The Healthy Work Campaign: Work Stress Prevention Strategies in the U.S.

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OHCOW May Day Webinar - May 22, 2020

U.S. Work Stress Epidemic

- 1/3 U.S. adults: "typically feel tense or stressed out during the workday"

- 3/5 U.S. adults: "work is a somewhat/ very significant source of stress

- 55% of US adults: felt stressed "the day before" – an increase from 2017 (49%) - one of the highest rates among 143 countries in a recent World Gallup Poll

1 in 5 (20%) AMERICANS SAY THEY NEVER ENGAGE IN AN ACTIVITY TO HELP **relieve or manage their stress**

Health Effects of Work Stressors

CARDIOVASCULAR DISEASE

- JOB STRAIN
- EFFORT-REWARD IMBALANCE
- LONG WORK HOURS
- ORGANIZATIONAL INJUSTICE
- JOB INSECURITY
- SHIFT WORK

HIGH BLOOD PRESSURE

- JOB STRAIN
- EFFORT-REWARD IMBALANCE
- WORK-FAMILY CONFLICT
- THREAT-AVOIDANT VIGILANCE

BURNOUT/ DEPRESSION

- JOB STRAIN
- EFFORT-REWARD IMBALANCE
- WORK-FAMILY CONFLICT
- LONG WORK HOURS
- LOW SOCIAL SUPPORT
- ORGANIZATIONAL INJUSTICE
- BULLYING/HARASSMENT

Also: acute traumatic injuries, musculoskeletal disorders, suicide risk, substance use

DYING FOR A PAYCHECK

How Modern Management Harms Employee Health and Company Performance—and What We Can Do About It
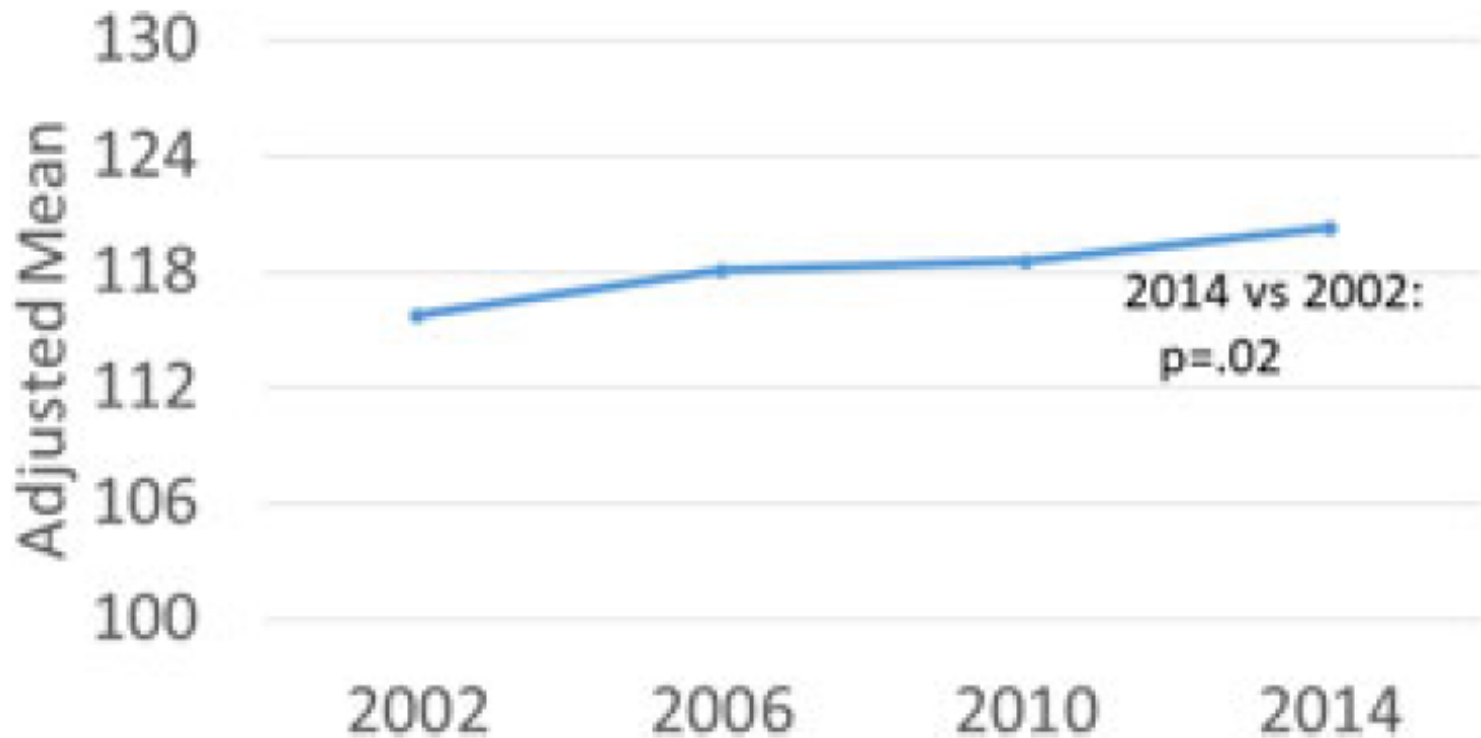
JEFFREY PFEFFER
STANFORD GRADUATE SCHOOL OF BUSINESS

☐ Jeffrey Pfeffer of Stanford, in "Dying for a Paycheck" presents:

☐ Economic model based on 10 major work stressors:

- demands, control, support, long work hours, shift work, work-life conflict, organizational injustice, unemployment, job insecurity, lack of health insurance

☐ ~120,000 deaths/year + 5-8% of annual health care costs (U.S. $180 billion) associated with "how U.S. companies manage workers."

