



Psychosocial
Organizational
Environmental

Johns Hopkins POE
Total Worker Health
Center in Mental Health



Annual Report 2023





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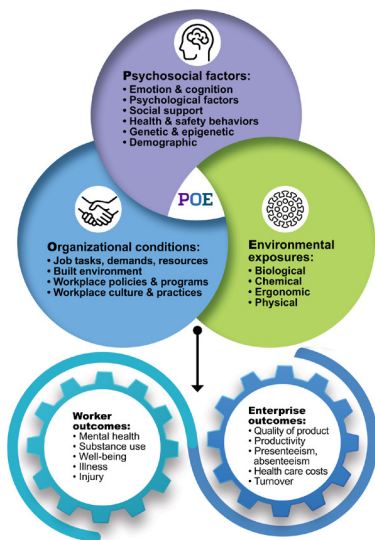
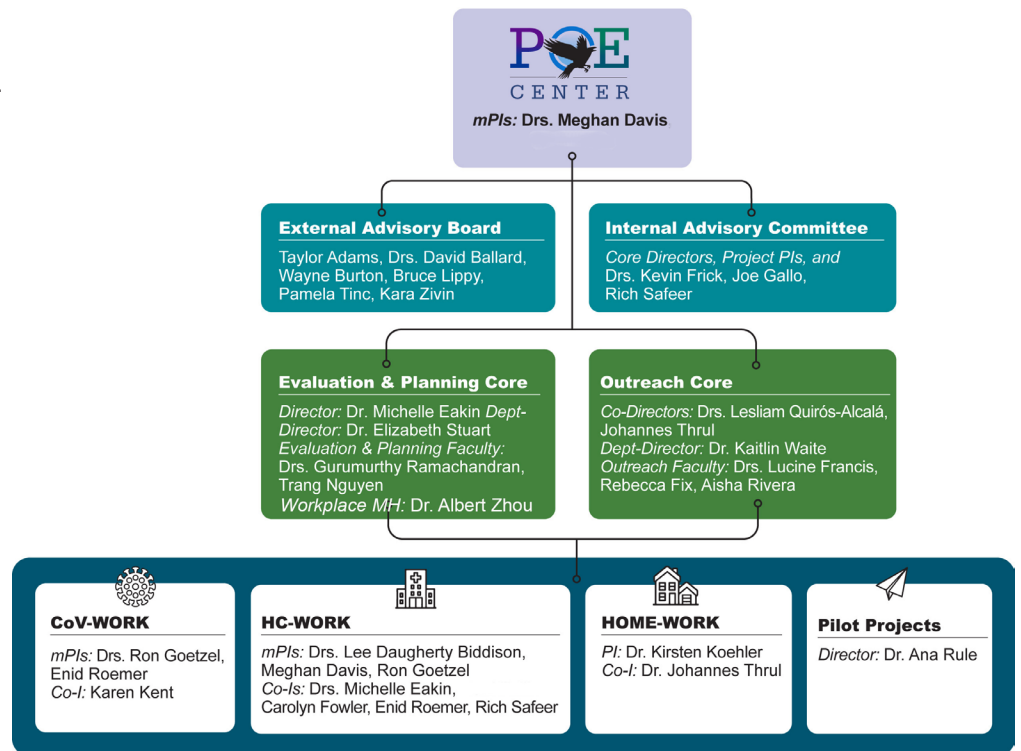
Table of Contents

About the POE Center	1
National Summit on Workplace Mental Health and Wellbeing	2
The Luv U Project and Mattingly Award	4
Curricular Activities	5
Total Worker Health course	
Occupational Health Psychology program	
Research Projects	6
CoV-WORK Project	
HOME-WORK Project	
HC-WORK Project	
Research Pilot Project Program	7
Publications	8
Presentations	8
Spotlight on POE Faculty: Dr. Albert Zhou	9
Media and Social Media	9



