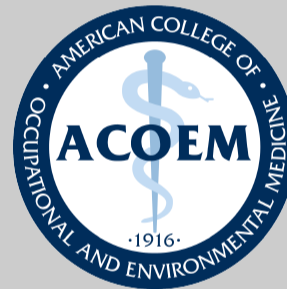


# A<sup>OH</sup>HC2022

What we learned –  
setting up a successful  
staff health risk  
assessment survey during  
a pandemic



AMERICAN COLLEGE OF  
OCCUPATIONAL AND  
ENVIRONMENTAL MEDICINE

Jasminka Goldoni Laestadius, MD, PhD, FACOEM  
Caryn Frith, MD, FACOEM  
Stuart Fisher, PhD  
Sophia Woldemicael, MT (ASCP)

# The World Bank Group

## Mission:

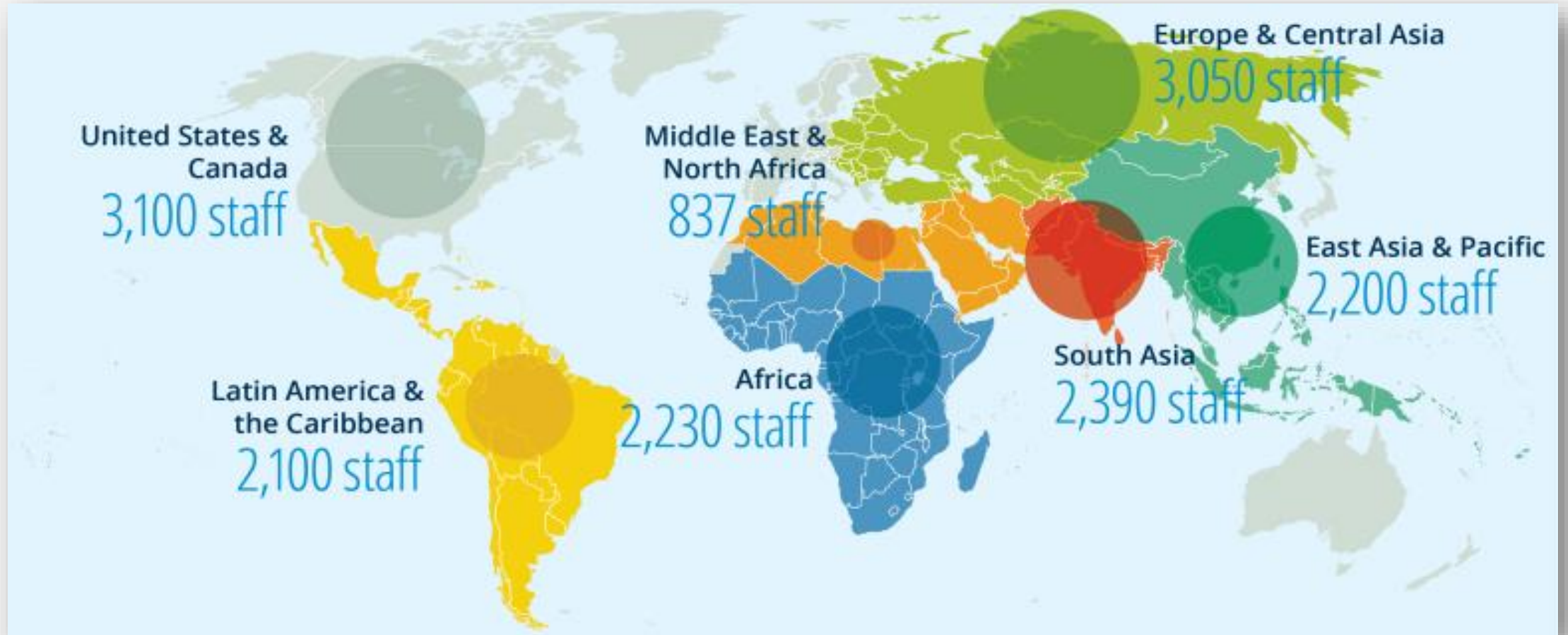
- To end extreme poverty
- To promote shared prosperity

## Global partnership:

- 5 institutions- One group
- 189 member countries
- 140 office locations
- 250 Country Offices



# Our Staff are From ...



# Health and Safety Directorate (HSD)



## HSD' s Mission

Protect and promote the health and safety of **staff wherever they may be, taking account of their individual health status, working environment and job demands.** This is achieved by:

- **managing health and safety risks**
- offering **evidence-based, quality controlled and integrated** occupational health and safety services, and
- nurturing trust in clients through professionalism and confidentiality.

# OHS Framework in the WBG and the UN System

## World Bank Group Directive

### Occupational Health and Safety

**Bank Access to Information Policy Designation**  
Public

**Catalogue Number**  
EXC3.08-DIR.111

**Issued**  
January 19, 2018

**Effective**  
January 19, 2018

**Content**  
Defines the Occupational Health and Safety Management System for WBG

**Applicable to**  
IBRD,IDA,IFC,MIGA,ICSID

## Procedure: Occupational Health and Safety Committee

Bank Access to Information Policy Designation

Official Use Only

Catalogue Number

EXC1.01-PROC.70

Issued

2/1/2016

Effective

2/1/2016

Last Revised On

Content

Defines the roles and responsibilities of the WBG Occupational Health and Safety Committee

Applicable to

IBRD,IFC,IDA,MIGA,ICSID

Issuer

President, EXC

Sponsor

Director, HRDHS

## WORLD BANK GROUP

### Introduction and purpose

The health and safety of WBG staff is a priority for everything we do, our health and safety capacity to contribute to the world.

This document summarizes the WBG Occupational Health and Safety Management System, which is intended to ensure the safety of staff, and is intended to be used in the Health and Safety Management System.

- The President's statement on the WBG Occupational Health and Safety Management System
- The context of the WBG Occupational Health and Safety Management System
- The core principles of the WBG Occupational Health and Safety Management System
- Responsibility and accountability for the WBG Occupational Health and Safety Management System

As implementation of the WBG Occupational Health and Safety Directives, Procedures, and Framework.