Goh J, Pfeffer J, Zenios SA (2015) The Relationship Between Workplace Stressors and Mortality and Health Costs in the United States. Management Science March:1-12

Work stressors are increasing

FIGURE 1   Trend in job strain, 2002-2014: NIOSH QWL surveys

Adjusted for age, sex, race/ethnicity, education, hours worked per week, and unemployment rate
→Work-family conflict, annual work hours also on the rise in the US

Myers S, Govindarajulu U, Joseph M and Landsbergis P. Changes in work characteristics over 12 years: Findings from the 2002-2014 US National NIOSH Quality of Work Life Surveys. *Am J Ind Med*. 2019; 62: 511-22.

Chronic disease and mortality on the rise in U.S.

❑ Increasing "poor mental health"

      (>15/30 days in past month 2001-2012)[1]

❑ Increasing poor health indicators in working age populations:

   ■ Suicide rates[2]

   ■ Hypertension increases (NHANES 45-64 yrs 988-2014)

   ■ Cardiovascular disease mortality (45-64 years)

[1] Mojtabai and Jorm. Journal of Affective Disorders 2015; 74:556-561)
[2] Hedegaard H. Suicide Mortality in the United States, 1999–2017. NCHS Data Brief, No. 330, November 2018.

Many countries have work stress prevention policies, guidelines, standards or laws

- ☐ EU-OSHA Guidelines/Directives
- ☐ UK Management Standards for work-related stress
- ☐ National Standard of Canada for Psychological Health & Safety in the Workplace
- ☐ Japanese National Policy: Stress Check Program
- ☐ +Australia, South Korea, Colombia, Mexico, Chile…
- ☐ U.S. - no guidelines regarding psychosocial/work stress prevention or healthy work!

NIOSH: TOTAL WORKER HEALTH™

- TWH is a holistic approach to worker well-being - defined as policies, programs, and practices that integrate protection from work-related safety and health hazards with promotion of injury and illness prevention efforts to advance worker well-being.

- Integrating: Health Protection (Occupational Health & Safety) & Health Promotion (Wellness)

- Tends to focus on individual-level, health promotion/OSH programs although recently acknowledges risk factors related to work that contribute to chronic health problems previously considered unrelated to work.

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http://www.cdc.gov/niosh/twh/

The Healthy Work Campaign

MISSION
reduce harmful work stressors
and **improve job quality & health in the U.S.**

www.healthywork.org

Healthy Work Campaign in partnership with The Center for Social Epidemiology

The HWC Team

Leadership:

- Marnie Dobson, Director
- Peter Schnall, Co-Director

Research:

- BongKyoo Choi, PI - Healthy Work Survey (UCI)
- Paul Landsbergis, PI - Healthy Work Toolkit (SUNY Downstate)
- Pouran Faghri, PI - Dissemination
- Viviola Gómez, Research Associate
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Strategy, Content, & Support:

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- Cass Ben-Levi, Education Outreach Consultant
- Donald Goldmacher, Media & Film Advisor

Special thanks to:

- John Oudyk, OHCOW
- Linda Delp, UCLA LOSH
- Jill Markowitz, Markowitz Consulting
- Ken Nowack, Envisia Learning
- Joe Robinson, Optimal Performance Strategies
- Dorothy Wigmore, WigmoreRising.CA

In partnership with
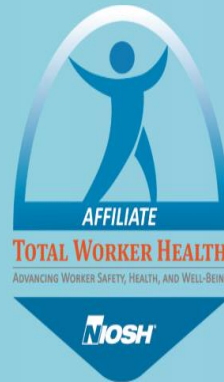
Healthy Work Campaign
GOALS

1. **EDUCATE**
   Educate working people and others about how work impacts our health, the social and financial costs, and about the many solutions that are available to promote healthy work.

2. **ASSESS**
   Assess the workplace for unhealthy work stressors, using online, user-friendly tools available to both individuals and organizations.

3. **EQUIP**
   Equip workers and organizations with **Healthy Work Tools** including interventions that can be used to promote healthy work, healthy organizations and healthy people.

4. **INSPIRE ACTION**
   Inspire action from all stakeholders—to share the message about healthy work, implement organizational change, and participate collectively to promote healthy work throughout the U.S

Goal 1: Healthy Work Education

- Healthywork.org website
- Working on Empty - 11 minute video teaser
  www.workingonempty.org
- Principles of Healthy Work – interactive graphic
- Infographics
- Social media platforms – Facebook, Linked-In, Twitter @healthyworknow
- Medium.com articles @healthyworknow

Principles of Healthy Work

- **Physical Environment**
  - Freedom from physical harm
- **Psychosocial Environment**
  - Enhance job control
  - Manageable demands
  - Eliminate job strain
  - Job security
  - Job rotation or enrichment
  - Supervisor/Coworker Support
  - Balance efforts with rewards
  - Work-life balance
  - Recognize emotional labor

- **Organizational Culture/Climate**
  - Organizational Justice
  - Reduce Incivility
- **Work Organization**
  - Limit Precarious Work
  - Minimize shift work
  - Limit long work hours
- **Rewards & Benefits**
  - Fair pay/living wages
  - Adequate sick leave, vacation time
  - Adequate health insurance for all

Reduce harmful work stressors.
Improve job quality and health.

