up although there was no difference across conditions at 12-months follow-up. Moderation analyses suggest the HaWC intervention was particularly supportive of men's mental health; men in HaWC sites have lower psychological distress at 6-months follow-up (as compared to men in control sites). There was no intervention effect on emotional vitality. This paper was accepted at American Journal of Public Health in October 2025, immediately after this reporting year.
  - Another intent-to-treat analysis found that employees in buildings with the HaWC intervention are less likely to leave their jobs, with 20% lower turnover risk than employees in control sites in the year following randomization. This paper has received a revise and resubmit from a top management journal.

  - Additionally, FCIS data were used in a dissertation successfully defended by Dena Javadi at the Harvard T.H. Chan School of Public Health in May 2025. The dissertation paper examining HaWC intervention effects on injuries reveals that intervention sites had slightly higher rates of injuries as recorded by the firm's administrative data (marginally significant at p<.10 level). The presence of a HaWC in a building may contribute to employees' increased comfort in reporting their injuries; that mechanism is supported by the finding that intervention sites have slightly more of the less severe injuries, with no difference in more serious injuries across treatment arms. It is also possible that changes to the work environment could contribute to an increase in injuries because the HaWC pulls some employees off the floor for meetings. This paper will be submitted for review in the next few months.
- *Continuing analysis of process data and preparation of related manuscript:* We have conducted extensive analysis investigating variation in the implementation of this participatory intervention, focusing on a comparative case analysis of HaWC sites that had more or less voice expression (i.e., frontline worker sharing of ideas and concerns), voice deliberation (i.e., frontline worker involvement in problem definition and brainstorming of solutions), and voice enactment (i.e., frontline worker engagement in implementing changes in the workplace). We are utilizing rich qualitative data to explain this variation and to trace how differences in the early implementation of the HaWC seem to affect its continuation or dissolution.
- *Refinement and dissemination of a HaWC Guide to support worksites in launching HaWCs:* The FCIS team developed a step-by-step guide for interested organizations as well as training materials, communication materials, and more (https://mitsloan.mit.edu/centers-initiatives/institute-work-and-employment-research/starting-a-workplace-health-and-well-being-committee-a-step-step-guide-managers). This suite of resources built upon the toolkit prepared for the study's employer partner but includes more background guidance and options for customization. These resources have been shared with multiple business audiences via talks by Project Lead Erin Kelly.
- *Revision and delivery of a business school case study:* Last year, the FCIS team developed a business school case study focused on the intervention (disguised to protect confidentiality) which was designed to challenge MBA and other students to consider the strategies, risks and value of implementing a voice intervention and to understand current working conditions in fulfillment centers. This year Project Lead Erin Kelly updated the case significantly and taught it in her MIT Sloan MBA course in August 2025. The case and teaching materials were also shared with other instructors teaching on occupational health and the *Total Worker Health* paradigm.

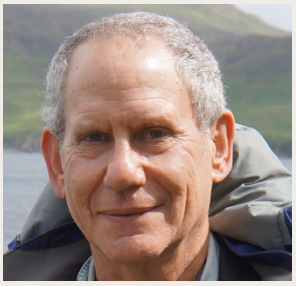
LOOKING AHEAD TO NEXT YEAR

The *Fulfillment Center Intervention Study* has completed data collection and the core analyses relevant to study aims. Grant funding ended August 31, 2025. We will continue to develop the papers on turnover, injuries, and the process paper on implementation, moving those to publication. We will also use these data for trainee-led papers that do not investigate intervention effects. We will develop translational writings to share findings from publications and continue to look for ways to disseminate findings and learn from practitioners interested in participatory workplace interventions and new voice channels, in particular.

Thriving Workers, Thriving Workplaces Study (2022-2026)



Susan Peters
Project Lead



Gregory Wagner
Project Co-Lead

Work has the power to contribute positively to our lives in profound ways. Yet, the current state of workplace well-being reveals an urgent and ongoing need for change. Gallup's 2025 State of the Workplace Report of over 79,000 U.S. workers found that employee engagement has fallen to its lowest level in a decade, with only 31% of employees engaged—representing 3.2 million fewer engaged workers than the previous year. A National Alliance of Mental Illness 2024 Survey of over 2,000 full-time U.S. employees found that 52% reported feeling burned out in the past year because of their job, and 37% reported feeling so overwhelmed it made it hard to do their job. The economic toll of poor worker well-being is staggering: employee disengagement and burnout costs U.S. employers between $3,999 and $20,683 per employee annually, depending on their role. The *Thriving Workers, Thriving Workplaces Study* addresses this critical challenge by examining the specific workplace conditions and organizational policies, programs, and practices that transform the concerning state of our national workforce's well-being into pathways for worker and enterprise flourishing.

Research from the Harvard T.H. Chan School of Public Health Center for Work, Health, and Well-being conceptualized Thriving from Work across six key dimensions and defined "Thriving from Work" as a state of positive mental, physical, and social functioning in which workers' experiences of their work and working conditions enable them to thrive in their overall lives, contributing to their ability to achieve their full potential at work, at home, and in the community.