### President's Statement:

People are the World Bank Group's most valuable resource, and to support our staff, our working environment should be as healthy and safe as possible. I would like all staff to know that I am fully committed to maintaining such an environment, and to promoting the highest degree of physical, mental, and social wellbeing of all employees.



UNITED NATIONS SYSTEM

## Chief Executives Board for Coordination

HIGH-LEVEL COMMITTEE ON MANAGEMENT (HLCM)  
Twenty-ninth Session, 19-20 March 2015  
UNESCO Headquarters – Paris

## United Nations

## Occupational Safety and Health (OSH) Framework

Kiosk - Occupational Health and Safety

Staff Connections - WBG

## Occupational Health and Safety

Date: July 15, 2014 - 11:45

Sponsor: Office of the President

Colleagues,

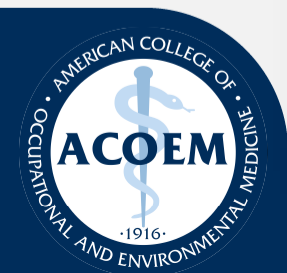
People are the World Bank Group's most valuable resource, and to support our staff, our working environment should be as healthy and safe as possible. I would like all staff to know that I am fully committed to maintaining such an environment, and to promoting the highest degree of physical, mental, and social wellbeing of all employees.

During my travels and interactions with staff, I have seen the positive impact of the extremely positive recognition actions taken to ensure their safety, and directed towards the accountabilitys through the management of their own health and safety.

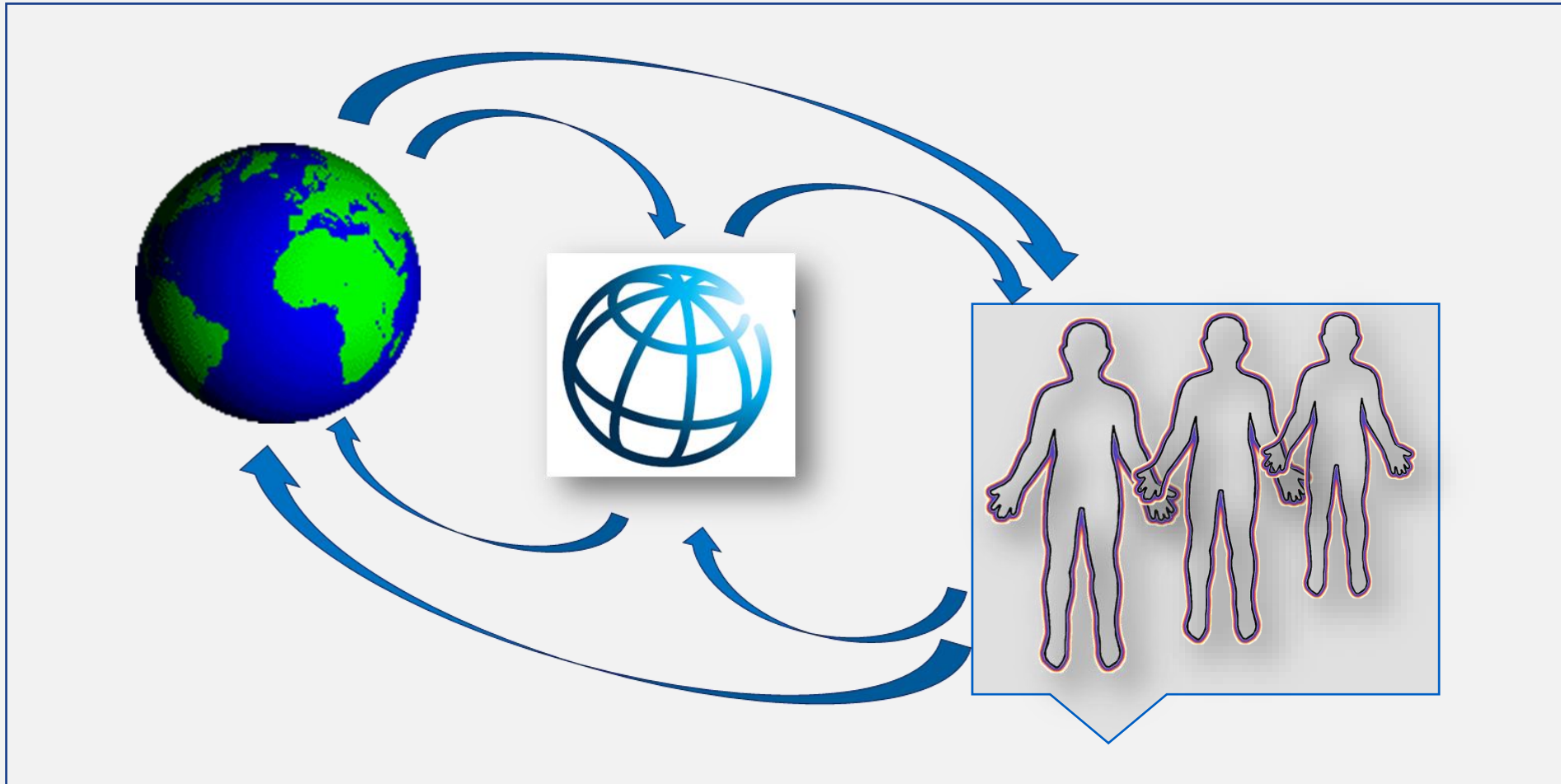
To this end I am establishing a repeatable Occupational Health and Safety Management Team, tasked with developing a repeatable Occupational Health and Safety Management system to identify, assess, and manage the physical work environment factors, and the sustainability of the World Bank Group.

I have asked Sean McGrath, VP for Human Resources, to lead this Committee, which will begin its work on a World Bank Group Health and Safety policy immediately. I look forward to hearing how this moves forward, and will ask Sean to update staff on progress.