HEALTHY WORK   HEALTHY PEOPLE

Principles of **HEALTHY** WORK

☑ **Physical environment**
- Freedom from physical harm

☑ **Psychosocial environment**
- Enhance job control
- Manageable demands
- Eliminate job strain
- Job security
- Job rotation or enrichment
- Supervisor support
- Co-worker support
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☑ **Organizational culture/climate**
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☑ **Rewards/benefits**
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- Provide adequate sick leave, vacation time
- Adequate health insurance for all

Brought to you by the HEALTHY WORK CAMPAIGN   A project of: THE CENTER FOR SOCIAL EPIDEMIOLOGY

HWC Goal 2 Assess: Healthy Work Survey

- HWS → <u>developed</u> by CSE and partners, PI Dr. BongKyoo Choi (COEH, University of California, Irvine)

- Short, validated tool to ASSESS work stressors for workers, unions & employers. Online, anonymous & free report.

- STRESSASSESS: available on HWC website for now (thanks to OHCOW and John Oudyk for their support)
  https://healthywork.org/employers/healthy-work-survey-employers/

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HWS: Core 46 working conditions questions (32 GSS-QWL and 14 NEW)

Work schedule/ Arrangement (7 items)	Control (6 items)	Support (4 items)	Reward (5 items)	Demands (11 items)	Safety (5 items)	Justice (7 items)
Work hours Work arrangement Shift work Work schedule change/notice	Use of skills on the job Decision-making opportunity	Coworker support Supervisor support	Respect Promotion Fair earning, Job security	Workload Role conflict Physical effort Resource adequacy Work-family conflict Emotional demands Electronic surveillance	Safety climate Toxic chemicals Safety hazards Physical violence	Discrimination Harassment Bullying Low wage Wage theft Procedural justice Union

HWS: 17 HWS questions (<u>14 GSS-QWL and 3 NEW</u>) on health outcomes, quality of life, productivity

Health Outcomes/Quality of Life	Productivity
- General health - Physical health (unhealthy days) - Mental health (unhealthy days) - Activity Limitation (unhealthy days) - Stress at work - Exhaustion - Back pain - Injuries - Sleep problem - Hypertension - Diabetes - Depression - Weight and height (obesity) - Stress at home	- Absenteeism - Presenteeism

HWC Goal 3: Equip workers, unions, employers with **Healthy Work Tools & Strategies**

3 Healthy Work Tools pages: www.healthywork.org

- ■ **Healthy Work Tools for Individuals**
  - ▪ Resources for coping
  - ▪ Resources for collective action (worker organizations/campaigns, support laws that address work stress)

- ■ **Healthy Work Tools for Employers**
  - ▪ Business case
  - ▪ Evidence-based org intervention studies with programs that address work stressors
  - ▪ Healthy work polices/programs (HWPP, CPH-NEW)

- ■ **Healthy Work Tools for Unions & Worker Advocates**
  - ▪ Collective strategies (e.g. labor-management partnerships, reducing on-call scheduling)
  - ▪ Collective bargaining/legislation (workload reductions, nurse-patient staffing ratio laws, paid sick leave)

Healthy Work Campaign approach to Organizational Interventions

❑ Not a new literature review (academic language)

❑ Rather a "toolkit" (for labor, management, public):

❑ Links to Process guidelines:

   CPH-NEW Healthy Workplace Participatory Program:

https://www.uml.edu/Research/CPH-NEW/Healthy-Work-Participatory-Program/

❑ Organizational stress reduction "case studies" (now 28):

1) Successful organizational interventions (action research)
   o >= quasi-experimental design
   o Context, process details
2) Collective bargaining
3) Laws & regulations
   o Rarely studied, even tho legally binding, potential

https://healthywork.org/resources/healthy-work-strategies/

Healthy Work Strategies

Healthy Work Strategies include workplace policies, programs, contract language, regulations and laws designed to reduce sources of stress at work (work stressors), and to make work and workers healthier. Each report below is a **summary** about how to improve the organization of work to reduce work stressors, such as:

> Long work hours, bullying, sexual harassment, discrimination, threats of violence, understaffing, job insecurity, lack of supervisor or coworker support, work-family conflict, job demands, lack of job control, job strain, and "effort-reward imbalance."

The types of Healthy Work Strategies below include:

⊕ Workplace research studies and programs to reduce work stressors

⊕ Labor-Management Contracts

⊕ Laws and Regulations

If you have any questions or comments about these reports, or have updates or new programs, policies, or laws that you would like us to include, please feel free to contact us.

⊕ Acknowledgements

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https://healthywork.org/resources/healthy-work-strategies/

Workplace research studies and programs to reduce work stressors

The research studies and programs, published in scientific journals, were selected because they were designed to reduce sources of stress at different workplaces in order to improve employee health (health promotion programs intended to change individual behaviors are not included). Many include a participatory "action" research focus, which means they involved workers, labor and management in a process that was intended to create positive change. These studies document the effects of workplace programs and policies and provide important details about the process of changing working conditions—so that you can see if such a process might work in your workplace or industry.

Public Sector Workers

Increasing job control and reducing other job stressors among call center workers in England

Redesigning the jobs of postal workers in Uppsala, Sweden

Changing workplace policies and procedures reduced blood pressure among Quebec, Canada white-collar workers

Manufacturing

Job redesign at a sweets manufacturing company in England

Health Care

Reducing work stress and improving the mental health of hospital workers (Quebec, Canada)

Teachers/Education

Workplace policies and programs to reduce job stress among K-12 education staff (U.S.)