Thriving from Work Domains



The Thriving from Work framework, and the valid and reliable versions of the Thriving from Work Questionnaire, form the backbone of the *Thriving Workers, Thriving Workplaces Study*, examining how systems-level factors and workplace conditions can enhance pathways for optimal worker well-being and enterprise outcomes for organizations. This framework recognizes that when organizational policies, programs, and practices are thoughtfully designed to focus on thriving, they create environments where workers don't simply survive their jobs, but truly flourish through them. This enables us to identify actionable strategies for worker well-being that benefit both individuals and organizations. In this third year of our study (fourth year of the Center's funding cycle), the *Thriving Workers, Thriving Workplaces Study* executed a multifaceted research-to-practice approach to advancing worker well-being: conducting rigorous empirical research to identify key workplace factors that enable thriving, developing practical resources and tools for organizations and researchers, sharing findings with academic and practitioner communities through strategic dissemination efforts, and building capacity through training and fellowships that have reached students, researchers, and practitioners locally, nationally, and globally. This reflects our commitment to translating evidence-based research into meaningful action that supports thriving workers and thriving workplaces across the U.S. workforce.

YEAR FOUR ACCOMPLISHMENTS

Despite significant challenges experienced over the last year due to funding instability, we were able to move forward toward achieving our study goals. In this third year of our study (fourth year of the Center's funding cycle), we leveraged data from studies in healthcare, warehousing, and new data on workers' thriving from the U.S. Public Health Workforce (PH WINS) as well as a pilot study on older workers with support from the NIOSH-funded Harvard Education and Research Center.

Advancing Practice

Over the past year, we developed resources and tools to support organizations adopting a Thriving from Work approach. These are used by organizations to measure worker well-being and provide a framework for understanding the important dimensions of thriving from work needed to support worker well-being. Key achievements include:

- *Thriving from Work Questionnaire products*
  - Validation of the Thriving from Work Questionnaire in the U.S. public health workforce
  - Validation of the Thriving from Work Questionnaire across the lifespan
  - Dissemination of a Scoring Guide for the Thriving from Work Questionnaire and Thriving from Work Questionnaire User Manual and FAQs. The Thriving from Work User Manual was downloaded more than 160 times.
  - Dissemination of English, Spanish and German validated versions of the Thriving from Work Questionnaire, which was downloaded more than 400 times from the Center's website for use by researchers and practitioners.
- *Thriving from Work Questionnaire implementation in practice*
  - *Institute for Healthcare Improvement (IHI)* partnered with *Johnson and Johnson* on a 22-month intervention study to design and test nurse-led care model delivery solutions to promote a thriving nursing workforce, titled "Transforming Health Care Through Innovative Nurse-Led Care Delivery Solutions". With input from the Thriving Workers Study team, IHI used the Thriving from Work Questionnaire as their primary outcome measure. The participatory intervention to improve working conditions resulted in improvements in psychological and emotional well-being dimensions of Thriving from Work.

- *Institute for Strategic Clarity* led by Center affiliate Dr. Jim Ritchie-Dunham, has collaborated with the Thriving Workers Study team to implement the Thriving from Work Questionnaire with several organizations across Latin America and the U.S., including a large finance organization with over 10,000 employees resulting in three waves of worker survey data collection, linked to administrative data and client surveys to allow examination of conditions supporting thriving from work and building the business case for worker thriving and organizational outcomes.
- *The de Beaumont Foundation* implemented the Thriving from Work Questionnaire in their 2024 survey of the U.S. governmental public health workforce (PH WINS), and are collaborating on several analyses as well as supporting their Insight to Action resources suite of resources designed to help state and local public health agencies act on data driven change.
- In partnership with the *Institute for Work and Health* and our Center Outreach Core, Susan Peters is co-leading a living systematic review on the relationship between AI in the workplace and worker well-being.
- We have fielded technical assistance inquiries for Thriving from Work Questionnaire use across many work sectors in the U.S., including education, public service, parks and recreation, healthcare, mining and oil, and knowledge work.

Advancing Research

Thriving from Work data from hospital workers and warehouse workers have been collected as part of the *Boston Hospital Workers Health Study* and the *Fulfillment Center Intervention Study* (see above for descriptions of these studies) as well as data from the Public Health Workforce Interests and Needs Survey (PH WINS). *Boston Hospital Workers Health Study* and the *Fulfillment Center Intervention Study* data also include linked survey and administrative data that enable us to answer research questions focused on understanding how working conditions and organizational policies and practices influence thriving from work, and how thriving from work contributes to enterprise outcomes such as turnover. Some of our current analyses and publications in preparation are focusing on:

- Understanding variations in worker well-being across different industries with respect to organizational, occupational, and demographic characteristics
- Exploring the relationship between thriving from work and enterprise outcomes (including work-related injury, turnover intent, retention, and client outcomes)
- Exploring how exposure to working conditions such as workplace violence, experiences of discrimination, and harassment impacts worker well-being in healthcare workers

Advancing Policy:

Dr. Peters participated in a series of invited round tables focused on a strategy to improve global worker brain health and well-being during the G7 meetings in Toronto, Canada in June 2025, and the United National General Assembly in New York City in September 2025.

LOOKING AHEAD TO NEXT YEAR

In the final and fourth year of our project–supported by our advisory boards, the Center's Policy Working Group and collaborators–our focus will be on finalizing data analyses, developing research-to-practice products and recommendations, education and training of researchers and practitioners, and collaborating with our Outreach Core to disseminate, educate, communicate and implement research findings into practice and policy. We plan to translate research findings from the *Thriving Workers, Thriving Workplaces Study* into a future research agenda for thriving from work, practice implications and recommendations, and development of trainings and resources.

