Sun Safety in Outdoor Workers: Implementation of a Worksite UV Protection Model Policy to Reduce Skin Cancer Risk in South Dakota Worksites

BACKGROUND AND PURPOSE

Skin cancer is the most commonly diagnosed preventable cancer in the United States. Adults spend more than one-third of their day at the workplace and workers who spend a majority of that workday outdoors are at increased risk for skin cancer, including melanomas of the skin. "High rates of nonmelanoma (basal cell and squamous cell) skin cancer have been found among occupational groups that work outdoors."[1] Outdoor workers' risk is exacerbated as a result of the nature of their occupation and over exposure to ultraviolet radiation (UVR). The primary contributing factor to skin cancer is exposure to UVR combined with the presence of other risk factors. "Compared to indoor workers, outdoor workers receive skin examinations and use sun protection at a lower rate and only less than half appropriately used sunscreen."[2] Sun safety practices, including regular use of a broad spectrum sunscreen SPF 15<, is a proven strategy to reduce skin cancer risk. However, only 24% of South Dakota (SD) adults reported wearing sunscreen with an SPF 15< when outside in 2014, which decreased from 2011.[3]

Integration of sun safety policies and practices into worksites are proven strategies to influence sun safety practices in occupational settings. A multi-component approach enhances a sun safe worksite, including 1) adoption of a worksite UV protection policy and practices, 2) training and education to inform worksites on value of skin cancer prevention, 3) technical assistance to support implementation, 4) sun safety interventions that engage employees, and 5) worksite reinforcement of policy and practices. This paper summarizes the outcomes identified which highlight the value of policy, systems, and environment change to adopt UV protection policies and practices in SD worksites.

PROGRAM DESCRIPTION

The Worksite UV Protection Model Policy for Outdoor Workers project is an occupational UV protection effort that promoted UV protection policy, system, and environmental change in SD worksites to reduce the burden of skin cancer in outdoor workers. The South Dakota Department of Health (SD DOH) partnered with the South Dakota WorkWell Partnership to implement the project focused on supporting worksites with adoption of a worksite UV protection policy guided by *Worksite UV Protection Model Policy*[4], as well as implementation of sun safety interventions to support adoption of the policy. A preliminary assessment of SD worksites identified a lack of sun safety policies in place and reinforced the value for implementation of the project. The project was informed by evidence-based resources and implemented through a series of approaches used to support worksites that strategically addressed policy, system, and environment change related to the promotion of UV protection practices.

Two worksites participated in the projects that were selected through a Request for Application process solicited by the SD DOH. Eligibility criteria to receive funding included SD worksites whose employee base included outdoor workers; including but not limited to parks and recreation, public works, city departments, construction, and transportation. Worksites received funding to support implementation of their project plan and purchase of sun safety equipment (e.g. sunscreen, wide-brimmed hats, etc.)

The project period occurred from February 2016 through September 2016. Worksites developed and adopted a Worksite UV Protection Policy by June 1, 2016 and implementation of their project plan, including intervention strategies to support the policy occurred between June 2016 and September 2016. The months between June and September in South Dakota are when the highest levels of ultraviolet radiation exposure occur, which increases outdoor worker risk of overexposure and skin cancer. Approximately 450 employees were affected by the worksite UV protection project across both sites.

The project was implemented to support execution of the South Dakota Comprehensive Cancer Control State Plan 2015-2020 focused on preventing cancer among South Dakotans, including a priority to reduce ultraviolet radiation exposure. Evidence-based strategies identified in the state plan to address UV exposure are guided by recommendations from the Community Preventive Services Task Force to implement interventions in outdoor occupational settings to prevent skin cancer. The recommendations are based on strong evidence of effectiveness in increasing outdoor workers' sun protective behaviors (e.g., use of sunscreen or sun protective clothing or combination of sun protective behaviors) and reducing sunburns.[5] Efforts to implement the state plan priority strives to increase the percentage of adults from 28.5% to 35%, who always or nearly always wear sunscreen with and SPF of 15 or higher when outside for more than one hour on a sunny day.