Workplace bullying/discrimination/violence

A training program for workers and managers on reducing male bullying and workplace violence (U.S.)

Supervisor Support and Work-life balance

Reducing work-family conflict through supervisor training on Family Supportive Supervisor Behaviors (FSSB)

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

Participatory action research: Quebec hospital

- ☐ Risk assessment using employee surveys to measure
    - ■ work stressors (JCQ & ERI surveys)
    - ■ psychological distress
- ☐ Qualitative assessment
    - ■ interviews with key informants
- ☐ Development of an intervention team
    - ■ 2 researchers, 1 RA, 3 head nurses, 3 RNs, 1 nurses' aide, 1 reception clerk, 1 rep from HR & 1 from nursing, 2 local union reps
- ☐ Feedback to management, employees & unions
    - ■ comparison of work stressors & psych distress to provincial averages
- ☐ Team recommendations
    - ■ 56 adverse work conditions & proposed solutions

Bourbonnais R, Brisson C, Vezina M. Long-term effects of an intervention on psychosocial work factors among healthcare professionals in a hospital setting. *Occup Environ Med*. 2011;68(7):479-486.

Participatory action research: Quebec hospital

Examples:

- ☐ Consultation with nurses on staffing, training plan & schedule

- ☐ Ergonomic improvements

- ☐ Improve team communication, support

- ☐ Task rotation between nurses & aides

- ☐ Job enrichment, training for nurses' aides

- ☐ Reduce delays in filling open staff positions (nurses, clerks)

- ☐ Better guidance, training of new staff

- ☐ Discuss with doctors that nurses' work is taken for granted

Bourbonnais R, Brisson C, Vezina M. Long-term effects of an intervention on psychosocial work factors among healthcare professionals in a hospital setting. *Occup Environ Med*. 2011;68(7):479-486.

Participatory action research: Quebec hospital (results after 3 yrs)

	Intervention hospital	**Control hospital**
Work stressors	Demands↓, Rewards↑	---
Supervisor support	---	↓
Sleeping problems, psych distress	---	---
Burnout	↓	---

Bourbonnais R, Brisson C, Vezina M. Long-term effects of an intervention on psychosocial work factors among healthcare professionals in a hospital setting. *Occup Environ Med*. 2011;68(7):479-486.

Reducing work stressors through union contracts

⊖ **Labor-Management Contracts**

The reports below are examples of labor-management contracts that include specific provisions intended to improve working conditions and that may make work healthier as well. Many of these collective bargaining efforts were not intended to improve workers' health and have not been scientifically studied to determine their effectiveness, however they are legally binding and enforceable.

Reducing workplace bullying through a union-sponsored Respectful Workplace Policy and collective bargaining

Work-life balance and trade unions

Collective bargaining agreements (contracts) designed to improve working conditions and job security for Brown University dining services workers

Jim Beam workers achieve better work-life balance through new labor-management contract

New York State Nurses Association (NYSNA) contract with private hospitals in New York City focuses on improving safe nurse staffing levels

First collective bargaining agreement for airport workers and security officers at New York and New Jersey airports

Collective bargaining agreement (contract) designed to improve working conditions and reduce stressors for Rutgers University faculty, graduate and teaching assistants

New contract for Los Angeles teachers includes important features designed to reduce teachers' job stress

SAG-AFTRA creates code of conduct to prevent sexual harassment in the workplace

Union contracts to address job stressors related to COVID-19 (being drafted)

❑ Los Angeles Teachers used "contract action teams" to:
- Reject additional work demanded by administrators
  - on top of developing on-line learning activities,

    & monitoring student progress & participation

❑ Univ. of Chicago Graduate Employees won:
- 2 wks <u>paid sick leave</u> >regular sick leave if sick with or taking care of family member with COVID-19 it
- <u>mental health counseling</u> by telephone
- University's <u>health care</u> provider to cover all COVID-related out-of-network ER expenses at 100% and urgent care at 70%
- mass pre-authorization of all COVID-19-related tests & treatments
- 80 new <u>summer internships & assistantships</u> for international & US students who lost assistantships due to shift to online classes

https://labornotes.org/blogs/2020/04/los-angeles-teachers-use-contract-action-teams-win-covid-19-victory
https://labornotes.org/blogs/2020/04/chicago-grad-workers-first-win-covid-19-demands

Reducing work stressors through laws & regulations

Laws and Regulations

Many of these legislative efforts were initiated through the efforts of certain industries, unions or worker groups to improve aspects of the work environment, but were not primarily to improve workers' health and have not been scientifically studied to determine their effectiveness. However, laws and regulations also typically reach more people than the workplace-based programs that have been studied. These reports were based on news stories and reports from specific unions and/or industry publications.

Job redesign and national labor protections have positive effects on worker health and the economy

Laws to improve nurse staffing levels in hospitals in the U.S.