About the POE Center

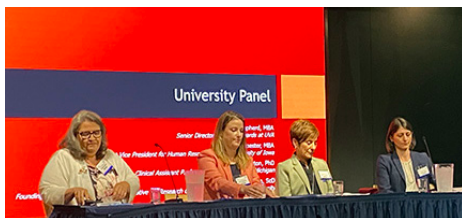
The major goal of the Johns Hopkins P.O.E. Total Worker Health® Center in Mental Health (POE Center) is to promote worker mental health and well-being. To achieve this, the POE Center leverages its partnership with the Johns Hopkins Education and Research Center (JH ERC) and collaboration with the Northeast Center for Occupational Health and Safety, among other Centers, and has convened experts across two departments in the Johns Hopkins Bloomberg School of Public Health (Environmental Health & Engineering, Mental Health), Johns Hopkins Medicine, the Johns Hopkins School of Nursing, and the Johns Hopkins Carey School of business. These experts, reflecting dimensions of Total Worker Health®, mental health and substance use, occupational safety and health, business, healthcare, and vulnerable populations, perform the research, education, outreach and evaluation activities that integrate the psychosocial (P), organizational (O), and environmental (E) contexts of worker health. Given the rapid evolution of who works, how they work, and where they work—changes that have accelerated given employer and governmental response to the COVID-19 pandemic—there is a need to identify and empower resilient systems for health protection and health promotion to maintain workforce functions, health, and well-being before, during and after crises, work the POE Center addresses through research, education, evaluation, communication and dissemination activities.



What is P-O-E?

The acronym for the POE Center stands for (P) psychosocial factors, (O) organizational conditions, and (E) environmental exposures and is a nod to Edgar Allan Poe, who penned the famous poem, “The Raven,” and is buried in Baltimore, Maryland. The POE Center uses holistic approaches to understand how these factors independently and jointly contribute to individual worker and enterprise outcomes.

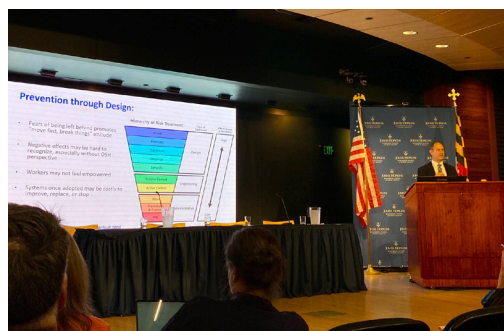




Top: Dean Ellen J. MacKenzie, Johns Hopkins Bloomberg School of Public Health

Bottom: Dr. Laura Linnan, Merica Shepherd, Joni Troester, and Dr. Kelcey J. Stratton

Right: Dr. Jay Vietas, NIOSH



On June 27, 2023, the POE Center co-hosted the

National Summit on Workplace Mental Health and Wellbeing

A Focus on the Graduate Academic Environment with the Bloomberg School of Public Health and the Johns Hopkins Education and Research Center for Occupational Safety & Health, and was in part sponsored by the Luv u Project.

The Summit convened subject matter experts from both Johns Hopkins University and outside entities to discuss the state-of-the-art and state-of-science of workplace mental health and wellbeing as applied to the workforce in institutions of higher education. The Summit addressed the psychosocial, organizational, and environmental factors impacting the mental health and wellbeing of faculty and staff working in higher education at the graduate-school level. Panelists discussed best practices, evidence gaps, and practice solutions that address issues facing this group.

Other Institutions of Higher Learning

Discussant: Laura Linnan, Sc.D., Carolina Collaborative for Research on Work and Health at the University of North Carolina

Why Not You? The Ripple Effect of Being a Mental Health Ally

- Merica Shepherd, M.B.A., University of Virginia

Wellbeing as a Foundation for the People Strategy at the University of Iowa - Joni Troester, M.B.A., University of Iowa

Building Connection and Community: Multilevel Approaches for Mental and Emotional Wellbeing

- Kelcey J. Stratton, Ph.D., University of Michigan

“Prevention through design...the cost will be lower up front”
- Dr. Jay Vietas

Psychosocial Domain

Discussant: Lee Daugherty Biddison, M.D., M.P.H., Chief Wellness Officer at Johns Hopkins Medicine

Dying to Succeed: Realizing the Price of Success for Black Scholars (in STEM) - Ebony McGee, Ph.D., Vanderbilt University

A Purposeful Approach to Mental Health and Wellbeing

- Eric Zimmerman, M.B.A., M.P.H., Kumano

Organizational Domain

Discussant: Ron Goetzel, Ph.D., BSPH Institute for Health and Productivity Studies

Organizational Approaches to Workforce Mental Health: New and Emerging Guidance and Frameworks

- David Ballard, Psy.D., M.B.A., M.A., GhostNote Consulting

Convincing Senior Leadership that a “Healthy Campus” is a Must Have Investment

- Lara Hilton, Ph.D., M.P.H., Southern California WorkWell Center

Environmental Domain

Discussant: Meghan F. Davis, D.V.M. M.P.H. Ph.D., POE Center Integrating Worksite Health Promotion and Health Protection