Jim



# Three Dimensions of Health and Safety Risks: General Environment – Workplace – Individual & Population Health



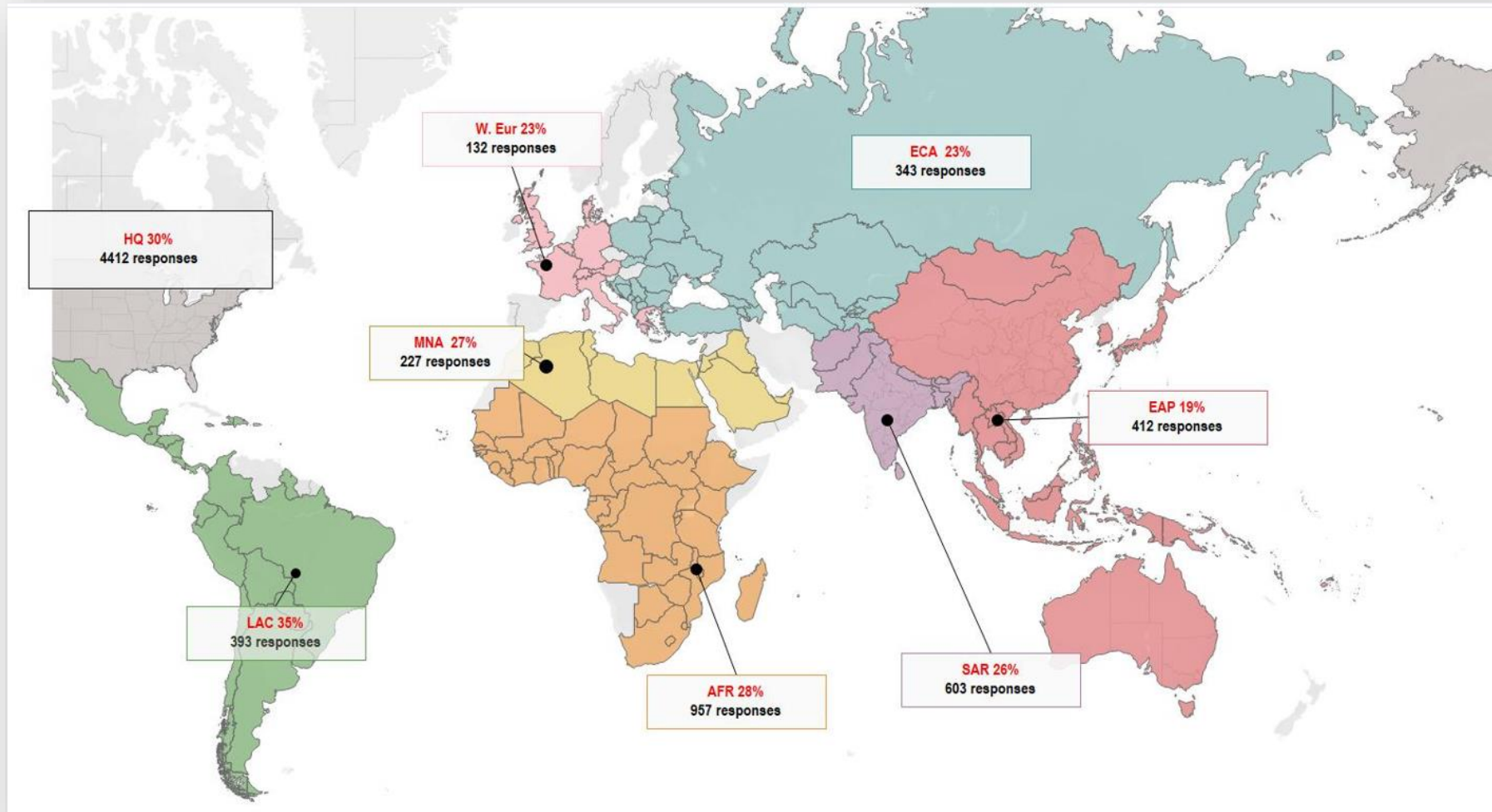
## Staff Health and Safety Risk Assessment:

## Content:

- General Information
- Employment
- Work Patterns
- COVID-19 Pandemic Experience
- Perception of Health
- Physical Health
- Mental Health
- Office Set Up/Ergonomics
- Doctor's Visits and Preventative Screening
- Sick Leave
- Vaccines
- Blood Pressure and Lab Results
- Plans Regarding Your Health

# WBG Staff Health & Safety Risk Assessment

**32% response rate/ 8,470 responses**



# 6.2 Million Data Points

Survey distribution  
26,878



Submitted responses  
8,470  
(32% response rate)



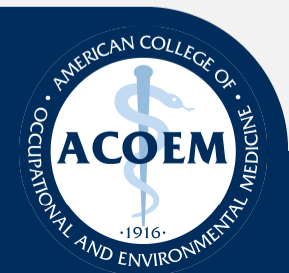
Included analytic sample  
7,756  
(29% response rate)

