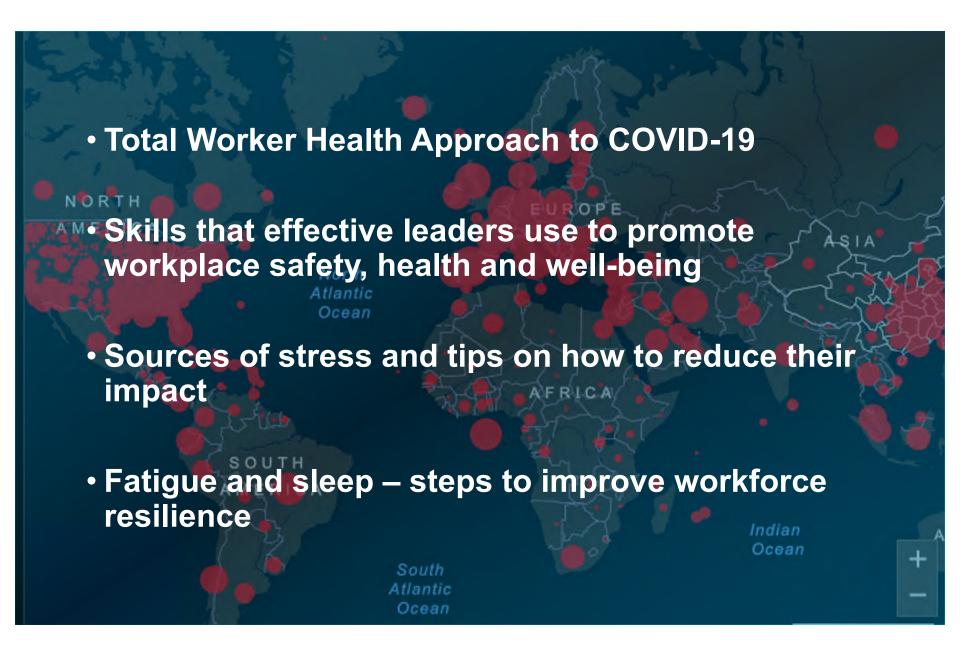
Leadership Skills for Managing Worker Stress and Fatigue through COVID-19

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







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

COVID-19 abruptly reshaped America's (and the world's) workplace and workforce



Kira Newman, MD, PhD @KiraNe...-1d Replying to @KiraNewmanMDPhD

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)



£310 C)57 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)



Terrified employees in package delivery are going to work sick



A blueprint for remote working: Lessons from China



Vhen Stocking Shelves Means Braving Danger





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

By Saja Hindi

A new state directive will temorarily require employers to pay eir workers while getting tested the coronavirus and awaiting ir results, Gov. Jared Polis an

"It's a tough situation all around. You have poor workers who can't afford to not go to work. These are also small businesses that can't afford to pay people to be at home. It is a perfect storm of challenges."

Low-Paid Workers, Confronting Difficult Decisions

When New York City closed its public schools, Cindy Urena, a home health aide for Sunnyside Community Services in Queens, faced a choice: stop seeing a client with severe epilepsy or leave her 7-year-old daughter alone at home. Ms. Urena, 39, earns \$15 an hour, and ike half of the city's direct care workers,

snortages. The most acute cases are still getting



The family of Delva Walker's patient

atewide, two-thirds say they do not

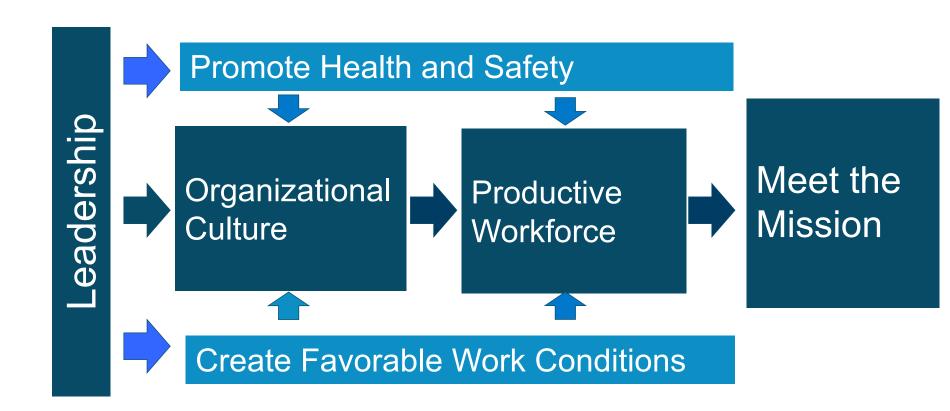
Statewide, two-thirds say they do not have access to adequate personal protective equipment, like masks and hand smallter, according to the Home Care smallter, according to the Home Care and the Care