- Lee Newman, M.D., M.A., Center for Health, Work & Environment at the Colorado School of Public Health

Designing Environments that Enhance the Human Experience

- Leigh Stringer, M.B.A., Perkins & Will

“The workplace is the greatest of opportunities...when you affect the workplace, it goes home at night”. - Rich Mattingly

A focus on Diversity, Equity and Inclusion—

Hire more Black or Brown faculty to help support the sense of belonging among Black and Brown students and aid in retention, notes Dr. Ebony McGee

Address the challenge of race and ethnic minorities who are underrepresented to the point where disclosure of their background could identify them on climate surveys for workplace, suggests Dr. Pamela Collins

“You cannot yoga pose your way out of a structurally toxic environment”. - Dr. Ebony McGee



▲
Top: Dr. Lee Daugherty Biddison, Eric Zimmerman and Dr. Ebony McGee
Middle: Dr. David Ballard, Dr. Ron Goetzel and Dr. Lara Hilton
Bottom: Dr. Lee Newman, Dr. Meghan Davis, and Leigh Stringer

Dr. Pam Collins, Chair of the Department of Mental Health at BSPH, questions the panelists.
Background: Richard Mattingly





The POE Center is pleased to continue its support and partnership with the **LuvU Project**, which announced the inaugural **Carolyn C. Mattingly Awards for Mental Health in the Workplace** in October 2022.

Six recipients were recognized (3 winners and 3 honorable mentions) for the inaugural award in 2022. Luv u Project announced the 2023 winners on October 18, 2023 (2 winners and 4 honorable mentions) and celebrated the recipients at their annual gala, An Evening of Luv, at the Bethesda Country Club on November 14, 2023 in Bethesda, MD.

2023 WINNERS

Associated Bank

sonepar
Powered by Difference

The Carolyn C. Mattingly Award for
MENTAL HEALTH IN THE WORKPLACE

JOHNS HOPKINS
BLOOMBERG SCHOOL
OF PUBLIC HEALTH

THE LUVU PROJECT
In Memory of Carolyn C. Mattingly

2023 Honorable Mention Recognition

Franklin County Cooperative
Riverside Healthcare
Sargento Foods
Sweetwater Sound

Center Activities

“Pearls for Effective Science Communication” — Meghan Davis on March 16, 2023 with the BREATHE Center and Charmed Center

“Addressing Occupational Health Issues Among Agricultural Workers in conjunction with the JH ERC, the Northeast Center, and the BSPH One Health Seminar course” — Brenda Eskenazi, PhD, MA [Director, Center for Environmental Research and Children’s Health (CERCH)] and Cynthia Pollich, MS, Ed [Extension Associate, Penn State College of Agricultural Sciences] on March 30, 2023

Research In Progress Meetings

- 12/5/22 - Matthew Kelly - The Intersection of emotional health, economic change, and labor activism: The experience of New York City’s yellow taxi driver community
- 1/9/23 - Melissa Gerstenhaber, RN, PMH-BC, MAS, MSN, CCRN - Clinical research resources available through the Johns Hopkins Clinical Research Network
- 4/24/23 - Carolyn Gigot - An in-depth exploration of occupational health interventions across the hierarchy of controls in industrial livestock operations during COVID-19
- 10/2/23 - Michelle Eakin, Ph.D., M.A. - Screening versus Diagnosis: Mental Health Conditions in Research
- 11/6/23 - Karen Kent, M.P.H.- Support and Stressors: The experience of Food Service Workers at Johns Hopkins Health system during the COVID=19 pandemic
- 12/4/23 - Karen Bendeen Roche, Ph.D., M.S. - Measurement Quality and Development in Health Research

Back-to-School Event September 2023

POE CENTER

JOHNS HOPKINS ERC

73% OF TEACHERS REPORT WORK RELATED STRESS*

THINGS YOU CAN DO

- Setting Boundaries
- Staying Active
- Maintain community support
- Focus on what you can control

SUPPORTING OTHERS TEACHERS

- Check in on one another
- Share positive feedback
- Provide support both in and out of the classroom when possible

Scan QR code for additional resources!