Section/Item number/Question	Metric of interest/High risk definition	2015 reported	2021	2021	HQ	Country Office	AFR	EAP	LAC	MNA	ECA	SAR	W.Europe	non-FCV	FCV
			Percent (n= 7,756)	Count	n=4412	n=3141	n=957	n=412	n=393	n=227	n=343	n=603	n=132	n=2639	n=464
<b>Q22 Work Patterns</b>															
Q23 How satisfied are you with your work life balance during the COVID-19 Pandemic?	Respondents said they were very dissatisfied or moderately dissatisfied with work-life balance during the pandemic	N/A	33.3%	2,580	34.5%	31.9%	24.8%	34.4%	33.2%	31.3%	36.4%	32.2%	38.6%	31.9%	26.3%
Q24 How satisfied were you with your work life balance prior to the COVID-19 Pandemic?	very dissatisfied or moderately dissatisfied	N/A	20.7%	1,595	23.7%	16.9%	15.6%	18.8%	18.7%	23.3%	14.0%	10.5%	23.1%	16.2%	16.3%
Q25 How often do you use a smart phone or other device to track business during off hours?	Always or often	59.5%	84.2%	6,523	83.9%	84.8%	87.0%	86.4%	83.0%	93.4%	85.4%	77.6%	84.1%	83.4%	91.1%
Q26 How many days per week do you check your work email within 30 minutes of going to bed?	More than 5 times/week	40.8%	44.2%	3,412	43.7%	44.9%	49.1%	44.5%	34.1%	60.8%	42.6%	41.1%	36.4%	42.8%	54.5%
Q27 How many days per week do you check your work email within 30 minutes of waking up?	More than 5 times/week	40.4%	50.4%	3,892	52.1%	48.1%	47.9%	47.4%	39.3%	67.8%	47.5%	46.4%	43.9%	46.3%	56.0%
Q28 How many times per week do you participate in work related conference/video calls outside your usual business hours?	More than 3 times/week	25.1%	38.0%	2,868	34.2%	43.6%	43.4%	52.7%	28.9%	52.1%	36.3%	48.2%	35.7%	42.8%	44.5%

# Making the Business Case for Surveys

- Institutional caring
- Safe Space
- Priorities
- Data
- Mental and Physical State
- Sentiment
- Engagement with Initiatives
- Suggestions
- Trends
- Success of Interventions

**INFORM POLICIES  
AND STRATEGIES**



# SWOT Analysis

<ul style="list-style-type: none"><li>• Directly answering the call from Staff</li><li>• Duty of Care</li><li>• Data Gathering Informing future Pandemic Response.</li><li>• Mental Health Strategy</li><li>• Ready to Go (almost!)</li><li>• Support Staff to focus on Health (not just COVID-19)</li><li>• Informing future Pandemic Response.</li><li>• Our Expertise</li><li>• Precedent set by other UN orgs</li></ul>	<ul style="list-style-type: none"><li>• Potential skewing of data d/t COVID-19</li><li>• Potential Survey Fatigue / Timing (August)? (we believe this is an opportunity)</li></ul>
<p>Strengths</p>	<p>Weaknesses</p>
<ul style="list-style-type: none"><li>• Focus Staff on Health and Safety</li><li>• Comparison with Baselines</li><li>• Understanding Home-Based Work</li><li>• Identifying High Risk Populations</li><li>• COVID-19 effects on location</li><li>• COVID-19 Vaccine Uptake</li><li>• Staff perceptions of Travel</li><li>• Identify Emerging Health and Safety Issues</li><li>• Target Future Interventions Based on Location and Situation</li><li>• Partnering with others e.g., Corp Sustainability etc.</li></ul>	<ul style="list-style-type: none"><li>• Delaying Doing Survey Data Effects</li><li>• Reputational</li><li>• Timing with other releases (we should not delay)</li></ul>
<p>Opportunities</p>	<p>Threats</p>

