



Reduce harmful work stressors.  
Improve job quality and health.

# Healthy Work Strategies

## Improving employee safety, health, and well-being through improved team communication and work-family balance

The Safety and Health Improvement Program (SHIP) toolkit is designed to improve employee safety, health, and well-being by increasing awareness and motivating behavior change among supervisors and their teams. SHIP aims to increase employee support from supervisors, improve team communication, enhance team effectiveness, and reduce stress and work-family conflict, by brainstorming improvements in work practices, communication and work environment.

[SHIP](#) involves training supervisors using computer-based training, supervisors tracking their behaviors, and targeting supervisors and teams with team effectiveness meetings and follow-up sessions, facilitated by program supporters within the company or by Oregon Healthy Workforce Center (OHWC) researchers.

SHIP was developed as part of the Oregon Healthy Workforce Center NIOSH *Total Worker Health*® center of excellence. For details on SHIP and other OHWC toolkits, go to: <https://www.yourworkpath.com>.

### Effects of the SHIP on Working Conditions and Employee Health

#### 1. Improving blood pressure, but not safety participation or compliance, among construction workers (Hammer 2015)

Safety and Health Improvement Program (SHIP), like STAR, included family and safety supportive supervisor behavior training, supervisor behavior tracking, and team sessions. 264 construction workers employed by a city department participated, 148 in SHIP and 116 in the comparison group. SHIP reduced blood pressure at 12-month follow-up, but did not change self-reported health, safety program participation, or safety compliance.

#### 2. Improving work-life effectiveness in construction workers with poorer perceptions of their supervisor and team unity (Hammer 2019)

The SHIP program was used with 20 supervisors and 292 construction crew members in a high-risk industry (125 participants in SHIP and 70 participants in the comparison group). The program did not show benefits overall on perceptions of FSSB, team effectiveness, or work-life effectiveness. However, the program did appear to show benefits for work crew members who had poorer perceptions of their supervisor and lower team unity at the beginning of the program.

A related training program called STAR (Support.Transform.Achieve.Results.) is described at: <https://healthywork.org/employers/healthy-work-tools-employers/> and <https://workfamilyhealthnetwork.org/toolkits-achieve-workplace-change>.

### **For further information, contact:**

Dr. Leslie B. Hammer  
Oregon Health & Science University  
Oregon Healthy Workforce Center  
[HammerL@ohsu.edu](mailto:HammerL@ohsu.edu)

### **References:**

1. Hammer LB, Truxillo DM, Bodner T, Rineer J, Pytlovany AC, Richman A. Effects of a Workplace Intervention Targeting Psychosocial Risk Factors on Safety and Health Outcomes. *BioMed Research International*. 2015; 2015:836967.
2. Hammer, L. B., Truxillo, D. M., Bodner, T. Pytlovany, A. C., & Richman, A. (2019). Exploration of the impact of organizational context on a workplace safety and health intervention. *Work and Stress*, 33(2), 192-210, doi: 10.1080/02678373.2018.1496159.

More detailed information on all publications found at:

- <https://workfamilyhealthnetwork.org/publications>
- <https://www.yourworkpath.com>