Older Workers' Health and Well-being Study (September 1, 2024 – August 31, 2026)



Cal Halvorsen
Project Lead



Erika Sabbath
Project Co-Lead

The *Older Workers' Health and Well-being Study* was developed in response to increasing concerns about the health, safety, and well-being of the older workforce and calls from the NIOSH *Total Worker Health* Program and the National Occupational Research Agenda (NORA) for increased research on the aging workforce. By 2050, 24% of the U.S. labor force is projected to be made up of workers aged 55 years and older, up from 13% in 2000, with notable increases in older women's labor force participation rates through at least 2029. This increase reflects the growing total number of older adults in the U.S. as well as increased health and longevity; the earlier movement of younger women into the labor force who are now older workers; and the growing need and desire to work longer for income, benefits, and meaning. As such, our strategic goals for this study were to understand how workplace benefits and policies are associated with older workers' health, mental health, and enjoyment in work over time, and to communicate these findings to practitioners and policymakers.

Our two-year project began in Year 4 of the Center's 2021–2026 cycle; however, the work was disrupted by a lapse in funding. Our plan is to use the six most recent waves of data from the Health and Retirement Study (HRS), a longitudinal panel study that every two years surveys a nationally representative sample of people aged 50 years and older living in the U.S. The HRS offers a sample size of approximately 20,000 people per wave who are followed over time, the addition of new cohorts every six years to include respondents closer to age 50, a high response rate, and the inclusion of data on work and health.

Our aims include the investigation of associations between workplace benefits and policies and older workers' health, mental health, and enjoyment in work over time; the determination of how age and sex modify the relationships between workplace benefits and policies on older workers' health, mental health, and enjoyment in work; and the advancement of policy and practice across sectors in collaboration with the Center's Outreach Core by disseminating and communicating key findings with policymakers, practitioners, and other key stakeholders.

YEAR FOUR ACCOMPLISHMENTS

- Obtained data from six biennial waves of the Health and Retirement Study (HRS), a nationally representative panel survey of Americans over the age of 50 that is funded by the National Institute on Aging and the Social Security Administration. Our data cover the years 2010 through 2020, the waves that are currently publicly available.
- Cleaned and managed variables linked to nearly 30,000 observations from working respondents between the ages of 50 and 64 within the statistical software, Stata (version 18.5). These variables cover demographics (e.g., age, sex, race, ethnicity), financial capital (e.g., income, wealth), human capital (e.g., education, health), and work-related (e.g., access to benefits) factors.

- Trained a doctoral student on how to access, clean, and manage data from the HRS, as well as how to run descriptive analysis of the data using survey weights to promote the results' national representativeness.
- Wrote and published a research brief, *Supporting Older Workers: Trends in Employer-Provided Benefits – 2010 to 2020*, with funding from AARP to supplement NIOSH's foundational support.

The *Supporting Older Workers* report (publicly available on SSRN) illustrates trends in employer-provided benefits among Americans between the ages of 50 and 64 years during the decade between 2010 and 2020. In it, we showed the proportion of American workers in this age group who had access to employer-provided health insurance and retirement savings programs, and who were able to reduce their work hours, overall and also by sex, race, and ethnicity. This report will now serve as the foundation for our future efforts, and by itself, this report provides important findings that describe how older workers' access to these benefits has changed over time. These types of descriptive statistics are important complements to the more advanced statistical methodologies that we will use as we continue our work. Further, this report meets our objectives of communicating and disseminating our findings with researchers, practitioners, and policymakers. In creating the report, we also focused on using easy-to-understand language and multiple charts to show clear trends and differences in access to these workplace-provided benefits, facilitating research-to-practice (r2p) efforts.

Early findings from our study have been shared at the Society for Social Work and Research Annual Conference (January 2025) and will also be shared at the Gerontological Society of America Annual Scientific Meeting (November 2025). In addition, we have presented results from our initial analysis and collaborations with the Massachusetts Executive Office of Aging & Independence (formerly the Massachusetts Executive Office of Elder Affairs).

LOOKING AHEAD TO NEXT YEAR

In the next year of this study, we plan to conduct multivariable analyses, with plans to pursue peer-reviewed publications and presentations. To evaluate our progress during this period, the Study Investigators will engage in bi-monthly meetings to discuss progress towards our benchmarked goals. Our team will download and merge the new 2022 wave (if available) from the Health and Retirement Study website at the University of Michigan's Institute for Social Research; as well as incorporate individuals age 65 years and older into the existing managed dataset that contains those between the ages of 50 and 64. We will manage the merged dataset, including creating transformed as well as lagged variables, and perform mixed-effects models to assess relationships between workplace benefits and policies and older workers' health, mental health, and enjoyment in work over time. We'll then draft one or two peer-reviewed article(s). Our aspirations are that this study spotlights the importance of supporting older workers, a growing part of the U.S. workforce.

SECTION III
Outreach and Dissemination

Outreach Core (2021-2026)



Cal Halvorsen
Project Lead



Lisa Burke
Project Co-Lead

The Center's Outreach Core translates and disseminates evidence-based research findings, best practices and policy recommendations through multiple communication channels to support adoption of a *Total Worker Health* approach. The Center continues to expand its reach, with an increasing number of organizations benefiting from the Center's resources.

YEAR FOUR ACCOMPLISHMENTS

Tools and Resources on our Center Website
The Center's website (https://hsph.harvard.edu/research/center-for-work-health-and-well-being/) was completely revised and reorganized based on feedback from our Center team and from our stakeholders. Our website is now more user friendly and comprehensive, effectively highlighting our research projects and dissemination activities. The new website serves as a key tool for education, communication, and dissemination of research findings, in addition to descriptions of each research study, a list of publications, and access to resources.