# Distilled Strategic Value of Data

To assess staff's physical and mental fitness

To inform Mental Health Strategy

To inform return to offices strategy

To plan return to mission travel

To prioritize vaccination campaigns

To plan future work

To prepare for the next pandemic

# Stakeholder Analysis

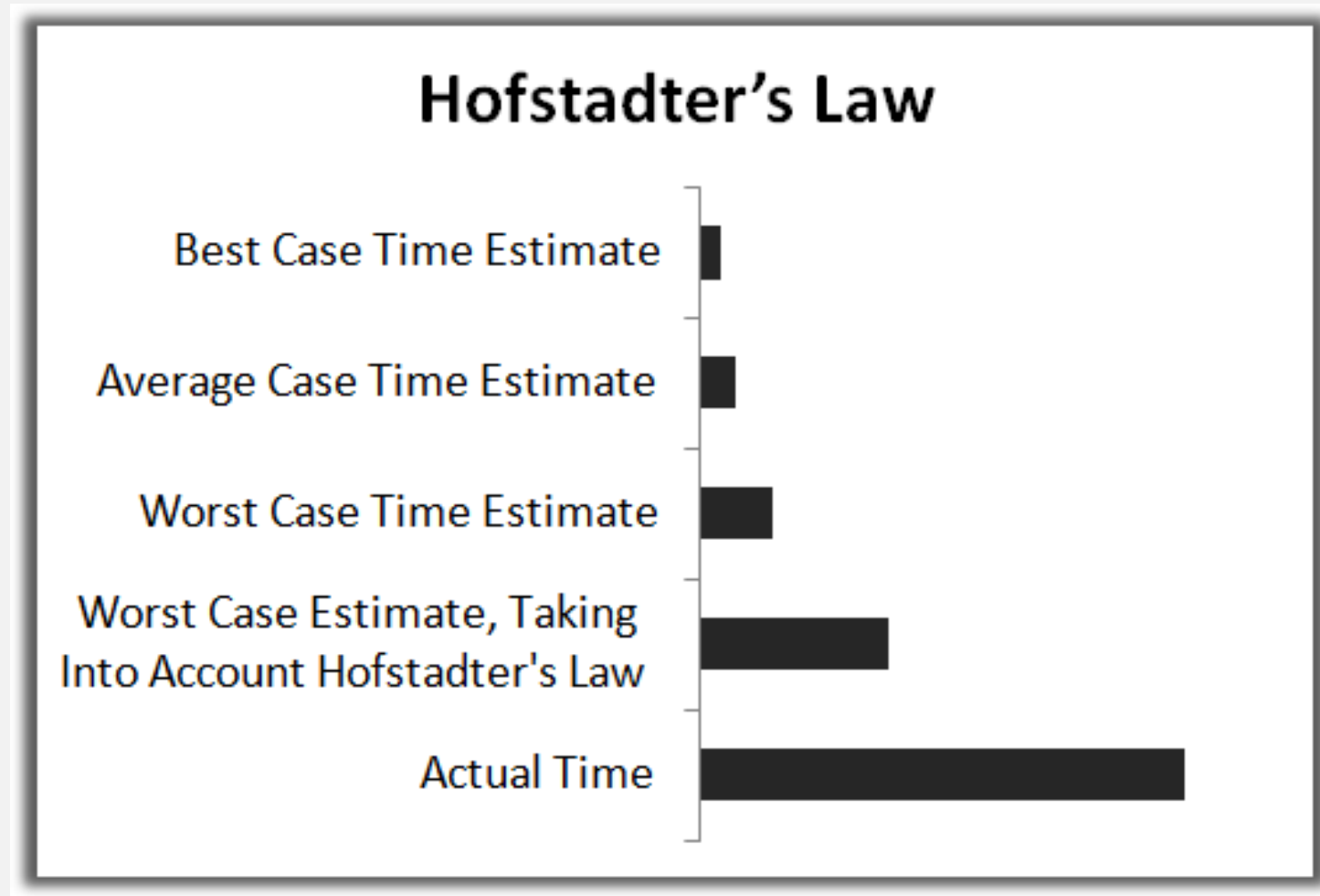
## Stakeholder Analysis

- Managers
- Staff
- Staff groups
- Survey Partners
  - Survey analysis
  - IT security
  - Data Privacy
  - Communications



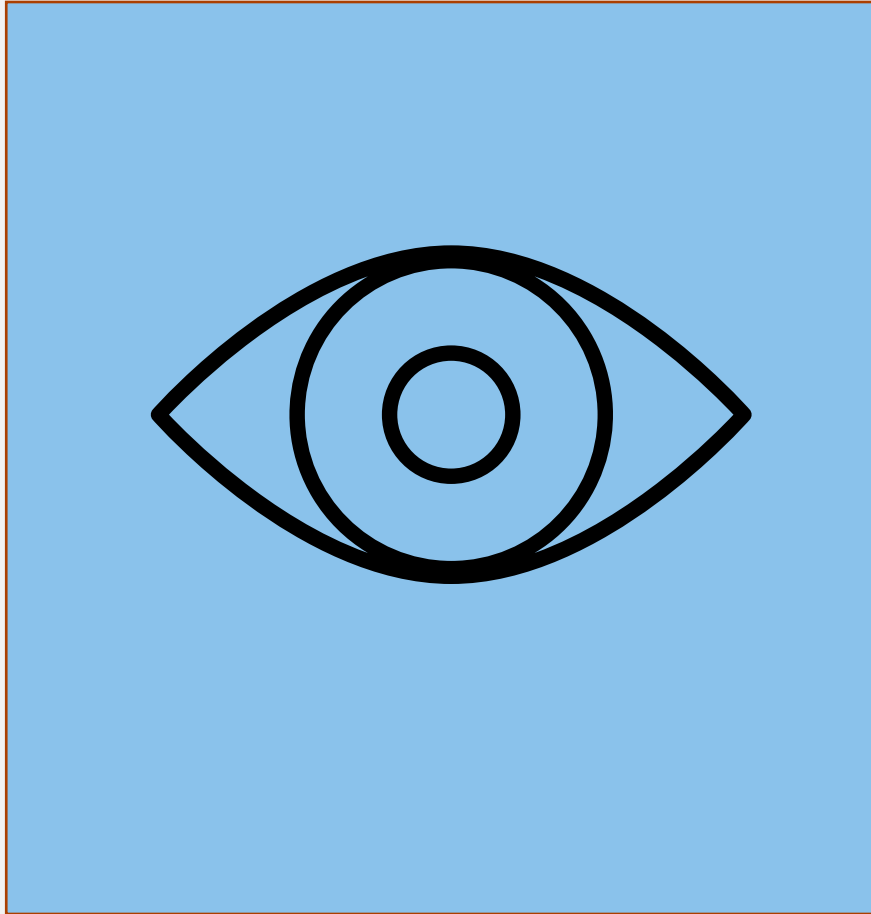
Adapted from : [https://www.mindtools.com/pages/article/newPPM\\_07.htm#Interactive](https://www.mindtools.com/pages/article/newPPM_07.htm#Interactive)