MULTI-COMPONENT APPROACH TO WORKSITE UV PROTECTION POLICY

The DOH collaborated with partners to implement a multi-component approach to address sun safety policy, environment, and systems changes in SD worksites. The approach included training and education, technical assistance, and evidence-based resources to implement a project plan that included strategies to support worksite wellness. The project was guided by the *Colorado Sun Safe at Work program*[6], the *Sun-Safe Worksite Guide*[7], the *Steps to Wellness: A Guide to Implementing the 2008 Physical Activity Guidelines for Americans*[8], and the *Worksite UV Protection Model Policy*[4].

Training and Education

Worksite wellness staff and employees received sun safety training and education modeled after resources included in the *Sun Safe Colorado at Work* program[6], the *Sun-Safe Worksite Guide*[7], and the *Steps to Wellness: A Guide to Implementing the 2008 Physical Activity Guidelines for Americans*[8]. During the project period, DOH staff conducted three trainings with worksite wellness staff and conducted five one hour in-person sun safety trainings with employees. The training and education included:

- An introductory webinar for worksite wellness staff which introduced them to the project, skin cancer risks, and strategies to ensure worksite capacity to implement wellness initiatives focused on the UV project.
- In-person training with worksite wellness staff focused on sun safety practices and policy, systems, and environment changes in the workplace, as well as worked with staff to ensure their project plans were comprehensive to support implementation and evaluation of their worksite UV protection policy and strategies.
- In-person sun safety education presented to worksite employees at employee orientation sessions in May/June 2016 when seasonal employment commenced. Employees were also notified at the training of the worksite UV protection policy, as well as strategies identified to support policy implementation.

Technical Assistance

Technical assistance was provided to worksite wellness staff by DOH staff throughout the project period via e-mails and monthly conference calls. Worksites were guided on development and implementation of their project plan and worksite UV protection policy to ensure a comprehensive project which supported a sun safe worksite. DOH staff helped ensure progress with implementation of the project plan and address successes and barriers to implementation.

Resources

Worksites utilized evidence-based resources, the *Sun-Safe Worksite Guide*[7] and *Worksite UV Protection Model Policy*[4], to guide development and implementation of worksite UV protection policies and strategies. Educational resources were also made available to support implementation of evidence-based strategies, including posters, fliers, and infographics focused on topics such as UV safety, how to spot skin cancer, and heat illness. Resources were publicly available from organizations including the Environmental Protection Agency, Centers for Disease Control and Prevention and the American Academy of Dermatology. Worksites utilized resources determined to be of value for implementation of their strategies.

Resources & Intervention Materials

- *Sun Safe Colorado At Work Website*
  - Online policy writing tool
  - Educational & Training Materials: *Strategies for Reducing UV at Work Presentation*
  - Sun Safety Products
- *Klein Buendel Sun-Safe Worksite Guide*
- *South Dakota Worksite UV Protection Model Policy*
- *Steps to Wellness: A Guide to Implementing the 2008 Physical Activity Guidelines for Americans*
- Project Plan and Evaluation
- Worksite Assessment Tool
- Posters, Fliers, Tip cards
- Sun Safety Resources
- Worksite Wellness staff sun safety training
- Employee sun safety training

Project Plan & Intervention Strategies

Worksites developed a project plan to support implementation of their worksite UV protection policy, which identified sun safety guidelines, as well as evidence-based strategies that support the policy. Strategies identified were designed to create policy, system, and environment changes and provide opportunities not already offered to employees related to UV protection. Strategies included, but were not limited to environmental approaches to encourage sun protection (e.g. provision of sunscreen, lip balm, wide-brimmed hats, shade supports such as umbrellas and tents) to employees; educational approaches (e.g. employee training, newsletters, educational handouts); activities designed to influence knowledge, attitudes, or behavior of workers (e.g. role modeling of sun safety practices by worksite administration); and evaluation of implementation of the policy to ensure sustainable UV protection policy and practices.