We continue to make resources available for download from our website, including the following:

- The **Thriving from Work Questionnaires** provide a comprehensive measure of work-related well-being and are now validated and available in English, Spanish, and German (these were downloaded more than 400 times in FY25). A frequently asked questions document is also available for download, as is a TfWQ User Manual (more than 160 downloads of the User Manual in FY25). The Scoring Guide was finalized and made available to the public during this fiscal year.
- The **Workplace Integrated Safety and Health (WISH) Assessment** measures workplace policies, programs, and practices that focus on working conditions and organizational facilitators of worker safety, health, and well-being. Available to the public since 2018, the WISH can be used by employers and researchers to assess the extent of implementation of a *Total Worker Health* approach (almost 200 downloads in FY25).
- The Center's Implementation Guidelines, **Implementing an Integrated Approach: Weaving Worker Health, Safety, and Well-being into the Fabric of Your Organization**, has provided a comprehensive reference for practitioners and researchers seeking to implement a *Total Worker Health* approach to worker safety, health, and well-being since 2017 (close to 200 downloads in FY25).

- **Health and Safety Toolbox Talks** are based on the Center's *All the Right Moves* (ARM) project and were developed during the Center's previous funding cycle. These were created for construction workers, providing a participatory method for companies to determine workers' experiences to drive change.

LinkedIn and Center Newsletters

The Center is active on **LinkedIn**, growing our connections by more than 30% in the past year, with nearly 800 connections. We utilize LinkedIn to keep our community of researchers and practitioners informed about evidence-based resources coming from our studies, including new publications and upcoming presentations. In December 2024 and September 2025, we emailed **newsletters** to close to 4,000 people, sharing updates from the Center's research projects, details of upcoming events, and links to recent publications.

Collaborations with TWH Affiliates

Center researchers continue to collaborate with **HealthPartners** of Minnesota to examine and disseminate findings from our work over many years, studying the implementation of *Total Worker Health* approaches in organizations. Work on a publication reflecting on our many years of collaboration is underway. A collaboratively developed and delivered webinar, *Accelerate health outcomes at your organization with Total Worker Health®*, continues to be available to the public on our website, accompanied by a worksheet for participants to use in identifying working conditions to improve and action steps to take to implement workplace changes.

The Center continues to collaborate with **SAIF,** Oregon's not-for-profit workers' compensation insurance company. In FY23, the collaboration resulted in the streamlining of key aspects of the Center's Implementation Guidelines to create *Worker well-being in 5 easy steps*, an online suite of *Total Worker Health* videos, tip sheets, and resources for SAIF consultants to use with their small- and medium-sized clients. This continues to be available publicly; a link to this resource, in English and in Spanish, is available on our website. Our researchers are currently working with our SAIF colleagues to develop a process evaluation case study and paper based on this collaboration.

The Center also meets regularly with leadership at **Madison County (NY) Public Health**, **Marsh & McLennan Agency**, and the **Massachusetts Department of Public Health**. During these discussions, the Center shares updates on our research findings and evidence-based resources. In addition, there are conversations about their organizational priorities and conversations about potential opportunities for collaboration.

The Policy Working Group plays a critical role within our Center, helping to ensure that our research will inform both organizational policy and public policy. Members also provide dissemination recommendations and connect the Center's researchers with scholars and practitioners whose mission aligns with each project's research aims. Convened twice this year, in November 2024 and June 2025, members include Center leadership and six external policy experts, researchers, and practitioners. The Policy Working Group provided guidance to each of the four Center research studies, contributing to planning for potential policy implications of our research. In addition, two Center Affiliated Projects met with the Policy Working Group, also benefiting from their expertise and experiences.

Education and Training

Educational publications:

Designing, Implementing, and Evaluating Sustainable Interventions in Organizations: The How-To of Improving Worker Health and Well-being, by Karina Nielsen, **Glorian Sorensen**, Nadia El-Salanti, and Michael Munch-Hansen, is now available from Oxford University Press as an e-book, and soon to be available in hard copy. This book offers a systematic approach to fostering worker health and well-being through participatory organizational interventions. It includes key principles and recommendations for undertaking successful participatory organizational interventions; provides an evidence-based and step-by-step process to plan, implement, and evaluate organizational change, promoting health and well-being; and illustrates concepts with two real-world case studies, giving readers concrete tools and methods for different contexts. This approach to build healthy organizational work environments is essential for improving well-being on the job. This book contributes significantly to the field of occupational health, and honors the memory of our friend and colleague Karina Nielsen, who passed away in September of 2024.

Our Fulfillment Center Intervention Study team, led by **Erin Kelly** and **Lisa Berkman** published a guide for managers that explains how a workplace Health and Well-being Committee (HaWC) can reduce turnover and save money for employers. Starting a Workplace Health and Well-Being Committee: A Step-By-Step Guide for Managers includes information on how to prepare for, launch, and run a HaWC, as well as guidance on their structure and leadership and key strategies for success and sustainability. The Fulfillment Center Intervention Study implemented and tested the HaWC concept in a field experiment that took place in the e-commerce division of a retail organization. The results showed that HaWCs had positive impacts on employees' mental health in the first six months after launch and reduced turnover by 20% over 12 months, all at a comparatively low cost. The publication was featured in an MIT Sloan School of Management article, What is a workplace health and well-being committee — and why do you need one? on August 25, 2025.

Susan Peters and **Greg Wagner** contributed to a new book, *Leadership for Flourishing*, edited by James L. Ritchie-Dunham, Katy E. Granville-Chapman, and Matthew T. Lee. Their chapter describes how work shapes the extent to which workers thrive from their work, and delves into the importance of thriving from work as a necessary foundation for human flourishing. It includes a discussion of some of the challenges to achieving thriving from work that are faced in high-risk sectors and provides two examples of high-risk workplaces—in construction and healthcare.