# The importance of proper planning

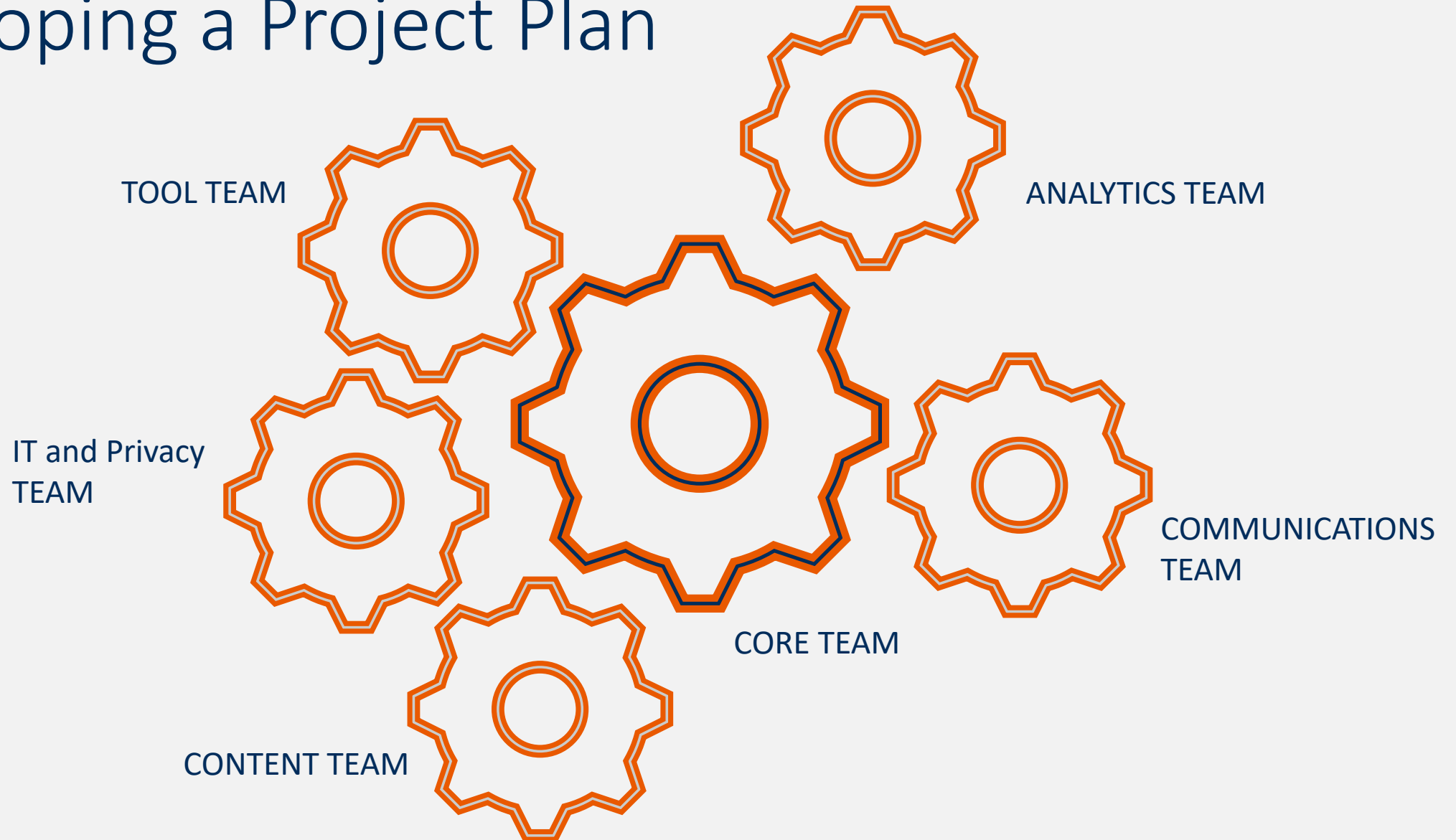


<https://nargaque.com/2010/05/31/hofstadters-law/>

# Data Privacy vs. Data Security



# Developing a Project Plan



# A Little Bit More About Communications

BEFORE LAUNCH	DURING	AFTER / BEFORE RESULTS
Attention grabbing	Reminding	Thanking
Excitement generating	Reminding	Informing
Informational	Reminding	Inspiring

Emails  
Survey Site  
Events



# Adapting the survey

**Our audience**

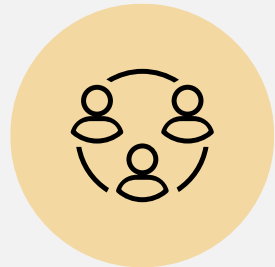
**Our organization**

**Our programs**

# Ingredients for a successful survey design

## Collaboration

- ✓ *Survey team*
- ✓ *Internal groups of interest*  
*SMEs*
- ✓ *Survey platform vendor*
- ✓ *Communication strategy*
- ✓ *Analysis and reporting partners*



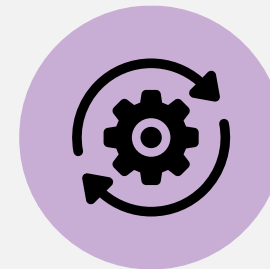
## Expertise

- ✓ *Designing questions*
- ✓ *Analytics*
- ✓ *Report writing*



## Resources

- ✓ *Survey platform*
- ✓ *Analysis and reporting of survey*
- ✓ *Communication resources*

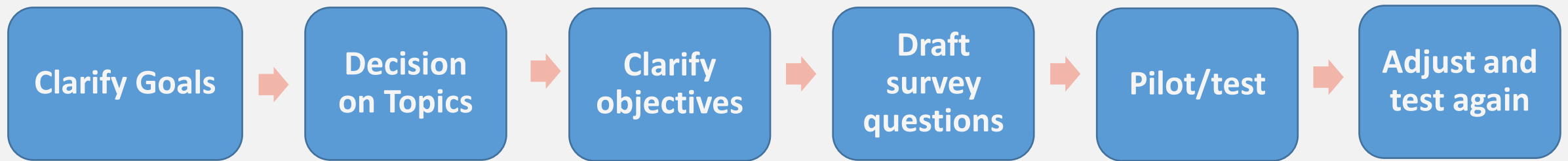


## Time

- ✓ *Developing, testing and launching takes time*
- ✓ *Be prepared for setbacks*

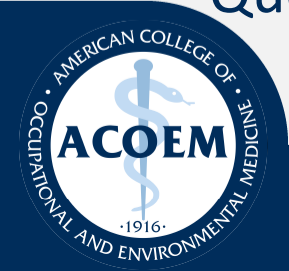


# Item generation and selection process



# Designing survey questions

- Iterative process
- Begin with data analysis plan
  - Purpose for each question
- Question wording
- Avoid bias
- Language
  - it is important to ask questions that are clear and specific and that each respondent will be able to answer.
- Avoid double barreled questions
- Grouping of questions
- Question order