EVALUATION

Evaluation measures were established to assess the effectiveness of the worksite UV protection policy project to reduce the burden of skin in outdoor workers and answer the following questions:

- *What are the worksites current sun safety environment, policy and procedures?*
- *Do outdoor workers knowledge, attitudes, and beliefs about sun safety change if a worksite UV protection policy is adopted?*
- *Did worksites adopt a comprehensive worksite UV protection policy?*

- *Did worksites implement evidence-based strategies that supported adoption of sun safety practices in outdoor workers?*

Worksite Assessment

Worksite wellness staff completed a worksite assessment adapted from the *Sun-Safe Worksite Guide*[7] to assess the worksite's current sun safety environment, policy and procedures. The assessment scored worksite responses, with a maximum of 110 points available. Assessment results informed worksite wellness staff with development and implementation of a comprehensive worksite UV protection policy and sun safety strategies which addressed strengths and gaps in current worksite sun safety environment, policy, and procedures.

Employee KAB Survey

An evaluation of outdoor workers affected by the worksite project was conducted to determine their state of knowledge, attitudes, and beliefs regarding sun safety practices. A paper survey was administered to worksite employees at employee orientation sessions in May/June 2016, prior to implementation of intervention strategies, and at the end of the project period in August 2016. The survey was developed using validated survey questions extrapolated from surveys which focused on sun safety knowledge, attitudes, and behaviors. Survey questions were true/false, Likert scale, multiple choice, yes/no, and open-ended.

Policy Adoption

Worksites were required to develop a worksite UV protection policy by June 1, 2016. Worksites policies were evaluated to determine if a comprehensive worksite UV protection policy was adopted and modeled after guidelines included in the *Worksite UV Protection Model Policy*[4].

Project Plan & Intervention Strategies

Worksites identified and implemented strategies to support adoption of their worksite UV protection policy. Strategies were evaluated to determine if an improvement in outdoor workers sun safety practices was observed. Evaluation measures were also established to assess implementation of strategies.

Project Report

Worksites submitted a project report upon completion of the project where they addressed challenges or barriers to implementation, successes from the project, plans for sustaining sun safe worksite, and additional feedback regarding the project. Worksites evaluated the usefulness of project components and project resources, as well as included a list of sun safety educational resources utilized to support implementation of the project. A success story was submitted by worksites to highlight their participation in the project and outcomes achieved.

RESULTS

Worksite Assessment

Project sites scored on average less than fifty percent (45) out of 110 points available regarding their worksite's sun safety, environment, policies, and procedures. One project site scored 64 points out of a possible 110. Worksites scored their outdoor worker behaviors (40 points), worksite environment (10

points) and worksite policies (60 points) for a total possible score of 110 points, with the assessment of worksite policies scoring the lowest. Project sites reported some measures in place to offer sunscreen and shade via umbrellas, as well as a required dress code which provides sun safety protection to workers. Gaps were indicated regarding the provision of shade, encouragement of sun safety practices by worksite supervisors, the provision of sun safety protective equipment, and the existence of sun safety policies.

KAB Survey

Demographics

There were 193 valid surveys completed by outdoor workers across project sites. Outdoors workers represented a variety of jobs by type (Figure 1), with Aquatics Staff (n=109), Water Sewer Department Staff (n=15), and Parks and Recreation staff (n=13) comprising the largest number of respondents. Respondents were comprised of a higher percentage of males (63.7%) compared to females (36.3%). Respondents ranged in age from under 18 to 65 and older, with highest percentage respondents being 18-24 (34.2%) and Under 18 (33.2%), followed by 45-54 (10.4%), and 55-64 (9.3%). Respondents 45-64 years of age were male. Respondents by race were largely white (96.3%), with 2.1% American Indian, 1% Other, .5% Black; and 97.4% are not Hispanic or Latino. Workers were employed as largely seasonal full-time/part-time outdoor workers.