Stress Check: A national policy in Japan for prevention of workplace stress

Work scheduling laws contribute to more stable employment

Workplace bullying prevention laws and regulations

Laws and regulation to prevent workplace violence in healthcare

Legislation to prevent workplace sexual harassment

Government labor inspectors' role in protecting workers' mental health in Quebec

2004 California nurse-to-patient ratio law & RN injury rates
(Lost workday non-fatal injury & illness rates/100 RNs/year, BLS)
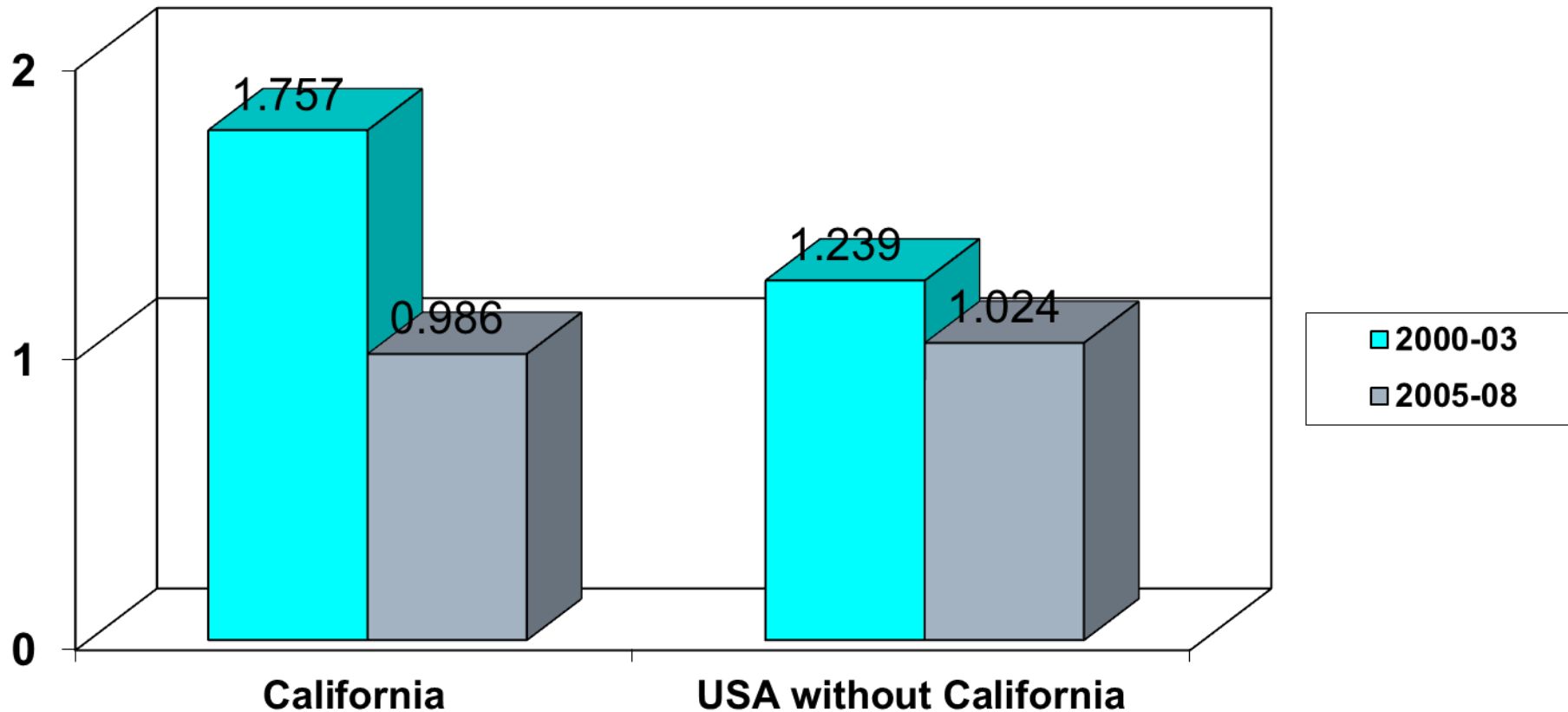
Similar difference for LPNs, or if 3 or 5 year intervals included.
Leigh JP, Markis CA, Iosif A-M, Romano PS. Int Arch Occup Environ Health 2015;88:477-484.

Average number of patients per staff nurses
(22,336 hospital nurses surveyed 2006 in CA, NJ, PA)