BRAND report



Curricular Activities

For academic year 2023-24, the POE Center is launching a new 3-credit online course, Total Worker Health, that is open to both degree-seeking and external students. The latter includes professionals in the workforce who are interested to grow their knowledge and skills in Total Worker Health®. This is an eight-week course (full term) offered in the fourth term of the Johns Hopkins Bloomberg School of Public Health under the direction of Dr. Meghan Davis and involving numerous key faculty in the POE Center and beyond. This is a core course in the Occupational Health Psychology PhD program and will be central to our planned certificate for Total Worker Health in Mental Health, which currently is in development.

180.615.81

Total Worker Health

“Traditional occupational safety and health programs focus on protection of workers from harm, whereas Total Worker Health® offers a holistic approach to promote worker well-being and address employer goals. Join experts in the field and your peers to consider how psychosocial, organizational and environmental factors influence worker and enterprise outcomes and what strategies hold promise to improve these.”

Occupational Health Psychology Program

Given the substantial public health research gaps in occupational health psychology, healthy work design, and Total Worker Health, the primary focus of this program is to train PhD research scientists. In addition, given the substantial need to educate existing practitioners in a wide variety of disciplines in occupational health psychology and Total Worker Health, the program will also offer a certificate program that will be open to Johns Hopkins students as well as occupational health practitioners outside the institution.

Under the direction of Drs. Georgia Michilig and Meghan Davis, this program trains doctoral students across three departments at the Johns Hopkins Bloomberg School of Public Health—Mental Health, International Health and Environmental Health & Engineering. Typical trainees will work on established and emerging topics of relevance to workplace mental health and wellbeing in either domestic or global contexts and will complete their degree in four to five years.



Lana Feras Aldos is the inaugural Occupational Health Psychology (OHP) Ph.D. student at Johns Hopkins Bloomberg School of Public Health, where she combines her background as a former Syrian refugee with her academic pursuits to highlight the health challenges faced by humanitarian populations. Lana’s previous research focused on the healthcare barriers and quality for Syrian refugees which informed her role at the United Nations Medical Emergency Response Team (UNMERT). At the UN, she developed emergency medical preparedness plans and contributed to the training of UN personnel in UN peacekeeping missions. Her work also extends to the Maryland Department of Health Center for Global Migration and Immigrant Health, where as a Public Health Equity Fellow, she developed a refugee health screening manual and organized health education sessions for refugees and asylees while integrating key psychological assessments to address the mental health and well-being of refugees. Lana’s interest in OHP is reflected in her efforts to integrate psychological care in humanitarian settings and highlight the importance of psychological well-being in high-stress environments. She is interested in addressing the mental health challenges for workers affected by war, conflict, and forced labor and those employed in humanitarian settings.

Research Projects

CoV-WORK

Karen B. Kent, M.P.H.; Ying Zhang, M.S.P.H.; Enid Chung Roemer, Ph.D.; Ron Z. Goetzel, Ph.D.

This study examined the experience of food service workers at five Johns Hopkins hospitals during the COVID-19 pandemic. The broader aim was to better understand the psychosocial, organizational, and environmental (POE) stressors affecting front-line food service workers throughout the COVID-19 pandemic.

For these non-clinical hospital workers, making a living meant possible exposure to the COVID-19 virus at a time when daily COVID-19 fatalities were high, and little was known about how the virus was transmitted. These circumstances made front-line workers uniquely vulnerable to workplace stressors, which can lead to burnout and mental health disorders.

To further our knowledge of the facilitators for, and barriers to, achieving good mental health and wellbeing among Johns Hopkins hospitals food service workers, we administered surveys to and conducted interviews with employees at five hospitals in Maryland. We sought to identify common stressors faced by workers, impacts on their daily lives, and the strategies applied that were most effective in mitigating the detrimental effects of the pandemic.

Overall, we found that there were three major stressors faced by the food service workers:

1. Fear of COVID-19 infection, particularly for those with frequent close human contact;
2. Increased work demand and workload unpredictability; and
3. Financial insecurity, with the ultimate fear of losing one's job.

The workers we surveyed and interviewed reported feeling their health and wellbeing were priorities for their employer, Johns Hopkins Medicine, a positive finding. However, only about half of the workers reported participating in formal health and wellbeing programs provided by the System. While the availability of these programs may have contributed to employees' sense of wellbeing, a combination of personal, organizational, and environmental factors that were most influential in bolstering workers' feelings of resilience and wellbeing included:

1. Receiving reliable benefits such as paid sick leave, hazard pay, and childcare assistance;
2. Feeling protected by mandated organizational policies and protocols, especially those requiring masking and vaccination, and the availability of personal protective equipment (PPE);
3. Experiencing consistent and clear organizational communications; and
4. Being encouraged to apply personal coping strategies such as regular exercise, starting or expanding hobbies, strengthening relationships, and engaging in religious or spiritual activities.

