



CSEA Health & Safety Conference 2018

Overview of **OCCUPATIONAL STRESS** *Impacts and Interventions Training*



Presented by

Geraldine Stella, H&S Specialist
PEF Health & Safety Department

This is an overview of the 4-Hour
Occupational Stress: Impacts and Interventions: Including Shiftwork and Stress
training offered by the PEF H&S Department. Contact your local H&S Committee for
more information on the full training.

Funded in part by
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How Is This Training Different From the 4-Hour Program?

4 Hour Program

- Targets individual worksite/agency.
- In-depth detail on stress, shiftwork and stress, stress assessments and intervention strategies.
- Identification of worksite/agency specific stressors and develop action and intervention plans
- Detailed discussion on data presented and more time for small group activities.

This Program

- Targets multiple agencies/worksites.
- An introduction to the full program.
- Identification of generic stressors and recommended interventions.
- Discusses benefits of bringing the complete program to your agency
- Overview of data and large group activities.

Objectives

THIS TRAINING WILL HELP PREPARE YOU AS YOU
BEGIN TO:

- ASSESS your workplace for occupational stress risk factors
- ADDRESS the need for training on occupational stress
- PLAN for bringing a program to your workplace

What Is Stress?

- STRESSOR: Cause of stress response
- STRESS: Physiological stress response
- STRAIN: Happens later

Stress leads to Job Strain

What is Job Strain?

*What does the worker need to get their job done
& what resources do they have to do it?*

- High job demands (heavy workload, fast work pace)
- Low job control
- Low decision making authority
- Low support

$$\uparrow \text{Work demand} + \downarrow \text{Control} + \downarrow \text{Support} = \text{Strain}$$

Acute Stress

Threat/Demand



Biological Response

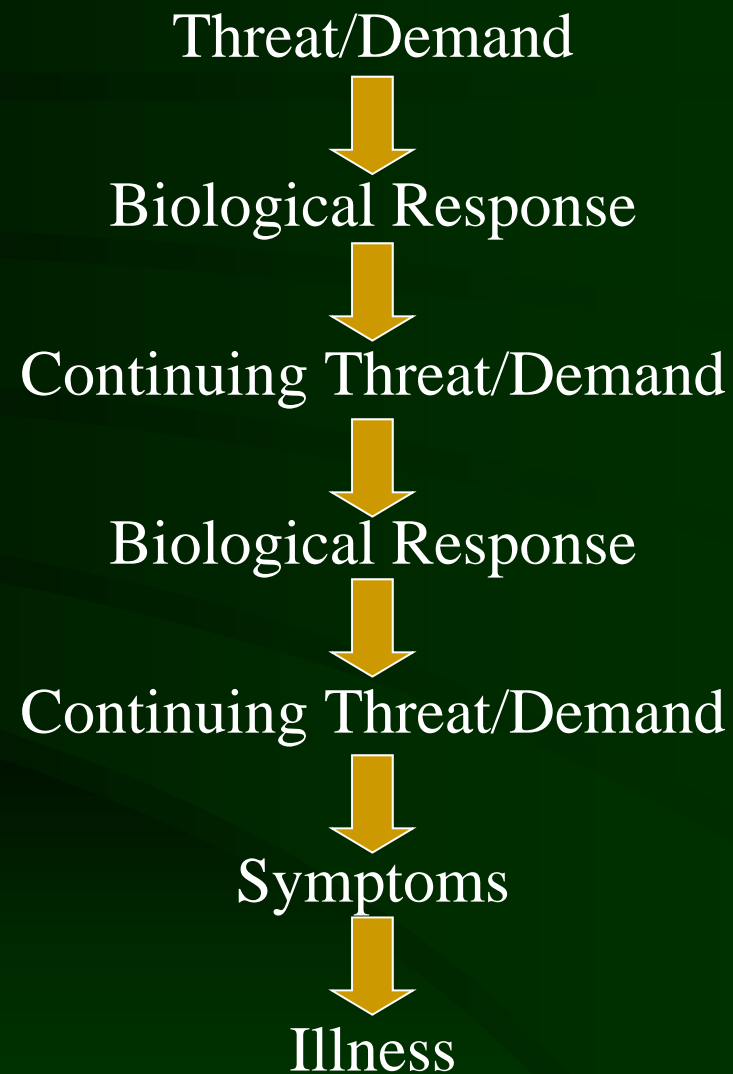


Deal with Threat Demand



Automatic Relaxation

Chronic Stress



Sources of Stress:

Key Stressors: Organizational

- Downsizing/Privatization
- Political or Economic Changes (e.g. - State Budget Deficit)
- Quality Programs/Worker Participation Schemes
- Organizational Policies (e.g. discipline)
- Contingent Work (e.g. - Part-time, Seasonal or Temporary Employees)
- Understaffing
- Shiftwork/Rotating Schedules

Sources of Stress (cont'd):

Key Stressors: Demand/Control

- High Demands (Physical, Psychological, Workload, Time Pressures)
- Low Control/Autonomy
- Psychosocial Support (all levels of management & co-workers)
- Job Security
- Poor or No Career Ladders
- Physical Work Environment (Layout, Equipment, Location)

Sources of Stress (cont'd): Key Stressors for Patient/Client/Consumer Based Services

Physical and emotional trauma due to type of work = more risk of burnout

- Client Population
 - High Risk
 - Dual Diagnoses
 - Severe Medical Conditions
 - Violent Offenders

Sources of Stress (cont'd): Key Stressors for Patient/Client/Consumer Based Services

- Violence/Harassment
 - Physical Interventions
 - No time to think
 - Possible discipline
 - Home Invasions (group homes)
 - Domestic Violence

Look for the Root Cause!

Once you have identified a source of stress keep asking WHY??? until you find the root cause.

Example: Stress source is back injuries

- Why? Because the nurses are manually lifting the patient
- Why? Because there are no SPH equipment available
- Why? Because the equipment is kept in a storage room on another floor
- Why? Because there is no room on the ward

*So now the stress source can also be traced to storage issues.
This will help in identifying intervention strategies*

Large Group Activity # 1 - Sources of Stress

Note: This is done as a half-hour Small Group Activity in the full training (15 minutes for group work, 15 minutes for report out) with additional discussion on the questions.

TASKS - Identifying stress in your workplace

Think about what causes you stress on the job, and what effect it is having on you or your co-workers.

- 1. What are the main sources of stress in your workplace?**
- 2. How does job stress affect you, or your co-workers health and well-being?**

How Does Stress Affect You?

Early Stress Symptoms

Physical Symptoms:

- Headaches
- Stomach problems
- Eating disorders
- Sleep disturbances
- Fatigue
- Muscle aches & pains
- Chronic mild illnesses

Psychological & Behavioral:

- Anxiety
- Irritability
- Low morale
- Depression
- Alcohol & drug use
- Feeling powerless
- Isolation from co-workers

How Does Stress Affect You?

Long-Term Health Problems

Physical Conditions:

- Exhaustion/physical fatigue
- High Blood Pressure
- Heart disease
- Stroke
- Gastrointestinal disorders
- Musculoskeletal disorders
- Death!

Psychological:

- Emotional exhaustion
- Serious depression
- Suicidal behavior
- Alcoholism/substance abuse
- Disengagement from patients/recipients
- Burnout

Additional Problems for Shiftworkers

- May exacerbate other illness (e.g. asthma, diabetes, epilepsy, depression)
- Family & Social Issues (less time with family & friends, strain on relationships, child care arrangements)
- Can't attend Union meetings/trainings

Organizational Impacts of Stress

- Increased length and number of sickness absences
- Higher labor turnover
- Increased workers' compensation costs
- Loss of services to patients/recipients

How to Measure Stress

- Surveys
- Self-reports
- Observation
- Health reports/diagnostic surveys
- Interviews
- Focus groups
- Organizational records (comp rates, sick time, accident/injury rates)

What Approach Do We Take?