haid. "It's in the contract. It's the work I chose because I love to help people. My care for people is beyond. When they have a blizzard, I go."

Risks not just for

themselves, but also for their clients and others.

Risks not just for



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

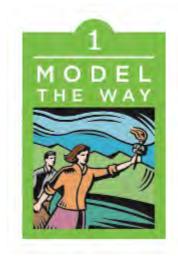
Total Worker Health Leadership skills can help

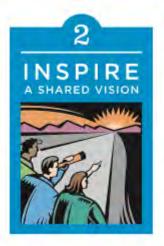
What does TWH leadership looks like?

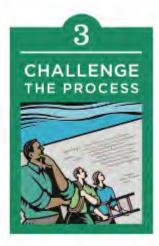


Kouzes and Posner. The Five Practices of Exemplary Leadership® model. 2000 *The Leadership Challenge*, James M. Kouzes and Barry Z. Posner. © 2002

Applying Practices of Exemplary Leaders to Promoting Worker Health & Safety in the Face of a Pandemic











Clarify values and set the example

Envision the future and enlist others

Search for opportunities, experiment and take risk

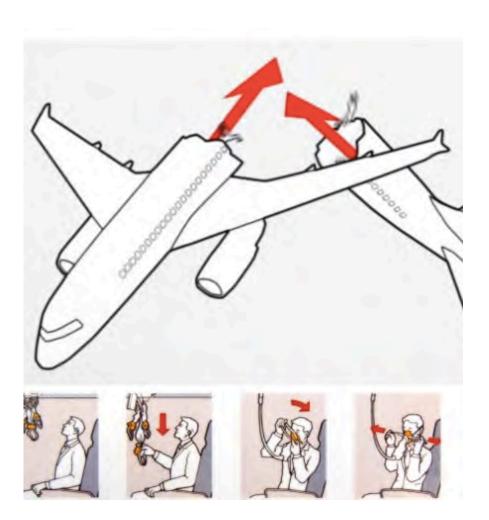
Foster collaborators and strengthen others

Recognize contributions and celebrate the values and victories

POLL

Leadership Paradigm





The Well-being Bank



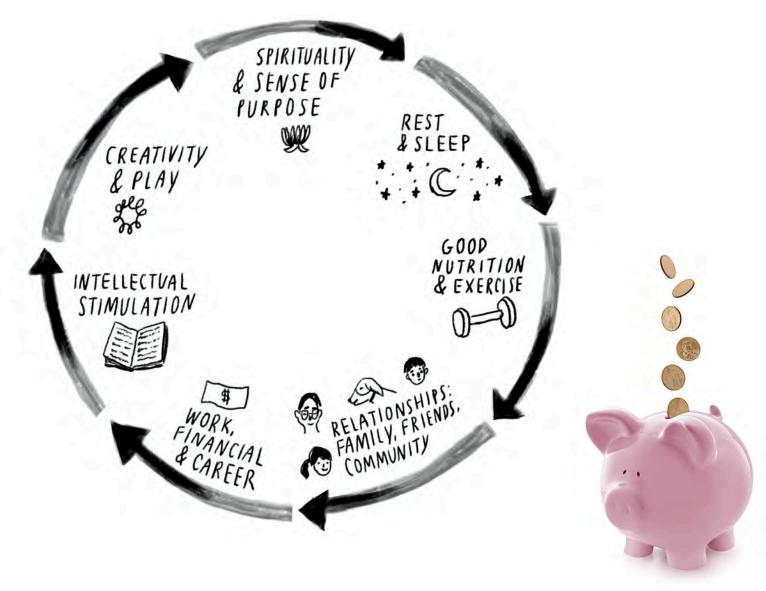
Courtesy: Lee Newman and Gwen Fisher, Center for Health, Work & Environment © 2020