*p<.05 vs. NJ and PA

Aiken LH, Sloane DM, Cimiotti JP, Clarke SP, Flynn L, Seago JA, Spetz J, Smith HL. Implications of the California nurse staffing mandate for other states. Health Serv Res. 2010; 45(4):904-921
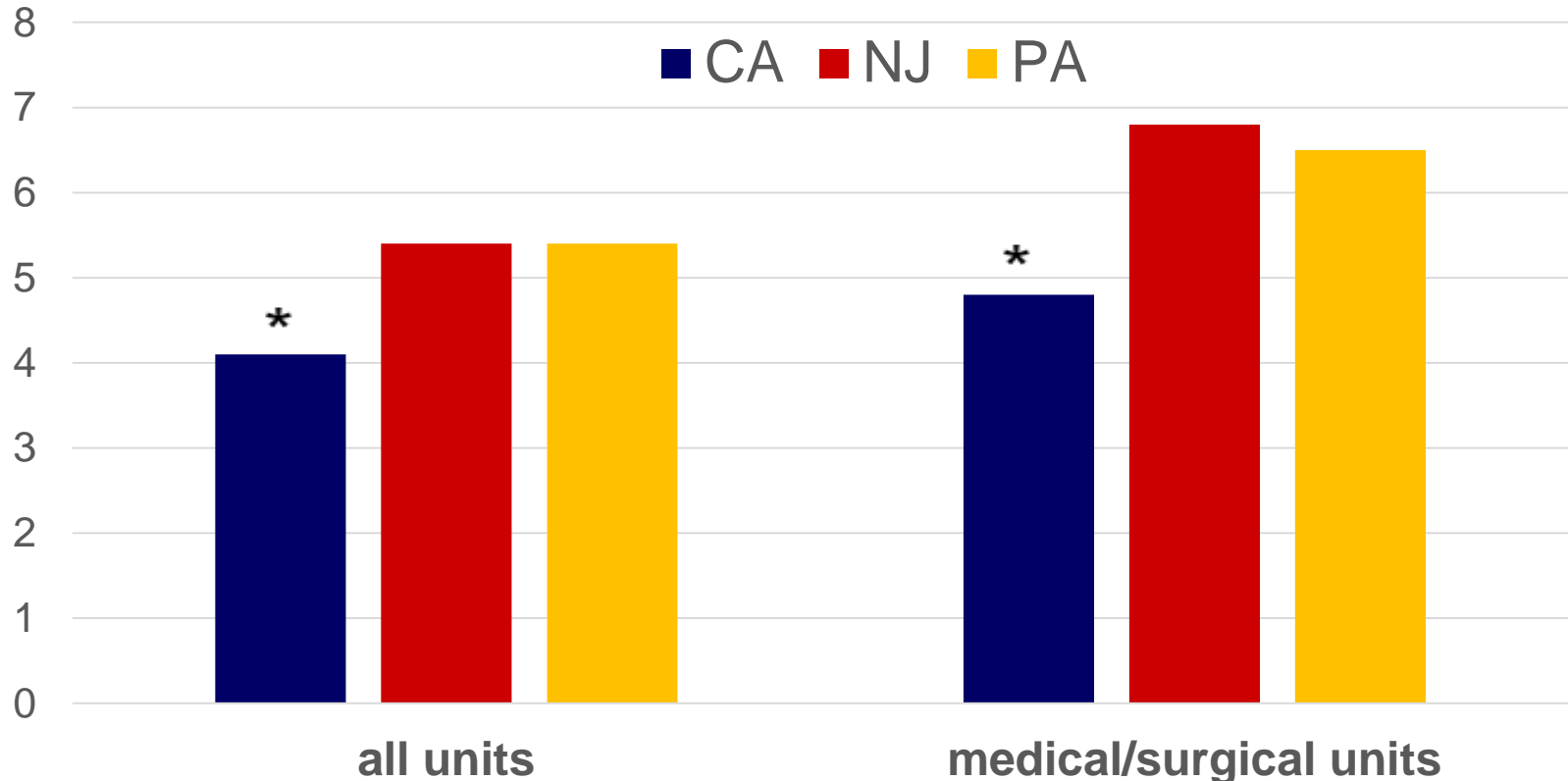
Effects of 10% Increase in Nurses with Workloads <= California Benchmark Level
(22,336 hospital nurses surveyed 2006 in CA, NJ, PA)

***p<.001; adjusted for 132 patient characteristics

Aiken LH, Sloane DM, Cimiotti JP, Clarke SP, Flynn L, Seago JA, Spetz J, Smith HL. Implications of the California nurse staffing mandate for other states. Health Serv Res. 2010; 45(4):904-921

