Leadership Skills for Managing Worker Stress and Fatigue through COVID-19

A Total Worker Health approach to help sustain well-being and productivity

Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020
• Total Worker Health Approach to COVID-19

• Skills that effective leaders use to promote workplace safety, health and well-being

• Sources of stress and tips on how to reduce their impact

• Fatigue and sleep – steps to improve workforce resilience

Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020
Colorado’s Department of Public Health & Environment is requiring all spa & salon to shut down until APRIL 30th.

We are sad to close, but the public’s health & safety is our #1 priority! Thank you for your ongoing support.

We hope to see you in May!

Hours

Monday: Closed
Tuesday to Saturday: 10am-5pm
Sunday: 10am-5pm

CALL
303-333-3474
or visit
https://tinyurl.com/vlpskr6
9AM - 5PM

Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020
COVID-19 abruptly reshaped America’s (and the world’s) workplace and workforce

Kira Newman, MD, PhD @KiraNe... 1d
Things are still changing at work but not as quickly now. I have adjusted to my new morning routine. When I wake up, I no longer feel the pull of habit to iron a clean shirt and make sure my shoes match my belt. Everyone wears scrubs; they all get left at the hospital. (2/11)

Kira Newman, MD, PhD @KiraNe... 1d
It feels like we entered a new phase this week. Almost everyone knows someone who has been infected, and many of us know people who are very sick or have died, some of them medical professionals. (3/11)

Kira Newman, MD, PhD @KiraNe... 1d
I knew nobody would be immune, but for a while it felt like some of us might be spared. I felt like we could work in this pandemic but not be of it. It’s silly to consider this critically, but that’s the kind of magical thinking that happens. (4/11)

A delivery worker drives through the Park Slope neighborhood Wednesday in New York City. (AP Photo/Alex Brandon)Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020

A blueprint for remote working: Lessons from China

Low-Paid Workers, Confronting Difficult Decisions

When Stocking Shelves Means Braving Danger

Paid leave for workers awaiting test results is covered by Polis directive

Risks not just for themselves, but also for their clients and others.
Meet the Mission

Organizational Culture

Promote Health and Safety

Productive Workforce

Create Favorable Work Conditions

Leadership

Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020
How do leaders impact employee health, safety and well-being?

• Stress
• Work - Life Integration
• Chronic Disease
• Sleep
• Safety

Leaders can improve it...or worsen it

Total Worker Health Leadership skills can help

 Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020
What does TWH leadership looks like?

*The Leadership Challenge*, James M. Kouzes and Barry Z. Posner. © 2002

Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020
Applying Practices of Exemplary Leaders to Promoting Worker Health & Safety in the Face of a Pandemic

1. Model the Way
   Clarify values and set the example

2. Inspire a Shared Vision
   Envision the future and enlist others

3. Challenge the Process
   Search for opportunities, experiment and take risk

4. Enable Others to Act
   Foster collaborators and strengthen others

5. Encourage the Heart
   Recognize contributions and celebrate the values and victories

Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020
Leadership Paradigm

1. 
2. 
3. 
4.

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The Well-being Bank

Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020

Center for Health, Work & Environment
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Deposits
to the
bank
Borrow, Debt & Bankruptcy

Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020
POLL
The Stress Process

Stressors → Buffers → Strains

Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020
The Stress Process

Stressors

Job Demands
Workload

Lack of control
over work

Economic
Stressors

Physical
Environment

Job insecurity
Unemployment

Technology

Leadership

Role Stress

Work-Family
Conflict

Threat
Avoidance

Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020
The Stress Process

- Substance Use
- Sleep problems
- Fatigue (Difficulty concentrating)
- Burnout
- Absenteeism
- Mental Health/Suicidality
- Accidents
- Worse chronic health issues
- Poor Health Behaviors
- Presenteeism

Strains

Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020
The Stress Process

Buffers

- Effective Leadership
- Supervisor Support
- Organizational Support
- Co-worker support
- Psychological Safety
- Flexibility
- Boundary Management
- Match Work to Abilities
- Autonomy
- Meaningful Work

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Examples of Leadership Strategies during the Pandemic

• Clear communication – strategic communication
• Empathy - Acknowledge stressors
• Job control – autonomy where possible
• Recalibrating expectations - demands
• Reasonable Accommodation
• Strategize resources, schedules
• Set tasks to be specific, accountable
• Time management
• Flexibility
Unplug & Recharge

Examples

• Use good sleep habits
• Monitor screen time
• Employ auto-response messages
• Align use of text messages, emails to match alternative work arrangements
• Take email off your phone – turn off when off
• Turn off the sound
• Plan administrative response periods
• Turn off social media
• Limit how much you look at the news

Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020
How Can You Reduce Your Stress?

Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020
Connecting Stress, Sleep & Work-Life Outcomes

Disrupted sleep increases fatigue

Fatigue diminishes ability to cope with stressors in a healthy way

Inability to cope with stressors disrupts sleep

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COLORADO STATE UNIVERSITY
UNIVERSITY OF NORTHERN COLORADO
Chronic poor sleep

Increases the risk for:

- Depression
- Irritability
- Obesity
- Heart disease
- Cancer
- Diabetes
- Accidents
- Injuries
- Gastrointestinal issues

Decreases:

- Alertness
- Productivity
- Job satisfaction
- Work-life balance
- Mental functioning
- Physical functioning

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Employee Strategies to Improve Sleep

- Regular exercise
- Consistent sleep schedule
- Limit technology near bedtime and near beside
- Avoid working before going to sleep
- Limit caffeine late in the day
- Limit alcohol
- Conducive environment:
  - Dark
  - Quiet
  - Cool

Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020
Leader / Organizational Strategies

• Reduce telepressure
• Establish routines
• Limit work hours
• Respect work hours
• Foster psychological safety to set limits
• Model best practices yourself
• Provide rest breaks

Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020
Pandemic or no pandemic, employees are more satisfied AND productive when these needs are met:

- Spirituality & Sense of Purpose
- Rest & Sleep
- Good Nutrition & Exercise
- Intellectual Stimulation
- Creativity & Play
- Work, Financial & Career
- Relationships: Family, Friends, Community
- Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020
To Recap

• Understand role of leaders in promoting health, safety and well-being in the time of COVID-19

• Learn strategies for managing stress
  • For ourselves
  • For our employees

• Learn strategies for reducing fatigue
  • For ourselves
  • Our employees

Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020
Thank you!

Stay Safe

Follow Health Department Guidance

Be a leader in Total Worker Health

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*The Leadership Challenge*, James M. Kouzes and Barry Z. Posner. © 2002

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