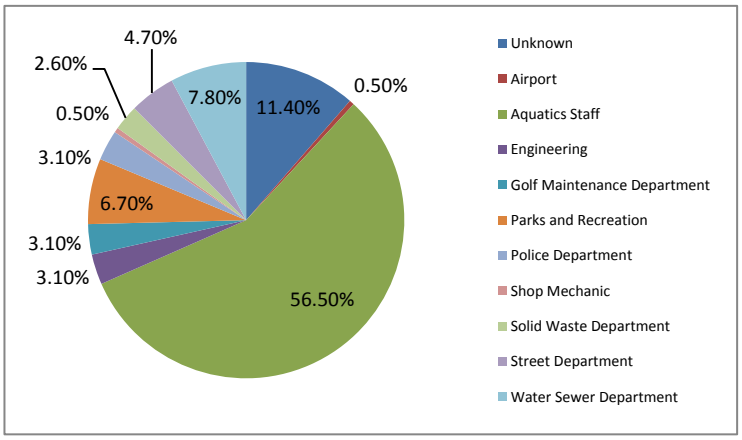

Figure 1: Outdoor Workers by Type

Skin Cancer Knowledge and Attitudes

Respondent's knowledge towards skin cancer was assessed through true, false, or not sure questions. A statistically significant improvement in respondent's knowledge was elicited regarding skin cancer when asked, *"getting a base tan is healthy way to protect skin" (Z = -2.05, p =.04, Mean = 3.09-2.27),* and *"a sunscreen with SPF 30 provides twice the protection as an SPF 15" (Z = -2.34, p =.019, Mean = 3.25 to 2.33).* Responses to additional questions were not statistically significant; however respondent knowledge about skin cancer prevention risks is indicated they are aware of the risk for overexposure to the sun.

Respondents attitudes towards skin cancer were assessed on a four-point Likert scale (strongly disagree, disagree, agree, and strongly agree). A statistically significant change in respondents attitudes about skin cancer was elicited when asked, *"given the climate I live in, I am not that worried about skin cancer" (Z = -2.78, p = .005, Mean = 1.79 - 1.78.)* While not statistically significant, respondent's attitude about skin cancer indicated they are concerned about skin cancer prevention and understand the risks associated with it.

Sun Safety Practices at Work

Respondents spend on average three to six hours outside per day outside between 10am and 4pm on a work day.

Respondents sun safety practices at work when outside during the summer were assessed on a five point Likert scale (always, often, sometimes, rarely, and never). A statistically significant improvement was reported in respondents sun safety practices, including wearing a wide brimmed hat *(Z = -2.27, p =.023, Mean = 4.11 - 3.58,* wearing sunglasses *(Z = -3.36, p = .001, Mean = 2.12 - 1.63),* stay in the shade or under an umbrella *(Z = -2.55, p = .011, Mean = 3.35 - 2.83*). Respondents reported a statistically significant decrease in wearing a long sleeve shirts when working outdoors during the summer months *(Z = -2.28, p = .022, Mean = 4.22 – 4.36)*. Changes in sun safety practices were indicated by Aquatics staff, Water Sewer Department workers, and Airport staff.

While not statistically significant, improvements in sun safety practices when working outdoors during the summer months were reported from respondents regarding wearing long pants, use of SPF 30 or higher sunscreen and lip balm.

Respondents who answered questions "Sometimes", "Rarely", or "Never", regarding their sun safety practices at work when outside during the summer months indicated *"Forget to wear", "Too hot to wear"*, and *"Inconvenient"*, and *"Time"* as the main reasons they did not wear a wide brimmed hat, stay in the shade, wear long sleeve shirts, and/or wear SPF 30 or higher lip balm. Other reasons indicated include: *"Do not to care", "Uniform", "Not department approved", "Do not like the feeling of sunscreen", "Sunscreen lip balm we have tastes disgusting", "Sometimes there is no shade", "Uncomfortable", and "Expensive"*.