Report delivered to partner groups. Manuscript in submission.

HOME-WORK

Kirsten Koehler, Ph.D.; Johannes Thrul, Ph.D.

This study is preparing to launch with a goal to understand the relationship between telework and environmental exposures and worker well-being. The project will evaluate differences in the indoor environmental exposures among workers who telecommute and evaluate the relationship between work location and environmental exposures with worker and enterprise outcomes.



Stressors and Supports

The Experience of Food Service Workers at Johns Hopkins hospitals during the COVID-19 Pandemic

Johns Hopkins Bloomberg School of Public Health
Institute for Health and Productivity Studies

April 17, 2023

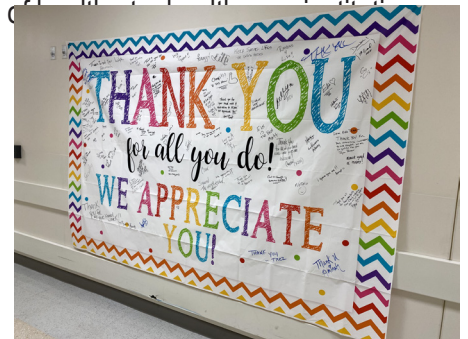


HC-WORK

Lee Daugherty Biddison, M.D., M.P.H., Carolyn Fowler, Ph.D. M.P.H., ACC, Rich Safeer, M.D., FACLM, FAAFP, FACPM, Ron Goetzel, Ph.D., Enid Roemer, Ph.D. and Meghan Davis, D.V.M. M.P.H. Ph.D.

The goal of this project is to improve the mental health, well-being, physical health and safety of essential workers in healthcare, a workforce already burdened with burnout, mental health challenges, and related well-being concerns prior to, exacerbated during, and most likely continuing past the COVID-19 pandemic. To address multiple dimensions of stress and burnout, we are partnering with a multi-disciplinary team at Johns Hopkins Medicine (JHM), a large integrated health care system employing 42,000 workers, and then bridge out to other healthcare systems in later years, in order to achieve the following specific aims: 1) Identify measures that integrate psychosocial, organizational, and environmental factors to guide decision making for Total Worker Health® (TWH) programs; 2) Understand psychosocial, organizational, and environmental factors associated with worker, enterprise, and implementation outcomes to improve TWH program content and delivery; and 3) Initiate an augmented well-being peer-support program to improve the culture of the workplace with a focus on mental health.

This study has completed baseline assessment and is preparing to launch evaluation of an intervention program that includes psychosocial, organizational and environmental dimensions. This intervention at one hospital within a multi-site healthcare system.



Research Pilot Project Program

The pilot program enhances Total Worker Health and mental health research training through direct support of student, post-doctoral, and early investigator research projects with 3 to 5 awards annually of up to \$25,000.

Completed

Masoumeh Amin-Esmaili, PhD student at the Johns Hopkins Bloomberg School of Public Health: Occupational Pattern of Drug Overdose Deaths in Maryland, 2018-2020: Implication for Prevention of Workplace Fatal Overdose

Ongoing

Kaitlin Waite, D.V.M. M.P.H., Postdoctoral Fellow at the Johns Hopkins Bloomberg School of Public Health: Identifying Occupational Drivers and Risk Factors for Mental Health Concerns Among Veterinarians and Animal Care Workers during COVID-19 Pandemic: A Pilot Study to Inform Evaluation of Access and Effectiveness of Intervention Measures

Carolyn Gigot, PhD student at the Johns Hopkins Bloomberg School of Public Health: An in-depth exploration of occupational health interventions across the hierarchy of controls in industrial livestock operations during COVID-19

Christen Dunn, PhD student at Old Dominion University: A Pilot Study of Work Exposures and Sleep Health in Firefighters

Angela Aherrera, Dr.PH. M.P.H., Postdoc at the Johns Hopkins Bloomberg School of Public Health: Hazardous Thread? A pilot study to evaluate microfiber, metal exposure, and worker health in the garment industry