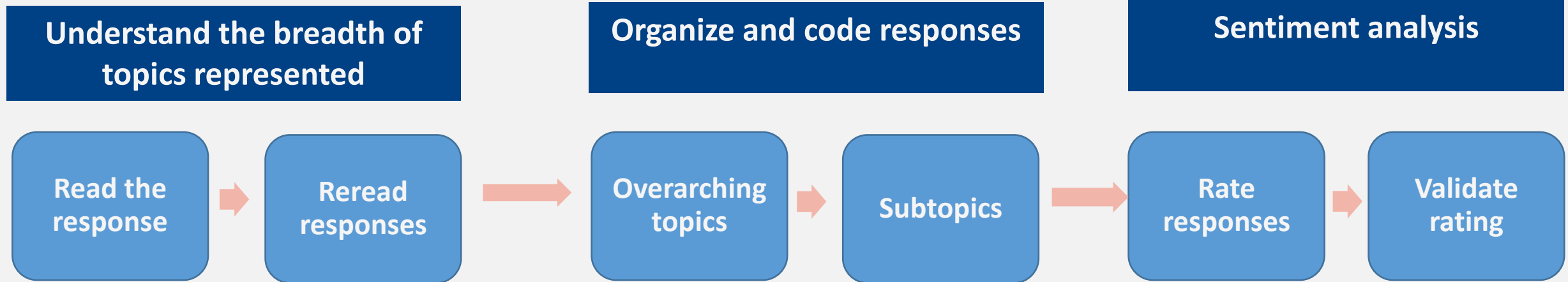


# Ingredients for a successful survey launch

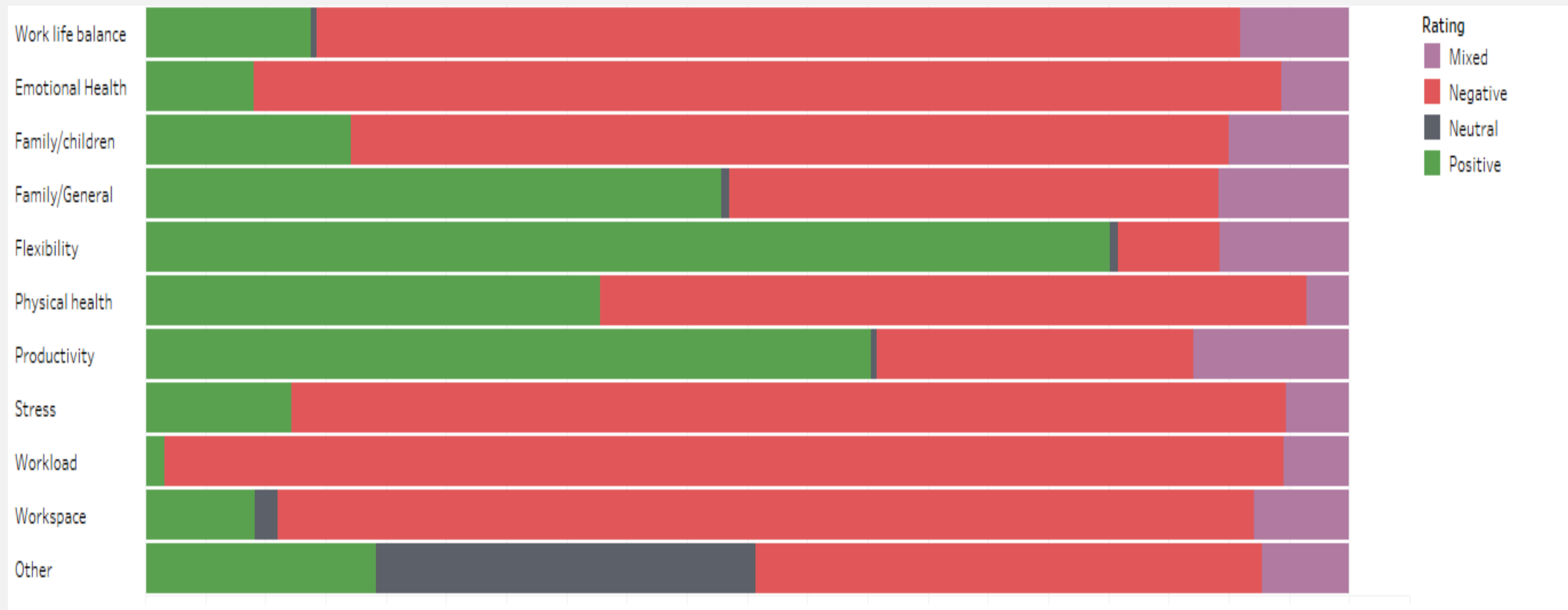




# Analyzing open ended questions results



# Qualitative analysis



# How the Survey informed the Mental Health Strategy

## Overarching Goals

- Promote, Protect, & Support the mental health of the global workforce
- Emphasis on shared responsibility: this is not just a health concern, but an institutional concern

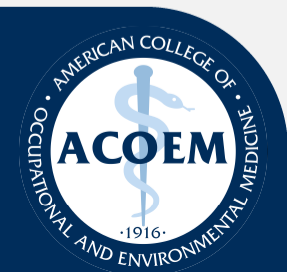
## Foundational elements of the Strategy

- Increase mental health awareness and 'literacy'
- Increase access to care challenges  
Diminish stigma

## Five-year implementation plan



[Healthy Workforce | United Nations](#)



#AOCVirtual2021

# Role of the Survey in the Strategy

- Identification and mitigation of psychosocial risk factors – both personal and institutional
- Longitudinal measurement of impact of strategy implementation
- (Baseline) measure of topics of institutional interest
  - Domestic abuse prevention program, e.g.
- Comparison with UN-wide survey
  - Connection to UN Mental Health Strategy