Worksite Sun Safety Environment

Respondents assessed their current worksite sun safety environment via multiple choice and yes/no questions. An improvement was indicated regarding the availability of "*some shade (natural shade from trees or shade from the side of buildings)*" for workers when working outdoors *(Z = -1.68, p = .092, Mean = 2.26 – 2.45). R*espondents also indicated that *"some shade"* is available when workers are taking a coffee or lunch break outdoors.

Respondents also reported a statistically significant decrease of being sunburned at work *(Z = -2.49, p = .013, Mean = 1.24 – 1.19).* Those same respondents indicated they have been sunburned on average between one to three times a year at work, with the burns occurring on primarily on their face, neck, ears followed by their arms or legs. Respondents also conduct most of their outdoor between the months of April and September.

Policy Adoption

Project sites developed a worksite UV protection policy which was approved and adopted by worksite administration. The policies included tailored verbiage modeled from the *Worksite UV Protection Model Policy* to fit their organization and outdoor workers. Each policy was assessed for its strength to address the recommended guidelines included in *Worksite UV Protection Model Policy.* The policies included *recommendations* to support a sun safe worksite and sun safety practices among outdoor workers.

Project Plan & Intervention Strategies

Project sites identified evaluation measures to assess implementation of the intervention strategies to support their worksite UV protection policy. Project sites evaluated sun safety practices and knowledge as a result of the worksite UV project, as well as if the level of sun safety protection provided was adequate. However, one project site did not identify specific evaluation measures to assess changes observed. Worksites provided training to staff, with a total of 198 employees trained.

Figure 2: City of Huron

Worksite departments were encouraged to budget for sun protective equipment in future fiscal years and both sites indicated that sun protective equipment had indeed been budgeted for. Department supervisors encouraged sun safety practices among employees, and sun safety education was provided to employees through newsletters and fliers, as well as incentives designed to encourage sun safety practices in outdoor workers. Incentives in the form of coupons to the city concessions stand were awarded to workers observed practicing sun safety however workers did not readily redeem them.

Sunscreen use was also tracked to support the promotion of the use of sun safety protective equipment, and sunscreen wipes were more readily used than sunscreen (usage indicated ½ - ¾ of bottles left at the end of the project period). Strategies unique to one project site also included educating aquatics patrons on sun safety through the daily posting of the UV Index where visible, as well as competition between pool staff to assess UV exposure.

Project Report

Outcomes reported in project sites included improved sun safety behaviors among staff who typically do not engage in sun safety practices, including less sunburns due to reapplication of sunscreen and use of sun protective equipment (hats, lip balm, and sunglasses). Hats were originally purchased through the worksite UV project funding, however an additional 120 hats were purchased to accommodate the interest among outdoor workers (Refer to Figure 2). Barriers observed included poor reception to the policy by department supervisors at the beginning of the project, however employees were receptive to changes and made an increased effort to be sun safe throughout the summer. Encouragement of staff to be sun safe by supervisors was noted as a key element with improved sun safety practices.

Figure 3: Cancer Awareness Health Fair

Education was an important component of the project to support adoption of sun safety practices. One project site held a cancer awareness health fair for city employees and family members to increase awareness of skin cancer through education, skin cancer screenings, and recommendations for at-risk participants (Refer to Figure 3). Project sites also budgeted for additional sun protective equipment for

their 2017-2018 fiscal year and will continue sun safety education in future employee trainings. Sunscreen will continue to be made available to aquatics patrons to support sun safety practices. These efforts are in place to help sustain adoption of worksite UV protection policies and practices.