The experience of fielding worker surveys in several Center and affiliated studies, and the approaches that improved engagement of low-wage workers, are discussed in Engaging low-wage workers in health and wellbeing survey research: Strategies from 5 occupational studies, about innovative strategies for improving survey response rates among low-wage workers. The authors share five case studies and offer practical recommendations to researchers surveying low-wage populations, highlighting that high-touch recruitment, building trust with workers and managers, and obtaining manager support to take surveys during work time are critical for obtaining reliable, representative data.

Greg Wagner continues to incorporate *Total Worker Health* concepts into his Environmental Health courses at the Harvard T.H. Chan School of Public Health. **Susan Peters** also taught into several graduate level occupational health courses during this past year.

Seminars/Webinars:

The Center sponsored two seminars during this fiscal year, in collaboration with the **Harvard Education and Research Center (ERC)**. These expand the reach of our educational efforts, bringing together researchers, practitioners,occupational and environmental medicine residents, and master's and doctoral students. We were unable to welcome NIOSH Director Dr. John Howard, as we usually do each year, due to circumstances related to the federal government.

- On April 17, 2025, the Center welcomed Nadia El-Salanti for a co-sponsored seminar, "Enhancing worker health and well-being at Novo Nordisk through organizational interventions". Nadia is an Organizational Psychologist and Principal Scientist at Novo Nordisk, a global healthcare company headquartered in Denmark. She led the development and implementation of a global mental well-being and stress prevention strategy. This seminar was jointly sponsored by our Center, the Havard Education and Research Center, and the Harvard Chan School Lee Kum Sheung Center for Health and Happiness. Attended by 62 people.
- On October 11, 2024, the Center and the Harvard Education and Research Center jointly hosted Anthony D. LaMontagne, ScD, who presented on "Work and Suicide: Evolving Understandings of Etiology and Intervention". Dr. LaMontagne is a Professor of Work, Health & Wellbeing at the Institute for Health Transformation and the School of Health & Social Development at Deakin University, in Melbourne, Australia. Attended by 73 people.

The Harvard University MOOC (Massive Open Online Course) "Business Transformation through a Culture of Health", which includes a segment featuring Center Co-Director **Glorian Sorensen** and Harvard Business School Professor Robert Huckman, is available to the public though Harvard's online courses. More than 95,750 people have enrolled in this free course since 2018.

Mentoring and Training

Mentoring and training health and safety professionals is critical to our capacity-building efforts. Students, post-docs, and junior investigators at our Center participate in planning studies, developing manuscripts, implementing pilot projects, and presenting at the Center's Works in Progress internal seminar series. The Center welcomed the following scholars during this year:

- **Yaminette Diaz-Linhart, PhD, MPH, MSW**, a post-doctoral fellow at the MIT Sloan School of Management, worked on the *Fulfillment Center Intervention Study*, under the mentorship of Erin Kelly, looking at workplace conditions and organizational policies that impact worker well-being.
- **Felipe Muñoz Medina, PhD**, was at the Center for a one-year post-doctoral fellowship from the University of Santiago, Chile. His work at the Center with Susan Peters focused on understanding how psychosocial conditions of work influence worker well-being, and the relationship between worker well-being and enterprise outcomes using longitudinal data from two studies. This fellowship has strengthened the Center's ties with the University of Santiago, Chile.
- **Tarek Carls** is a PhD student from the University of St. Gallen Switzerland, who participated in a 6-month visiting scholar program at the Center. Working with Susan Peters, he focused on exploring the relationship between age diverse teams, thriving, and enterprise outcomes such as turnover and work absence.
- **Dena Javadi**, a PhD student at the Harvard Chan School of Public Health, worked with the Fulfillment Center Intervention Study, with mentorship from Lisa Berkman, as well as from Erin Kelly, Laura Kubzansky, and Susan Peters. Her work primarily focused on workplace social capital, work-life well-being, and safety. She supported Susan Peters in investigating the short-form TfWQ in the warehouse setting.

- **Ricardo Diego Suárez Rojas**, a PhD candidate at the Boston College School of Social Work, is conducting a study funded by a **Harvard Education and Research Center Pilot Project Grant**, "Characterizing Experiences of Workplace Violence among Hospital Patient Care Employees". He is working with Erika Sabbath on analysis that focuses on narratives written by workers (2019-2024) to report experiences of assault occurring in the workplace to assess the relationship between exposure to violence and thriving from work.
- **Bruna Lopez**, PhD student at the Boston College School of Social Work, cleaned and analyzed nationally representative data from the Health and Retirement Study to examine trends in access to workplace-provided benefits among older workers. Along with her advisor, Cal Halvorsen, she published these results in a report on SSRN and presented on strategies for analyzing these data at the Society for Social Work and Research conference in January 2025.
- **Zoe Can**, a PhD student from University of Sheffield, U.K., is advised by Susan Peters. Zoe is exploring mental health and well-being in healthcare workers.
- **Stephanie Neidlinger, PhD**, successfully defended her doctoral dissertation in May 2025 in Work and Organizational Psychology at Helmut Schmidt University, Hamburg, Germany, and was advised by Susan Peters. Following a one-year visiting scholarship at the Center, she has continued her study of remote work and thriving into her post-doctoral studies. Three peer-reviewed papers have been published through these activities with more forthcoming.
- **Maren Wright Voss, PhD,** a Research Associate at the Harvard Chan School of Public Health, received a **Harvard Education and Research Center Pilot Project grant** to study "Thriving from Work: Assessment and Impact of Older Worker Preferences". Dr. Voss was mentored by Susan Peters (PI) and Cal Halvorsen. This project builds on existing survey tools to pilot a valid measurement approach of older worker preferences as predictors of thriving from work and retention, to support the validation of the Thriving from Work Questionnaire with this demographic.