Many countries have work stress prevention policies, guidelines, standards, laws

- EU-OSHA Guidelines/Directives
- UK Management Standards for work-related stress
- National Standard of Canada for Psychological Health & Safety in the Workplace
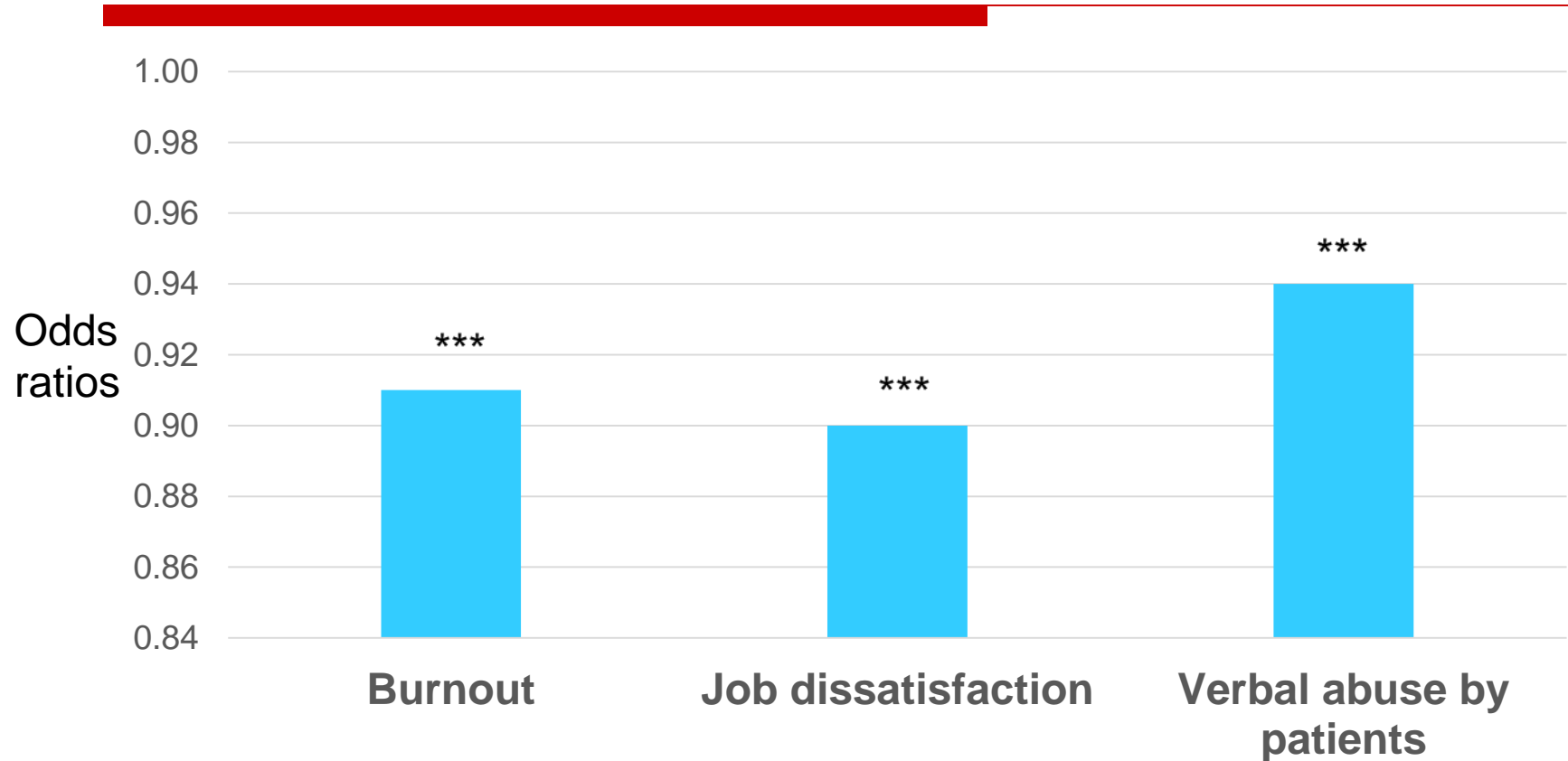- Japanese National Policy: Stress Check Program
- +Australia, South Korea, Colombia, Mexico, Chile…
- U.S. - no guidelines regarding work stress prevention or healthy work!

European Agency for Safety and Health at Work

| Themes | Emerging risks | Surveys & Statistics | Legislation | Campaigns & Awa |

Home » Legislation » EU guidelines » Provisions on workload,... » Framework agreement on work...

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Framework agreement on work-related stress

In 2004, the European Trade Union Con and Employers' Confederations of Europ Small and Medium-sized Enterprises as Enterprises with Public Participation and Interest signed the framework agreeme

The actors aim is to increase the awarer

Legislation
EU directives
EU guidelines →
EU standards

J Occup Health 2016; 58: 1-6

Journal of Occupational Health

Review

The Stress Check Program: a new national policy for monitoring and screening psychosocial stress in the workplace in Japan

Norito KAWAKAMI[1] and Akizumi TSUTSUMI[2]

[1]Department of Mental Health, School of Public Health, The University of Tokyo, Japan and [2]Department of Public Health, Kitasato University School of Medicine, Japan

Abstract: The Stress Check Program: a new national policy for monitoring and screening psychosocial stress in the workplace in Japan: Norito KAWAKAMI, *et al.* Department of Mental Health, School of Public Health, The University of Tokyo—**Objectives:** The Japanese government launched a new occupational health policy called the Stress Check Program. This program mandates that all workplaces with 50 or more employees conduct the Stress Check Program for workers at least once a year. This article gives a brief overview and critical review of the program. **Methods:** We reviewed relevant laws, guidelines, and manuals, as well as the policy development process. The policy and the components of the program were

the program include mass leakage of collected information, and possible disadvantages for workers labeled as having high stress.
(J Occup Health 2016; 58: 1-6)

Key words: Mental health, Occupational health service, Psychological stress, Stress management, Work-related stress

The Japanese government launched a new occupational health policy called the Stress Check Program in order to screen for workers with high psychosocial stress in the workplace[1]. This program began with

HSE

TACKLING WORK-RELATED STRESS USING THE MANAGEMENT STANDARDS APPROACH

A step-by-step workbook

Stress is a major cause of sickness absence in the workplace and costs over £5 billion a year in Great Britain. It affects individuals, their families and colleagues by impacting on their health but it also impacts on employers with costs relating to sickness absence, replacement staff, lost production and increased accidents.

This workbook will help your organisation meet its legal duty to assess the risks to its employees from work-related stress and gives advice and practical guidance on how to manage work-related stress. It promotes the Management Standards approach to tackling work-related stress – a systematic approach to implementing an organisational procedure for managing work-related stress. It uses a clear step-by-step method which includes checklists to help you make sure you have completed a stage before you move to the next step. HSE's stress webpages support the workbook with other guidance and tools.