The UV project supported implementation of small steps to improve worksite sun safety practices. Worksites observed an increased awareness of sun safety practices and unexpected improvements in sun safety practices in workers, such as aquatics staff wearing long-sleeved shirts instead of short-sleeve shirts and increased use of wide-brimmed hats, sunscreen and protective eyewear. An improvement in sun safety practices beyond the worksite was also noted.

Project sites indicated that the project components (Introductory webinar, technical assistance, worksite wellness committee training, and worksite employee training) designed to support development and adoption of a worksite UV project policy were “very useful”, with one project site indicating that technical assistance and worksite employee training was “extremely useful”. Project resources (Sun safety Resources, Sun Safety Products, and Email or Letter to Employees) provided to project sites to support development and adoption of a worksite UV project policy were “very useful” to “extremely useful”, with one project site who indicated the “email or letter to employees” as “somewhat useful”. Additional comments provided by project sites indicated that project was comprehensive and the provision of technical assistance throughout the project was useful.

LIMITATIONS

- The Worksite Assessment is an important tool to support worksites to understand their current sun safe environment and solicit employee input regarding the worksite support for sun safety practices to develop a comprehensive worksite UV protection policy. The tool is appropriate for most worksites whose employee base includes outdoors workers however it may not apply to worksites whose outdoor workers occupation does not allow for adjustment of schedule avoid peak sun hours or work indoors during high UV index days. Questions will be modified to include options that are not applicable to worksites.

- Implementation of interventions strategies occurred over a three month period, which may limit the time available to see improvements in worksite and employee sun safety practices. However, both worksites were surprised by improvements in employee sun safety practices (e.g. sunscreen use, wear wide-brimmed hat) and the summer months are when outdoor workers are exposed to highest levels of UV.

- Limitations to the survey design were highlighted by the omission of a question specific to the job type of the respondent, which will be included in the next iteration of the survey. The survey also included knowledge and attitude questions that elicited some statistically significant responses, however, may not provide added value to understand the effect of the project to change workers attitudes and knowledge about skin cancer. Questions assessed outdoor workers schedule and the number of times burned in a year, which may not change much. Survey questions will be revised to assess relevant skin cancer attitudes and behaviors in outdoor workers.

- Dissemination of the survey was targeted for the beginning of the project period in March via Survey Monkey to solicit feedback to support project staff with development and implementation of an appropriate worksite UV protection policy and project plan. However, due to the seasonal employment status of many outdoor workers, their employment period was May to August. Thus a

paper survey was disseminated to workers at an employee orientation session held in May to increase survey response rates. Future worksite UV protection projects may likely request paper survey copies again, however, worksites can utilize findings in this report and technical assistance provided by DOH staff to support development and adoption of a comprehensive worksite UV policy and project.

DISCUSSION

Overall worksites demonstrated an interest in promoting a sun safety worksite through adoption of a UV protection policy and implementation of strategies to support the policy. The project helped promote a sun safe worksite and encourage improvement in sun safety practices among outdoors workers during the summer. Specifically, the policy identified responsibility for both worksite management and employees for the recommended sun safety policy guidelines. Worksites found value in adoption and integration of the policy into existing worksite manuals. Intervention strategies implemented by worksites to support adoption of the policy were unique to each worksite and elicited some improvement in employee and worksite sun safety practices.

Adoption of sun safety practices, including wearing sunscreen and wide-brimmed hats, was observed more readily in employees under 18 to 24 years of age, which counters state data that highlights reduced sunscreen use in young adults. Reduced sunscreen use and adoption of sun safety practices was observed in older workers, perhaps as a result of generational thinking and the lack of desire to change behaviors later in life.

Due to the nature of the work that outdoor workers job type, it is not always feasible for a worksite to follow evidence-based guidelines to adjust work schedules to reduce their exposure to peak UV exposure hours (10am – 4pm). While improvements in sun safety practices were reported by survey respondents, the reasons indicated why they do not engage in some sun safety practices (e.g. inconvenient, too hot to wear, forget to wear, and time) can be addressed by adjusting intervention strategies to make sun safety protective equipment accessible and convenient. Alternative strategies can be identified to address other reasons noted to encourage sun safety practices.