Paulani Mui, M.P.H., Assistant Scientist at the Johns Hopkins Bloomberg School of Public Health: Protecting, Supporting, and Creating a Culture of Total Worker Health for the Public Health Workforce in an Age of Political Polarization and Burnout



Publications

- Woods EH, Zhang Y, Roemer EC, Kent KB, Davis MF, Goetzel RZ (2023). Addressing psychosocial, organizational, and environmental stressors emerging from the COVID-19 pandemic and their effect on essential workers' mental health and well-being: A literature review. *Journal of Occupational and Environmental Medicine*, 65(5), 419–427. <https://doi.org/10.1097/JOM.0000000000002802>. Published online ahead of print, January 25, 2023. PMID: PMC10171099. NIHMSID: NIHMS1888026. PMID: 36701793
- Zhang Y, Woods EH, Roemer EC, Kent KB, Goetzel RZ (2022). Addressing workplace stressors emerging from the COVID-19 pandemic. *American Journal of Health Promotion*, 36(7), 1215-1223. <https://doi.org/10.1177/08901171221112488b>
- Kent KB, Zhang Y, Roemer EC, Davis MF, Safeer R, Mojica A, Goetzel RZ (under review). The Psychosocial, Organizational, and Environmental Stressors Experienced by Food Service Workers in a Hospital Setting during the COVID-19 Pandemic. *Journal of Occupational and Environmental Medicine*. *In revision*.

Presentations

- Goetzel RZ. Wellbeing And Work-Related Productivity. Invited speaker at the Mental Health in the Workplace Summit, hosted by the Johns Hopkins P.O.E. Total Worker Health Center in Mental Health, Baltimore, MD. October 2022.
- Roemer EC. Best Practices in Mental Health in the Workplace. Invited speaker at the Mental Health in the Workplace Summit, hosted by the Johns Hopkins P.O.E. Total Worker Health Center in Mental Health, Baltimore, MD. October 2022.
- Goetzel RZ. Do Workplace Health and Wellbeing (Health Promotion) Programs Work? What Does the Latest Research Tell Us? Art and Science of Health Promotion Conference, Colorado Springs, CO. March 2023.
- Goetzel RZ. Intensive Training Seminar: How to Evaluate Health Promotion Programs. Art and Science of Health Promotion Conference, Colorado Springs, CO. March 2023.
- Roemer EC. Best Practices in Mental Health in the Workplace. Invited speaker at the 2023 Chesapeake/Potomac Health and Safety Conference, AIHA/ASSP Educational Seminar: Current Topics in Safety, Health, and Environmental Issues, Laurel, MD. March 2023.
- Goetzel RZ. ESG Metrics -- Good or Bad for Business and Public Health. HERO Forum. Salt Lake City, Utah. September 2023.
- Goetzel RZ. Do Workplace Health and Wellbeing Programs Work? What Does the Latest Research Tell Us? Institute for Work & Health, Toronto, ON, Canada. October 10, 2023.

- Kent, K. B., Roemer, E. C., Zang, Y, & Goetzel, R. Z. Food Service Workers in Healthcare – Response to the COVID-19 Pandemic. [Oral presentation]. 15th International Work, Stress, and Health Conference: Work and Mental Health – Challenges and Solutions in a Changing World, Virtual. November 2023.



Spotlight on POE Faculty



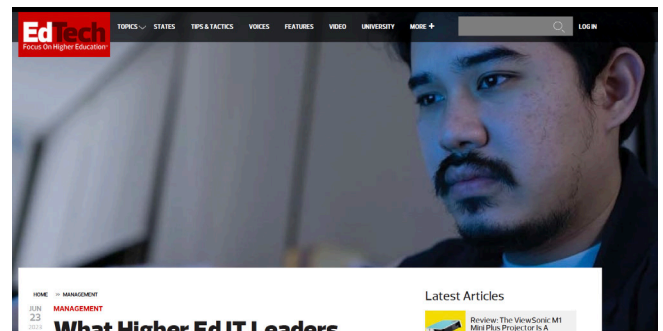
Dr. Zhiqing 'Albert' Zhou recently joined the POE Center as an Associate Professor with primary appointment in the Department of Mental Health at Bloomberg School of Public Health. He received his Ph.D. in Industrial and Organizational (IO) Psychology with a concentration in Occupational Health Psychology (OHP) and a minor in Public Health from The University of South Florida in 2014. His research focuses on workplace mental health, studying how workplace experiences affect employee health and well-being, how to promote better health and well-being in the workplace, and how to prevent potential work-related causes of impaired health and well-being. His research has been published in top journals in the fields of IO psychology and OHP, including Journal of Organizational Behavior, Journal of Occupational Health Psychology, Human Relations, and Work & Stress. He is an Associate Editor of Group & Organization Management and Stress & Health, and is on the editorial board several journals including Journal of Organizational Behavior and Journal of Occupational Health Psychology. He received

two pilot grants from the National Institute for Occupational Safety and Health (NIOSH) and a National Science Foundation grant. He has extensive experiences teaching statistics, research methods, and OHP-related courses at undergraduate, masters', and doctoral levels.