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Worker Health, Psychosocial Safety Climate, and Union Density by European Country
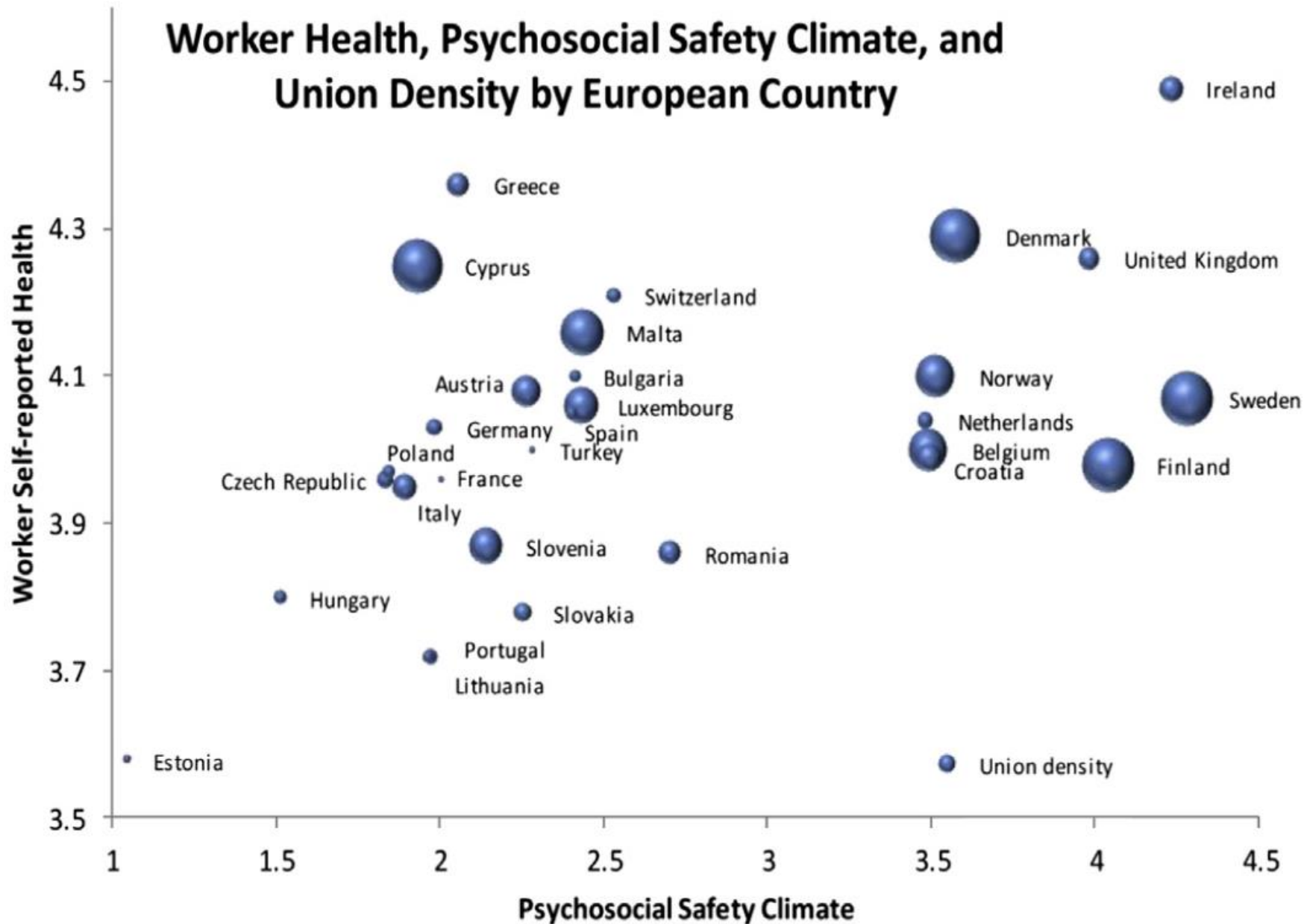
Dollard MF, Neser D. Worker health is good for the economy: Union density and psychosocial safety climate as determinants of country differences in worker health and productivity in 31 European countries. Social Science & Medicine. 2013;92:114-123.

More Case studies…

❑ Included details on:
- ■ how action research studies conducted
- ■ how contracts were bargained
- ■ how laws & regulations were passed

❑ People organized, advocated, testified, stuck together

❑ Message:
- ■ Whatever a person may or may not be able to do in their workplace, they are not alone
- ■ They can get involved in a campaign, reduce stress by taking action

❑ "Works in progress"
- ■ Suggest topics for new case studies
- ■ Let's work together to evaluate the impact of:
  new contracts, new laws & regulations, cooperatives

Goal 4: Inspire Action

https://healthywork.org/take-action/

1. "Join the Movement"receive our newsletter
   https://healthywork.org/take-action/join-the-movement/

2. "Pledge your Support" sign our pledge page
   https://healthywork.org/take-action/pledge/

3. "Share Your Story" – working people write about their (un)healthy work experiences
   https://healthywork.org/take-action/share-your-story/

4. "Become a Partner" – allows organizations & other interested groups to join the #healthy work movement
   https://healthywork.org/take-action/partner/

FOLLOW US on social media:
Facebook: https://www.facebook.com/healthyworknow/
Twitter: @healthyworknow
Medium.com: https://medium.com/@healthyworknow

Agenda for Healthy Work in America

https://healthywork.org/resources/healthy-work-agenda/

➢ Spread the message that if we want healthy people, we need healthy work.

➢ Change the culture of work in America.

➢ Change the organization of work in America.

➢ Strengthen American workers' voice & labor power to create healthy work.

➢ Support the enforcement of existing health and safety regulations and an expansion to include "healthy work" guidelines.

HEALTHY WORK CAMPAIGN

https://healthywork.org/

HEALTHY WORK   HEALTHY PEOPLE

Reduce harmful work stressors.
Improve job quality and health.

Join the Healthy Work Campaign!

THE CENTER FOR
SOCIAL EPIDEMIOLOGY