- **Informal:**

*Creates Immediate Relief &
Empowers Workers to Seek More
Formal Approaches*

- Peer Group Meetings
- Public Awareness
Campaigns
- Net Connections
- Newsletters

- **Formal:**

*Brings Permanent Solutions to
Problems*

- Collective Bargaining
- Legislation
- Policy
- L/M Committees
- Intervention Teams
- Training & Education

Types of Interventions

- **Individual – focus on how the workers respond to stressors**
 - Personal stress reduction
 - Skills or safety training
 - Wellness programs
- **Organizational - focus on external and internal factors**
 - Environment
 - Job design
 - Legislative/Policies/Benefits/Collective bargaining agreements
- **Psychosocial – focus on all aspects of workplace**
 - Management & co-worker support
 - Increased input by workers into procedures
 - Peer review groups
 - Increased communication /info sharing

Types of Interventions *(cont'd)*

- Participatory and Labor/Management
 - Combines all of the others and includes stakeholders (such as workers, unions and management) in each step of the process
 - Uses a Systems approach to PREVENT stress (e.g. risk assessment), PREPARE individuals and the organization to cope with it (e.g. dispute resolution, stress reduction), and REACT when needed (e.g. EAP)
 - Participatory interventions had the strongest and most enduring impacts.

Watch out for weak supports!

- Participatory interventions may easily be derailed by lack of support by managers or supervisors. Strategies which may otherwise be effective will fail if workers are not allowed to attend meetings, focus groups or otherwise participate in various elements of a stress program.
- Workers who lacked support from their coworkers in addition to a lack of supervisory support had even higher rates of sickness absence.

Examples of Intervention Strategies

- Union Strategies:

- Root Cause Analysis
- Education & Training (Union & Institutional)
- Involve Workers in Developing Health & Safety-related Policies
- Involve Workers in Developing and Choosing Shift Schedules
- Involve Workers in Hazard Mapping and Workplace Design

Examples of Intervention Strategies

- Organizational Controls:
 - Adjust Workload During Shift
 - Allow Adequate Meal and Rest Breaks
 - Effective Emergency Response
 - Policies which are clear and address issues
 - Crisis Intervention Teams
 - Fair Incident Investigation

Strategies for Shiftwork

- Improving Shiftwork Schedules:
 - Avoid Permanent (fixed or non-rotating) Night Shift
 - Speed & Direction of Rotation
 - Avoid Several Days Followed by “mini-vacations”
 - Keep Long Work Shifts and OT to a Minimum
 - Consider Different Lengths for Shifts
 - Examine Start-End Times
 - Keep Schedule Regular and Predictable
 - Examine Rest Breaks

Key Intervention Strategies

Results

- Increased job satisfaction
- Increased morale
- Decreased burnout
- Decreased sickness absence
- Decreased turnover

 = *DECREASED STRESS AND STRAIN*

Website Resources

- NIOSH (National Institute of Occupational Safety and Health): Stress at Work
<http://www.cdc.gov/niosh/topics/stress>
- Job Stress Network
<http://www.workhealth.org>
- Hazards Magazine:
Do-it-yourself Research:
<http://www.hazards.org/diyresearch>
Overwork:
<http://www.hazards.org/getalife>
- Canadian Union of Public Employees (CUPE): Workplace Stress Guidelines
<http://cupe.ca/www//113/stressguideline>
- UMass Lowell - The Job Content Questionnaire (JCQ) Robert Karasek
<http://www.uml.edu/college/she/WE/research/jcq/jcq.htm>
- The UK Work-Stress Network
<http://www.workstress.net/>

Large Group Activity # 2 – Union Strategies for Reducing Stress in the Workplace

Note: This is done as a one-hour Small Group Activity in the full training (30 minutes for group work, 30 minutes for report out). Additional questions and charts are used in the SGA.

- What would be some effective strategies to reduce sources of job stress in your workplace?
- What could be some effective strategies to help your members/co-workers better cope with job stressors in your workplace?

**WE WILL TAKE ONE SOURCE OF STRESS REPORTED IN ACTIVITY 1 AND
IDENTIFY INTERVENTION STRATEGIES TO ADDRESS IT.**

- What is the Issue?
- What is the Stress Source/Root Cause?
- What type(s) of intervention do we need?
- What resources are needed?
- Who will do it?
- What is the time frame?