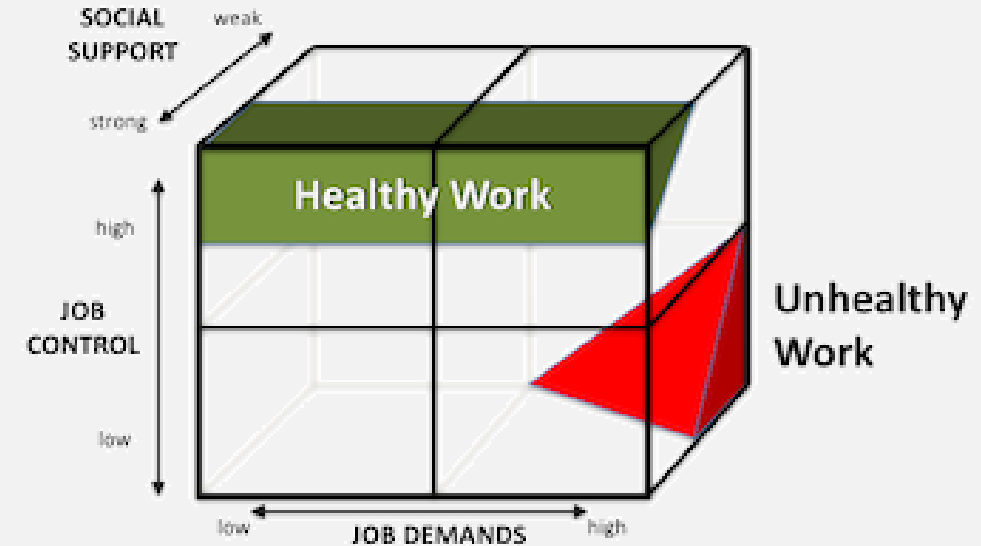
# Content Areas

- General Information
- Employment
- Work Patterns
- COVID-19 Pandemic Experience
- Perception of Health
- Physical Health
- Mental Health
- Office Set Up/Ergonomics
- Doctor's Visits and Preventative Screening
- Sick Leave
- Vaccines
- Blood Pressure and Lab Results
- Plans Regarding Your Health

- Health behaviors that correlate with mental health
  - Sleep, physical activity, etc.
- Substance use
- Work and 'non-work' life satisfaction
- Impact of stress on health
- Impact of respondent's stress on family
- Frequency of negative mood states

# Content Areas

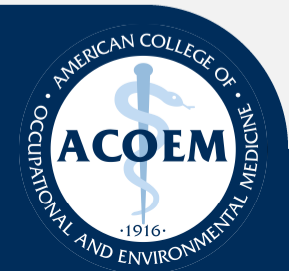
- Overall stress
- Sources of stress
  - Emphasis on sources that are consistent with burnout
  - Anchored against Karasek's job strain, or demand-control, model of stress
- Sources of support
  - Both extant and desired
- Domestic abuse
- Stigma
  - Item selection from "RIBS"  
(Reported & Intended Behavior Scale)



<https://www.jozito.com/job-demands-resources-untangling-stress-and-motivation/>

# Takeaways

- Meaningful data critical for program implementation
- Important to anchor item selection
  - Against comparators
  - Against evidence-based and industry-accepted standards, and refereed research
- Health service utilization alone is insufficient to demonstrate impact
  - Yet, survey data can be instrumental in demonstrating impact



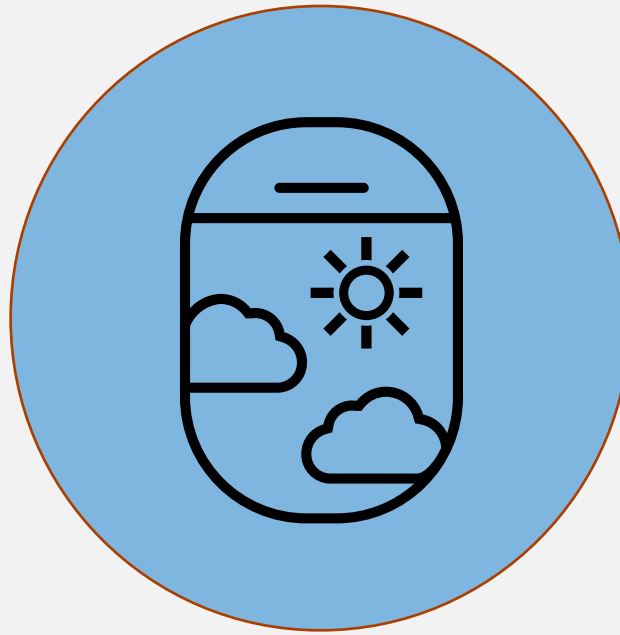
# Takeaways

- Comparability across similar institutions is desirable
  - But, be careful – nobody wants to be the outlier
- Decide on how best to stratify the results (gender, age, location, etc.)
- Humbly acknowledge inherent risk of self-report data
  - Prevalence of reported conditions and not diagnoses
- Leverage results to identify “drivers” (personal & institutional) of mental ill health, stress, and so on

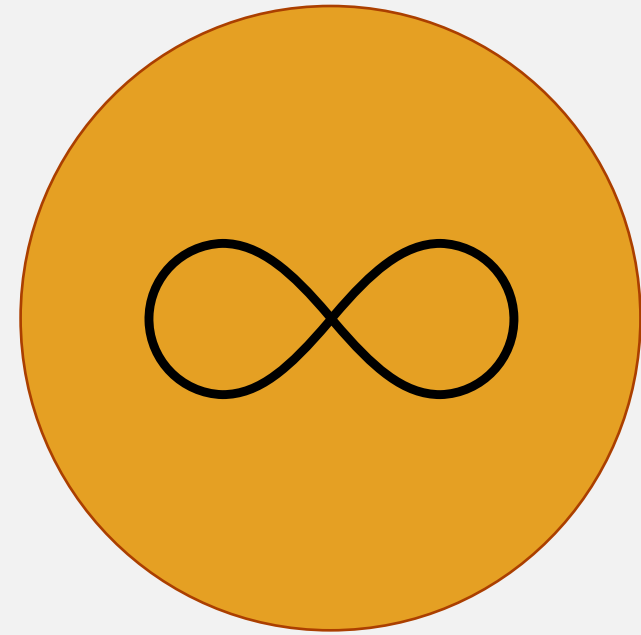
Finally, COMMIT to:



ACTION



TRANSPARENCY



“LONGITUDINALITY”

# What we Learned

## Value

Surveys are the most efficient and cost-effective way to harvest data on health risks and conditions in your populations, and the only way to do that in a global setting

## Power

**One holistic survey administered regularly** is far more powerful than multiple small surveys which give incomplete pictures, are not comparable, and cause survey fatigue

## Strategic planning and implementation

Have clear objectives, think back from the end goals when building questions, and involve from the very beginning all stakeholders who will implement the recommendations

## Communication

Everybody, from top to bottom, has role in survey's success. Let them know what it is and let them own the survey!

## Follow up!

The health risk assessment is the first step in OEM management system leading to continuous improvement of our services. Create evidence-based interventions and monitor their impact through regular surveys.