Other Outreach Collaborations

The Center's Thriving from Work Questionnaire was included in **the Public Health Workforce Interests and Needs Survey (PH WINS)**, conducted by the de Beaumont Foundation and the Association of State and Territorial Health Officials. The Fall/Winter 2024 data collection marked the fourth time the government public health workforce was surveyed to capture public health workers' demographics and perspectives on key issues related to their work. Collaboratively with the de Beaumont Foundation, the collected data has been made available to **Susan Peters** and her team for analysis; their work will provide critical insights on the well-being of the U.S. public health workforce.

Cal Halvorsen continues to collaborate with the **Karolinska Institute** in Stockholm, Sweden, after spending 10 weeks there in the summer of 2025 as a visiting scholar. Funded by the Swedish Research Council for Health, Working Life, and Welfare, the grant for this appointment supports Cal's work with a multidisciplinary and international team of scholars at the Karolinska Institute.

Susan Peters and collaborators from the **Institute for Work & Health** in Canada are conducting a living systematic review on Artificial Intelligence in the Workplace. Led by Arif Jetha and funded by WorkSafe BC and the Workplace Safety Insurance Board, Canada, this review will be updated annually, summarizing emerging and critical impacts of AI in the workplace on worker well-being.

Susan Peters and **Cal Halvorsen** were both quoted in "Working During Retirement Years" in Men's Health Watch (Harvard Health Publishing) on August 1, 2025.

LOOKING AHEAD TO NEXT YEAR

For year 5 of this grant award, Susan Peters, in collaboration with Outreach Core Co-Lead Lisa Burke, will step into the leadership of the Outreach Core, as Cal Halvorsen continues his transition into his new position as Associate Professor at the Brown School at Washington University in St. Louis. Under Dr. Peters' leadership, the Center will continue to build on our strong foundation for ongoing outreach and dissemination activities, and we look forward to growing our communication, implementation, policy, and education efforts through multiple resources and activities, including:

- Development and publication of a manuscript focused on a retrospective of the Harvard Center's 20 years of NIOSH-funded research and dissemination.
- Development and publication of a manuscript in collaboration with other *Total Worker Health* Centers on stakeholder engagement, based on each Center's work over the years
- Promotion of Designing, Implementing, and Evaluating Sustainable Interventions in Organizations: The How-To of Improving Worker Health and Well-being, by Karina Nielsen, Glorian Sorensen, Nadia El-Salanti, and Michael Munch-Hansen, along with the development of resources based on content and related dissemination.
- Continued dissemination of the Thriving from Work Questionnaire, User Manual and Scoring Guide, working with additional collaborators to further expand the use of these resources
- Development and dissemination of Thriving from Work asynchronous webinars
- Continued collaboration with HealthPartners of Minnesota, including the development and submission of a manuscript reflecting their many years of collaboration with the Center.
- Completion of a paper and case study based on the Center's collaboration with SAIF of Oregon, based on the development of SAIF's *Worker well-being in 5 easy steps*.
- Continued collaboration with other organizations interested in implementing TWH approaches, especially those that are *Total Worker Health* Affiliates.
- The Policy Working Group will continue to provide guidance to our ongoing Center research projects and the direction of the Center moving forward.
- Center researchers will continue to present at seminars, webinars, conferences and courses.
- The Center will promote our new streamlined website in communications and presentations.

Selected Conference, Course, and Seminar/Webinar Presentations on Center Projects and Affiliated Projects

As part of the Harvard T.H. Chan School of Public Health Lee Kum Sheung Center for Health and Happiness Chester Pierce Symposium on November 12, 2024, **Glorian Sorensen** presented and **Erika Sabbath** moderated as part of a panel, "Happy in the Workplace: Cultivating Positive Work Experiences through Innovation and Leadership." Attended by more than 100 people.

Susan Peters was invited to lead a workshop at the National Association of Women in Construction Annual Meeting in Boston, MA on August 23, 2025. The topic of her presentation was "Thriving from the Ground Up: What construction can teach us about worker well-being".

Jack Dennerlein represented the Center at a panel discussion, *Health and well-being: Do they really drive workplace competitiveness and productivity?* on August 12, 2025, hosted by Mutual de Seguridad, a private, non-profit workers' compensation organization that also develops risk prevention programs in Chile. The panel addressed strategies to implement health and well-being programs that enhance productivity, from an organizational leadership perspective, with the objective of positioning workplace health and well-being as strategic pillars for corporate competitiveness and sustainability. Approximately 150 general managers and senior executives attended.

Susan Peters and **Jack Dennerlein** were opening keynote presenters at the 2025 HERO Forum on March 12, 2025, at Babson College in Wellesley, MA, "*From Stigma & Silence to Solutions: Addressing Workforce Mental Health Through Systemic Change*". Their presentation, "Work Shouldn't be a Risk Factor: Rethinking Mental Health in the Workplace", was attended by approximately 75 employers. **Erika Sabbath** also presented her research on the mental health of obstetrician-gynecologists as part of the HERO Think Tank on March 11, 2025.