Center for Health, Work & Environment

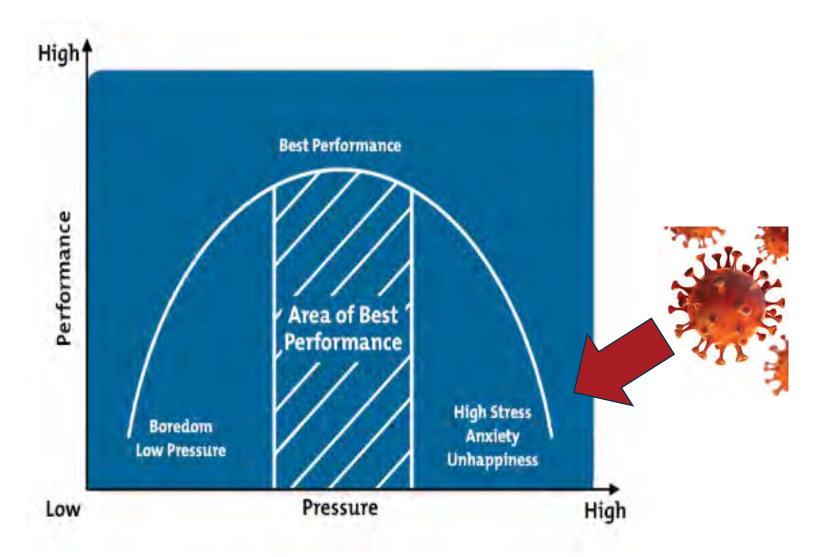




Borrow, Debt & Bankruptcy



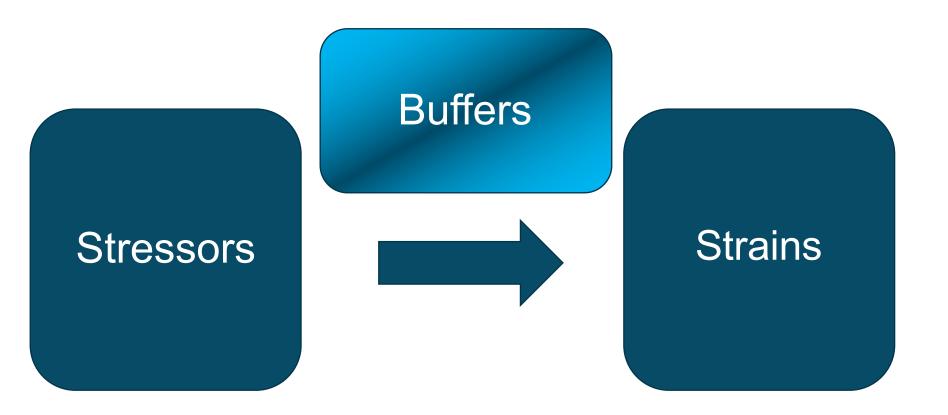
POLL





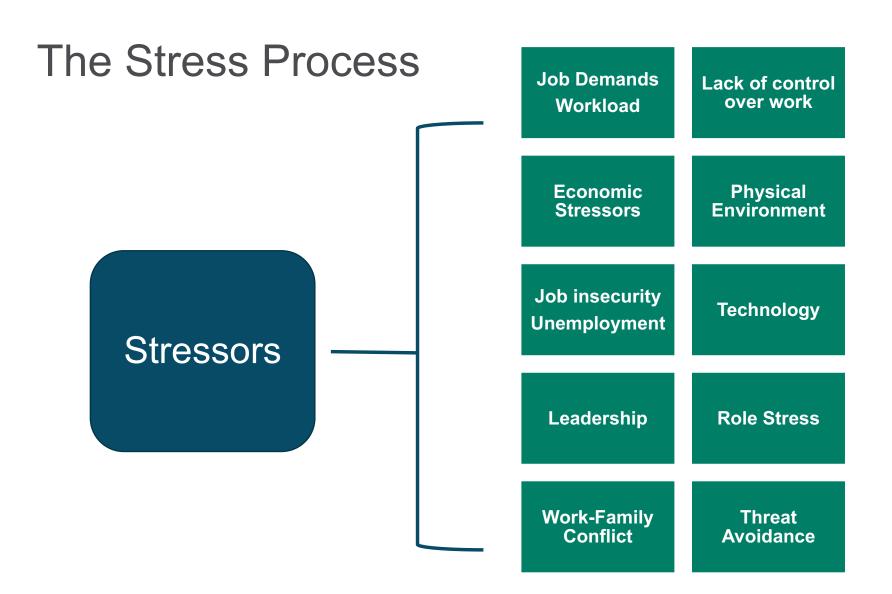
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The Stress Process