Intervention strategies implemented by project sites to support adoption of the policy were unique to their employee population and worksite environment. Some strategies worked better than others to improve employee sun safety practices however those that were successful to solicit improvement in employee sun safety practices involved ongoing role modeling and reinforcement by management.

The trainings provided to worksite wellness staff helped establish the need for worksite sun safety, as well as reinforce worksite wellness strategies to support a healthy worksite. Sun safety trainings facilitated to employees helped educate them on skin cancer risks and strategies to practice sun safety while on the job. Based on survey results, employees appear to have some knowledge regarding skin cancer risks and sun safety practices. Moreover, employee attitudes about skin cancer indicated they know it is important to prevent. Sun safety education is an important component of an intervention to enhance learning and implementation of a worksite UV protection policy.

Both worksites successfully developed and adopted a worksite UV protection policy. Worksite polices were adapted to fit worksites and included strong recommendations to support a sun safe worksite, rather than requirements. Recommending policy changes presents an ongoing to challenge to enforcement. To reinforce uptake of employee sun safety practices, development of a comprehensive, required policy, may solicit an increase in sun safety practices.

Technical assistance and educational resources provided by DOH staff helped guide development of evidence-based worksite projects and policy to promote employee sun safety practices and a sun safe worksite. Technical assistance is an integral component to support project implementation and worksites to meet project deliverables.

CONCLUSIONS AND RECOMMENDATIONS

The worksite UV protection policy project successfully supported SD worksites to promote a sun safe worksite through implementation of policy, system, and environmental approaches. Outcomes achieved by worksites as a result of the project established a baseline for continued support of a sun safety practices for outdoor workers. Strategies implemented to support adoption of worksite UV protection policies proved moderately effective in improving employee sun safety practices, however improvements did occur. Specifically, reinforcement and role modeling of sun safety practices by worksite administration was instrumental in improvements in employee sun safety practices. Efforts to enhance the project to better support worksites to implement a worksite UV protection policy and practices, including education regarding employee engagement and policy reinforcement, and establishment of evaluation measures, can assist worksites to establish a comprehensive project.

Recommendations for a comprehensive worksite UV protection project include:

- **Provide sun safety training to worksite management and employees.** Educating staff and employees on skin cancer prevention reinforces why worksites have chosen to adopt a sun safety policy to support a healthy worksite and helps establish a baseline understanding of the value of a worksite UV protection policy and sun safety practices
- **Develop policy which requires employees to practice sun safety practices.** To reinforce uptake of employee sun safety practices, development of a comprehensive, required policy, may solicit an increase in sun safety practices.
- **Reinforcement and role modeling of worksite management.** Worksites noted the key to improvements in employee sun safety practices was the reinforcement or role modeling of sun safety practices by worksite management.
- **Implement policy, system, and environmental changes to support and engage employees to practice sun safety.** Changes include, but are not limited to; making shade available to outdoor workers at job sites and outdoor break areas, including providing a canopy, umbrella, tent, or shade structure; make personal sun safety equipment readily accessible, and engage employees in ongoing communication to promote sun safety practices.
- **Provide technical assistance and resources to worksites.** Providing technical assistance and resources to worksites helps guide development and implementation of comprehensive worksite UV protection policies and practices to achieve measurable outcomes. The availability of a variety of resources provides worksites with the opportunity to tailor the project to their employee base.
- **Develop a comprehensive project plan.** A comprehensive project plan can help guide worksites with development, implementation and evaluation of goals, objectives, and strategies identified to support adoption of worksite UV protection policies and practices. Identify evaluation measures support worksites to assess the effectiveness of the strategies and make improvements where necessary to achieve successful outcomes.

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