Media & Social Media

The POE Center manages social media activity on X (formerly Twitter), Facebook and LinkedIn. These posts spotlight POE Center activities and accomplishments (including live posting for some events) and amplify NIOSH TWH program and other

social media campaigns. The Summit also garnered media attention and through @JohnsHopkinsSPH's accounts (Twitter, LinkedIn and Facebook) posts collectively earned ~37,000 impressions



HIGHERED DIVE Deep Dive Opinion Library Events Press Releases Topics

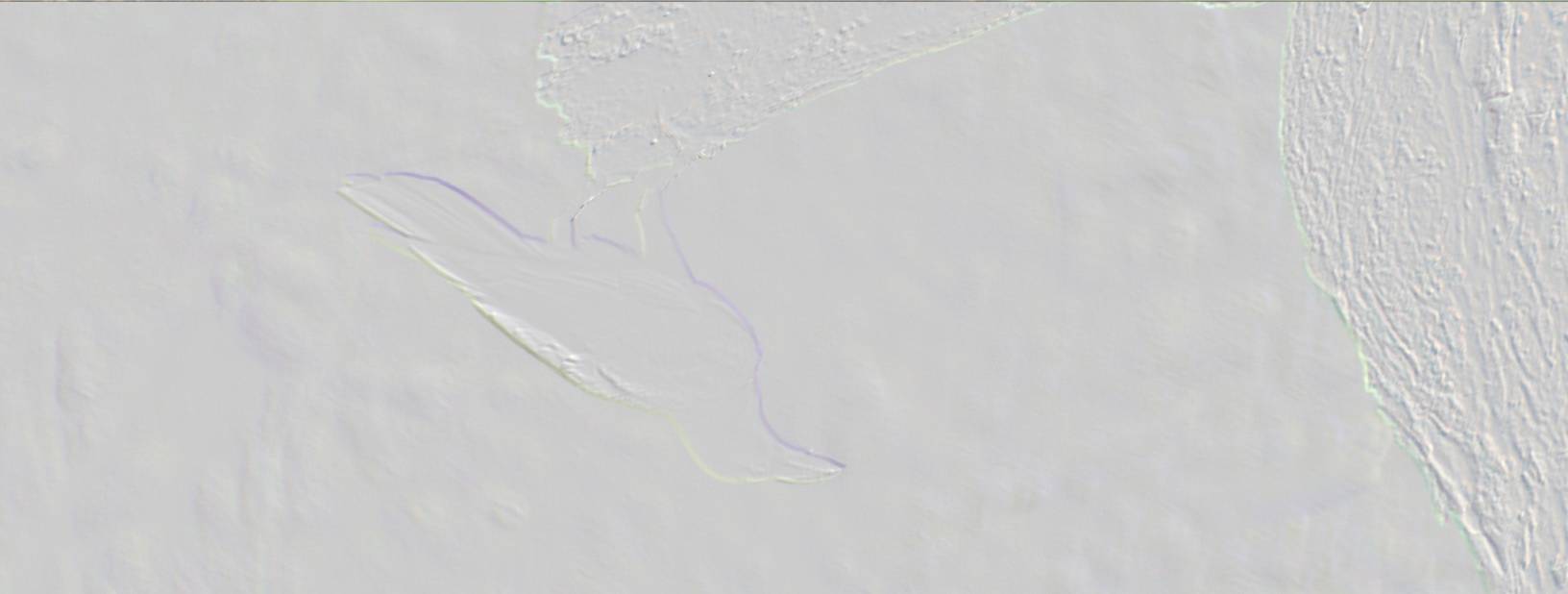
'Unrelenting demands and stressors': College leaders discuss mental health in academia

Johns Hopkins University held its workplace well-being summit Tuesday, focusing on graduate students and faculty.

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Laura Spitalnik
Staff Reporter





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