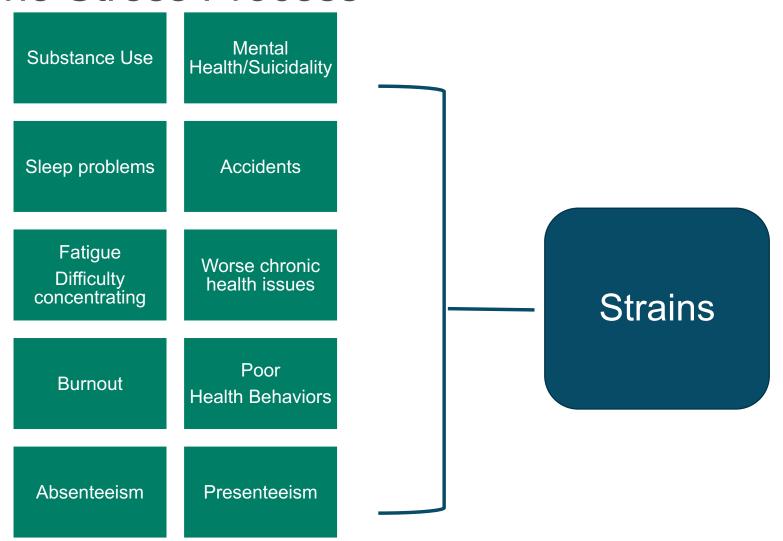
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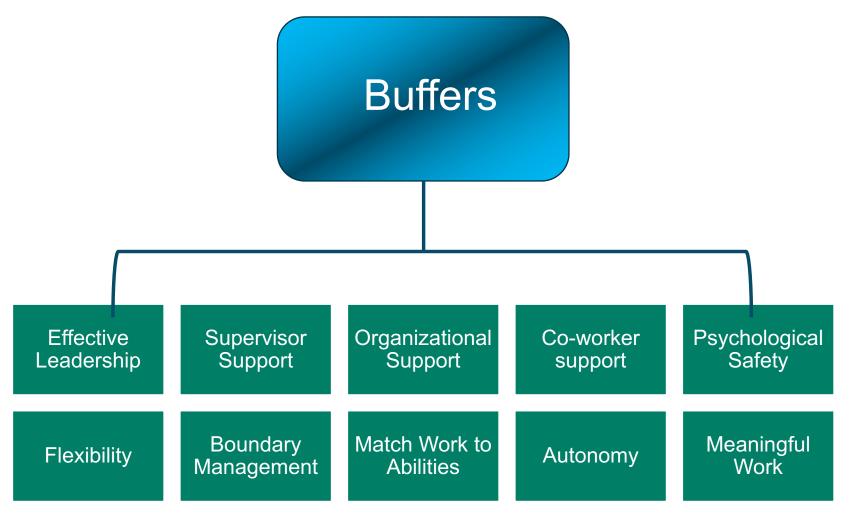