Several Center researchers were planning to attend and present at the Work, Stress and Health 2025 Conference, held in Seattle, WA, on July 8-11, 2025. The conference provides a forum for the latest research and evidence-based practice concerning the human side of occupational health, safety, and well-being. Unfortunately, our researchers were unable to attend because of grant funding challenges. However, the Center prioritized support for early-career researchers, making it possible for **Maren Voss** to attend and present on the validation of the Thriving from Work Questionnaire with older workers.

Other presentations this year include:

Kowalski AM, Kelly EL, Rahmandad H, Siebach KF (October 2024). Does a new voice channel reduce turnover and improve work? Evidence from a cluster-randomized trial in fulfillment centers. Cornell Management & Organizations/OB Seminar.

Kowalski AM, Kelly EL, Rahmandad H, Siebach KF. (October 2024). Does a new voice channel reduce turnover and improve work? Evidence from a cluster-randomized trial in fulfillment centers. WZB Globalization, Work andProduction group symposium.

Kowalski AM, Kelly EL, Rahmandad H, Siebach KF. (November 2024). Does a new voice channel reduce turnover and improve work? Evidence from a cluster-randomized trial in fulfillment centers. ICOS Seminar - University of Michigan.

Siebach KF. (November 2024) The Fulfillment Center Intervention Study. North Carolina Center for Total Worker Health.

Kowalski AM, Kelly EL, Rahmandad H., Siebach KF (December 2024). Does a new voice channel reduce turnover and improve work? Evidence from a cluster-randomized trial in fulfillment centers. Cornell ILR Global Labor and Work Workshop.

Halvorsen C. (January 2025). Enhancing older adults' well-being and engagement through paid work and volunteering. Presentation to the Department of Psychological and Brain Sciences' Aging and Development Brown BagSeries, Washington University in St. Louis.

Conference and Seminar/Webinar Presentations, *continued*

Neidlinger SM, **Peters SE** & Felfe J. (January 2025). How do aspects of the work environment effect hybrid workers' thriving and mental health? A daily diary study. Small Group Meeting "Hybrid Work" of the European Association of Work and Organizational Psychology, Berlin, Germany.

Peters, SE (March 2025). Keynote presentation. Improving workplace mental health and well-being: Amplifying worker voice and creating psychological safety. HERO Forum: From Stigma and Silence to Solutions: AddressingWorkforce Mental Health through Systemic Change.

Neidlinger SM, **Peters SE,** & Felfe J. (May 2025). A daily diary study on how the workplace environment affects hybrid workers thriving and mental health. In. A. S. Lauterbach (Chair) Workspace Reimagined: Optimizing Design forHealth and Performance in Hybrid Settings. [Symposium]. 22nd European Congress of Work and Organizational Psychology, Prague, Czech Republic.

Wagner G. (June 2025) Work & Health, Health & Work and the policies that connect them. National Academies of Sciences, Engineering, and Medicine Roundtable on Population Health Improvement. Exploring Labor Policy and Population Health: A Workshop Series, Washington, DC.

Siebach KF, Kubzansky L, Diaz-Linhart Y, **Kowalski A, Kelly EL**. (June 2025). Effectiveness of a Participatory Voice Intervention on Psychological Well-being among Warehouse Workers: Results from the Fulfillment Center Intervention Study. LERA.

Javadi D, Kelly EL, Berkman L. (June 2025)."Workplace Social Capital in U.S. Fulfillment Centers: A Longitudinal Assessment of Impact on Psychological Distress and Turnover" LERA.

Siebach KF, Kubzansky L, Diaz-Linhart Y, Kowalski A, Kelly EL. (July 2025). "Effectiveness of a Participatory Voice Intervention on Psychological Well-being among Warehouse Workers: Results from the Fulfillment CenterIntervention Study" Work, Stress, and Health Conference, Society of Occupational Health Psychology and National Institute for Occupational Safety & Health, Seattle, WA.

Voss MW, **Peters SE, Halvorsen C**. (July 2025). Predicting Older Worker Thriving and Labor Force Attachment from Preference Alignment. Work, Stress, and Health Conference, Society of Occupational Health Psychology and National Institute for Occupational Safety & Health, Seattle, WA.

Kowalski AM, Kelly EL, Rahmandad H., Siebach KF (September 2025). Does a new voice channel reduce turnover and improve work? Evidence from a cluster-randomized trial in fulfillment centers. UC Berkeley Haas Management and Organizations seminar.

Siebach KF, Kubzansky L, Diaz-Linhart Y, **Kowalski A, Kelly EL**. (September 2025). Effectiveness of a Participatory Voice Intervention on Psychological Well-being among Warehouse Workers: Results from the Fulfillment Center Intervention Study. Virtual presentation, Institute for Work & Health, Toronto internal seminar.

Selected Center Publications

Nielsen K, **Sorensen G**, El-Salanti N, Munch-Hansen M. Designing, Implementing, and Evaluating Sustainable Interventions in Organizations: The How-To of Improving Worker Health and Well-being. 2025. Oxford University Press: New York, NY.

Peters, S.E., Wagner, G.R. (2025). Flourishing in the High-risk Workplace, in James L. Ritchie-Dunham, Katy E. Granville-Chapman, and Matthew T. Lee (eds), *Leadership for Flourishing*. Oxford University Press.

Sabbath EL, Lovejoy M, Schneider DK, **Diaz-Linhart Y, DeHorn G, Peters SE**. Engaging low-wage workers in health and well-being survey research: strategies from 5 occupational studies. American Journal of Public Health 115, 201_208. 2025.https://doi.org/10.2105/AJPH.2024.307875

Lovejoy M, Berkman L, Kelly E, Kubzansky L, Winter A, Bolin, J. Implementing a Work Design for Health Approach: A Step-By-Step Guide to Creating a Healthier Workplace**.** Harvard Center for Population and Development Studies: Boston, MA, USA, 2024.

