

RESILIENCE AND THE AMERICAN WORK FORCE

HARRIET HARDY 1905 - 1993



- Taking care of patients
- Primary care research
- Clinical occupational medicine research
- Outbreak investigations
- OH and public health

WHAT WOULD HARRIET HARDY SAY TO

“RESILIENCE AND THE AMERICAN WORK FORCE

“ very kind, yet bombastic, never hesitating to express her opinions. She spoke her mind, and there was no ambiguity about what she said”

H Kazemi, MD, NYT Obituary

Primary Care / OH Clinical Research

- Harriet Hardy + John Stoeckle
- ACOEM, preventive medicine, and the move to a clinical specialty
- Academic Occupational and Environmental Medicine Clinics
- The evolution of Factory Occupational Medicine
- The economics survival : complex case recognition and management vs primary care

Primary Care / OH Clinical Research: Back Pain

- Bed rest or not: none, three days, two weeks / Deyo
- Restrictions: How much weight should we restrict as people recover, twisting, turning, stretching
- How much weight should people lift – the NIOSH Variable Lifting Equation, empiric validation (Marras), and weight limits in American industry
- HAL, RULA, etc
- And the ergo standard

OUTBREAK INVESTIGATIONS and PUBLIC HEALTH

- HISTORICAL
 - Beryllium: APHA video/Rest
 - Radium Dial
 - MIT Medical Service and MGH Clinic and financials
- PUBLIC HEALTH
 - Public health tradition of cluster investigations
 - NIOSH HHE Program
 - State health departments

CLUSTERS “NOW”

- NIOSH SENSOR F/U Programs with clinical and PH arm
BUT
- Brown: David Kern, flock manufacturer, and Flock Lung
- UCONN: Eileen Storey, UCONN and a named chair, and mercury
- Recent corporate example from factory medicine

WHAT WOULD HARRIET HARDY SAY

- **“very kind, yet bombastic, never hesitating to express her opinions. She spoke her mind, and there was no ambiguity about what she said”**
- **H Kazemi, MD, NYT Obituary**

RESILIENCE IN WORKING PEOPLE

INDIVIDUAL

- Model: children
 - Agency / autonomy
 - Parenting
 - Support systems
- Expecting rights v obstacles
- Speaking up v obstacles and protections

GROUP

- Systems performance

RESILIENCE IN WORKERS

Health Care

Kunzler Cochrane 2020: short-term effects on

- Resilience, stress, and depression
- No effects on anxiety

Military

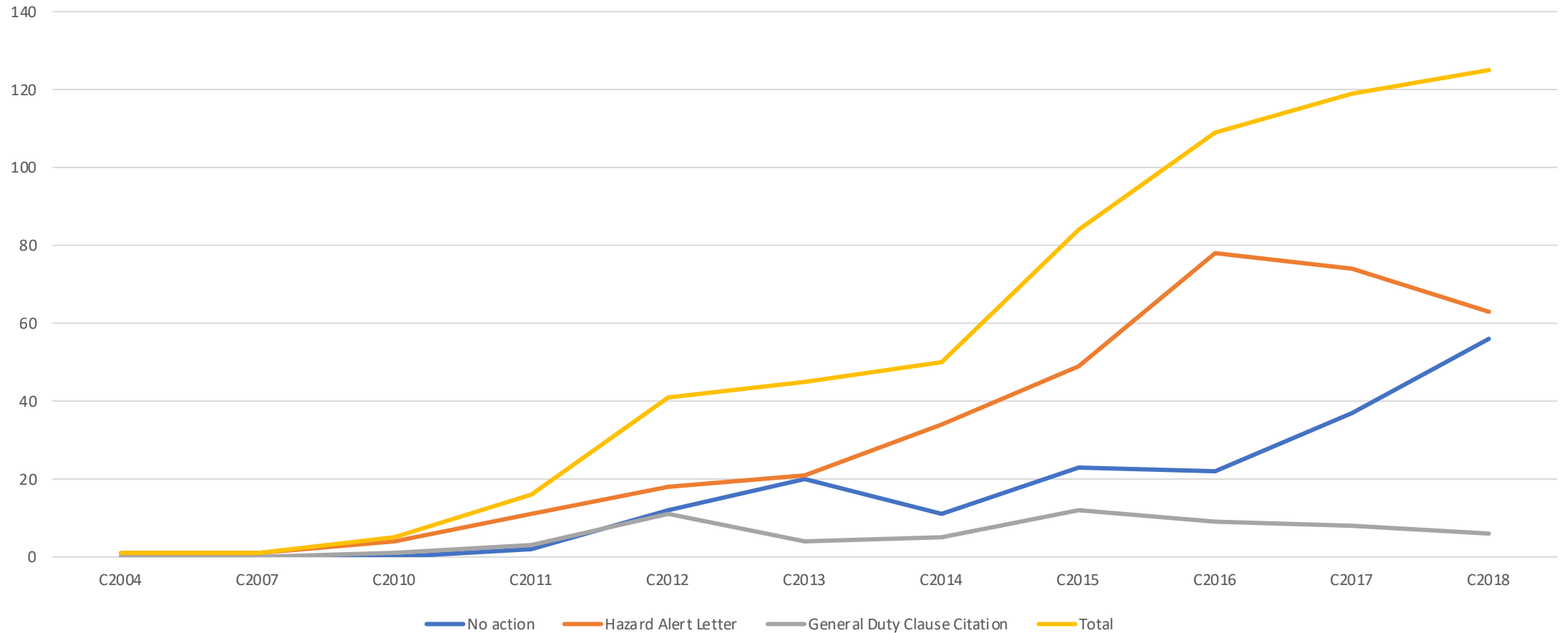
- Navy mmodel as model employer program
- Army: soldier rediness

- No long-term studies

RESILIENCE AND THE AMERICAN WORKER: EMPLOYER OPPORTUNITIES

- Safety programs
- High reliability organizations
- Work organization
- Workers compensation

OSHA Workplace Violence Inspections leading to GDC citations, Hazard Alert Letters, or no Enforcement Action, 2004 – 2018



VETERANS HEALTH ADMINISTRATION vs NPSF/IHI NATIONAL ACTION PLAN

VHA Systems in for Nursing

- Work organization
 - Staffing
 - Shift work
 - Extended work hours
- Safe patient handling
 - Equipment
 - Patient care processes
 - Peer-leader models
- Violence prevention
 - PMDB
 - DBCs

Systems for Patient Safety

- Leadership Commitment/BoD
- Joy at Work / Work organization
 - Staffing
- Employee Safety
 - Safe patient handling
 - Violence prevention
 - BBP
 - COVID
- Learning Organization.

RESILIENCE AND THE WORKFORCE

- Individual resilience and national data
 - Deaton-Case and deaths of despair
 - Telework

VS

- Support systems
 - Training
 - Workers compensation
 - Retirement benefits
 - Health benefits
 - Safety systems