The Stress Process



The Stress Process



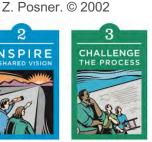


Examples of Leadership Strategies during the Pandemic

- 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







Leadership® model. 2000



Kouzes and Posner. The Five Practices of Exemplary

The Leadership Challenge, James M. Kouzes and Barry





Unplug & Recharge Examples



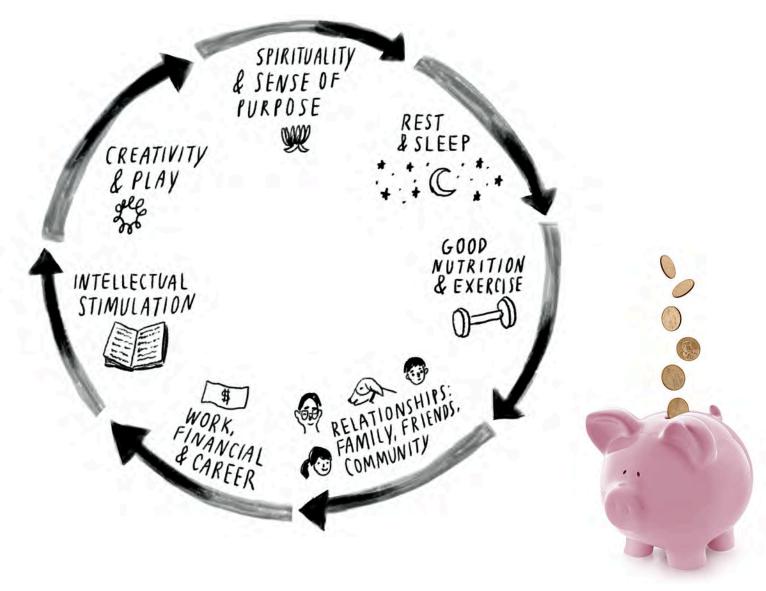
- Use good sleep habits
- Monitor screen time
- Employ auto-response messages
- Align use of text messages, emails to match alternative work arrangements
- Take email off your phone turn off when off
- Turn off the sound
- Plan administrative response periods
- Turn off social media
- Limit how much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

How Can You Reduce Your Stress?



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

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POLL

Connecting Stress, Sleep & Work-Life Outcomes



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

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

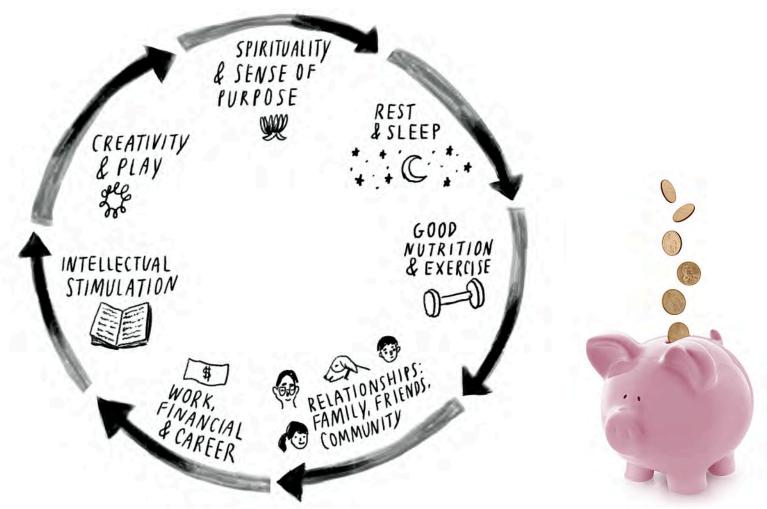


Leader / Organizational Strategies

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

Pandemic or no pandemic, employees are more satisfied AND productive when these needs are

met:



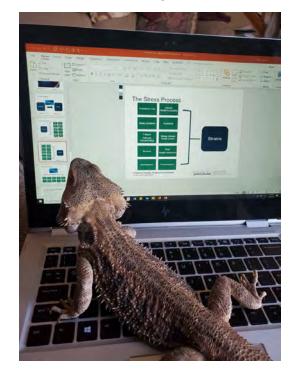
To Recap

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



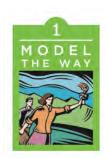
Thank you!

Stay Safe

Follow Health Department Guidance

Be a leader in Total Worker Health

Lee.newman@cuanschutz.edu Gwen.fisher@colostate.edu











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