Alahmad B, Kessler W, Alwadi Y, Schwartz J, **Wagner GR**, Michaels D. A nationwide analysis of heat and workplace injuries in the United States. *Environ Health* 24, 65. 2025.

Boston Hospital Workers Health Study

Stelson E, Sorensen G, Berkman L, Ballou S, **Hashimoto D, Kubzansky LD, Sabbath EL**. Physical Health Consequences of Vicarious Trauma: Prospective Relationship Between Hospital Patient Care Worker Vicarious Trauma Symptoms and Gastrointestinal Disorders. J Occup Environ Med 2025 August, 67(8):p 654-665.

Fulfillment Center Intervention Study

Siebach KR, Lovejoy M, Kelly EL, Díaz-Linhart Y, Mangelsdorf ME. Starting a Workplace Health and Well-Being Committee: A Step-By-Step Guide for Managers. MIT Institute for Work and Employment Research, July 2025.

Thriving Workers, Thriving Workplaces Study

Neidlinger SM, Felfe J, & **Peters SE** (2025). Does working from home limit our strengths? Investigating character strength application in hybrid work contexts within 2 diary studies. The International Journal of Human Resource Management, 1–31.

Voss MW, **Halvorsen CJ**, Yadav K, Neidlinger SM, **Wagner GR, Peters SE.** Thriving from Work Questionnaire: Validation of a Measure of Worker Wellbeing Among Older U.S. Workers. Int J Environ Res Public Health 2025; 22(9):1428.

Older Workers' Health and Well-being Study

Halvorsen C, Lopez B. Supporting Older Workers: Trends in Employer-Provided Benefits — 2010 to 2020. January 10, 2025. Available at: http://dx.doi.org/10.2139/ssrn.5092550.

Making the Case for Total Worker Health in Nursing Homes (previous funding cycle study)

Roy S, **Collins JE, Boden LI, Katz JN, Wagner GR, Sorensen G, Williams J**. Predicting COVID-19 Cases in Nursing Homes of California and Ohio: Does the Work Environment Matter? J Occup Environ Med 66(10):e460-e466, October 2024.

Selected Publications from Center Affiliated Projects

The Center's Affiliated Projects are not directly funded through the Center's NIOSH Total Worker Health grant, although they are central to the Center's mission and goals. These projects are led by or involve Center investigators and have a Total Worker Health component (worker safety, health, well-being/mental health, addresses working conditions).

Study of OB-GYNs in Post-Roe America

Buchbinder M, Arora KS, McKetchnie SM, **Sabbath EL**. Medical uncertainty in the shadow of Dobbs: Treating obstetric complications in a new reproductive frontier. Soc Sci Med 2025; 369,117856.

Buchbinder M, & **Sabbath EL**. Reproductive Healthcare After *Dobbs*: Rethinking Obstetric Harm in the United States. Med Anthropol 2024, 44(1), 6-21.

Buchbinder M, Arora KS, McKetchnie SM, **Sabbath EL**. Sources of moral distress among obstetrician-gynecologists after *Dobbs*: A qualitative, multi-state study. SSM – Qualitative Research in Health, Volume 6, 2024.

Sabbath EL, McKetchnie SM, Arora KS, & Buchbinder M. Are state abortion bans an occupational health hazard for obstetrician-gynecologists? Findings from a multistate qualitative study. Occup Environ Med 2024; 81:493-497.

Artificial Intelligence

Jetha A, Bakhtari H, Irvin E, Biswas A, Smith M, Mustard C, Arrandale V, **Dennerlein J**, Smith P. Do Occupational Health and Safety Tools that Utilize Artificial Intelligence Have a Measurable Impact on Worker Injury or Illness? Findings from a Systematic Review. Syst Rev 2025 Jul 11; 14(1), 146.

Jetha A, Crouch M, Vold K, **Peters SE,** Vietas J, Sriharan A, Irvin E. Artificial Intelligence in the Workplace: A Living Systematic Review Protocol on Worker Safety, Health, and Well-being Implications. SSRN Jan 23, 2025.

Other Related Publications

Voss MW, Potla S, **Sabbath EL, Wagner GR, Peters SE**. Overlooked responders: Addressing the overlooked role of non-uniformed emergency management. Journal of Emergency Management. In Press.

Can Z, Vasquez C, **Peters SE**, Dawson J. The role of healthcare providers in sustainable return-to-work for individuals with common mental disorders. British Medical Journal. 156(1): ldaf018.

López Bohle S, van Beurden J, **Muñoz Medina F**, **Peters SE**. We need more voices, not less! Promoting employee voice through transformational leadership. The mediating role of organization-based self-esteem. Economic and Industrial Democracy May 3, 2025.

Michaels D & **Wagner GR**. OSHA Injury Data: An Opportunity for Improving Work Injury Prevention. American Journal of Public Health 115, 588_595.

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a = Evaluation and Planning Core
b = Outreach Core
c = Boston Hospital Workers Health Study
d = Fulfillment Center Intervention Study
e = Thriving Workers, Thriving Workplaces Study
f = Older Workers' Health and Well-being Study

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Center External Advisory Board, 2021- 2026

Members of the External Advisory Board provide guidance on project implementation to maximize impact; identify key priorities for future research and education; and facilitate relationship building with key regional and national resources.

The Center fondly and gratefully remembers our dear friend, colleague, collaborator, and member of our External Advisory Board, Karina Nielsen, who passed away on September 24, 2024.

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