

Stress in the Workplace

Meeting the Challenge

Workplace Strategies and Solutions

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Health Advocate, Inc.
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Overview

- Incidence of stress doubled from 2006-07; economy major factor
- $\frac{3}{4}$ of Americans report job stress
- Costs U.S. businesses \$200-300 billion/year
- Stress management, a sound business strategy

Outline

- What is job stress?
- Health consequences
- Women employees, work/life stress
- Costs to businesses
- Workplace strategies
- Questions
- Resources

Stressed Workers = Stressed Bottom Line

- Healthcare costs double for workers who report stress
- Costs business \$200-300 billion/year
 - half due to presenteeism: employees are at work, but impaired
- Liability, disability growing concern
- Absenteeism, recruiting, rehiring, retraining

What is Stress?

- A biological event

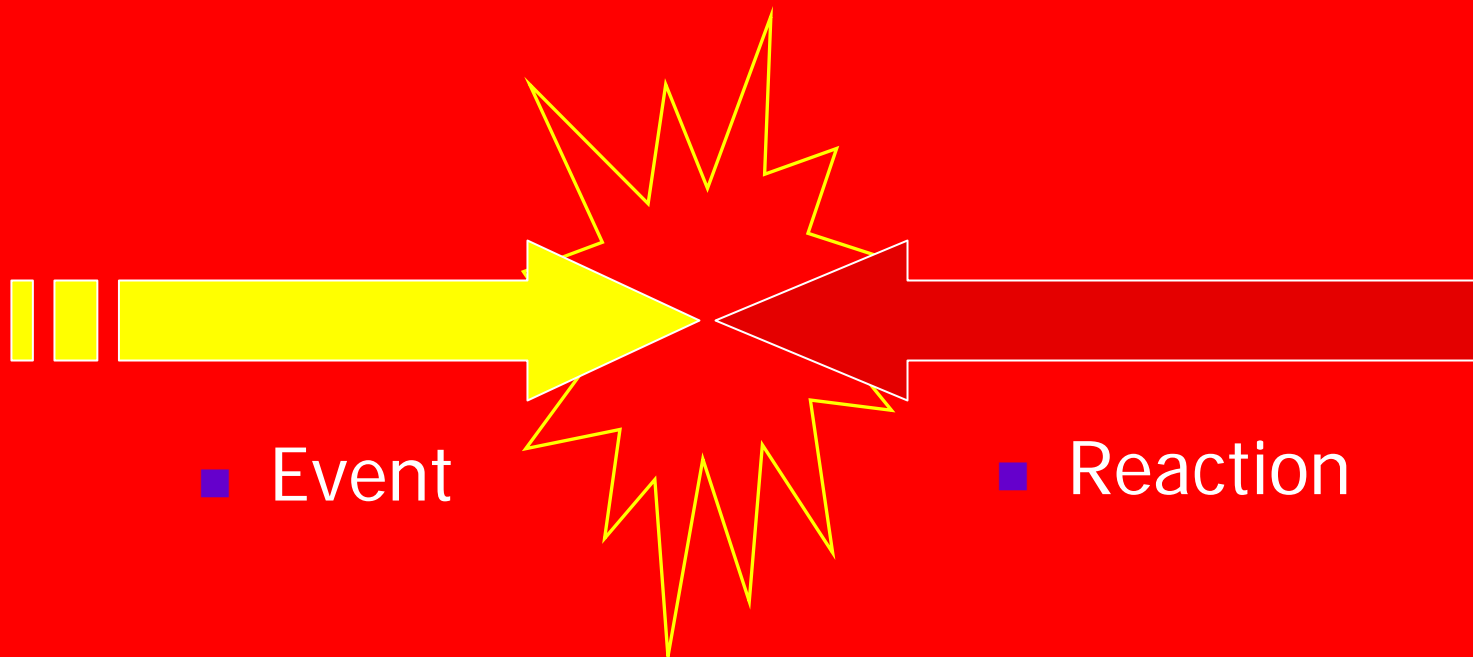
Protective, Automatic...and Primitive

- A psychological experience

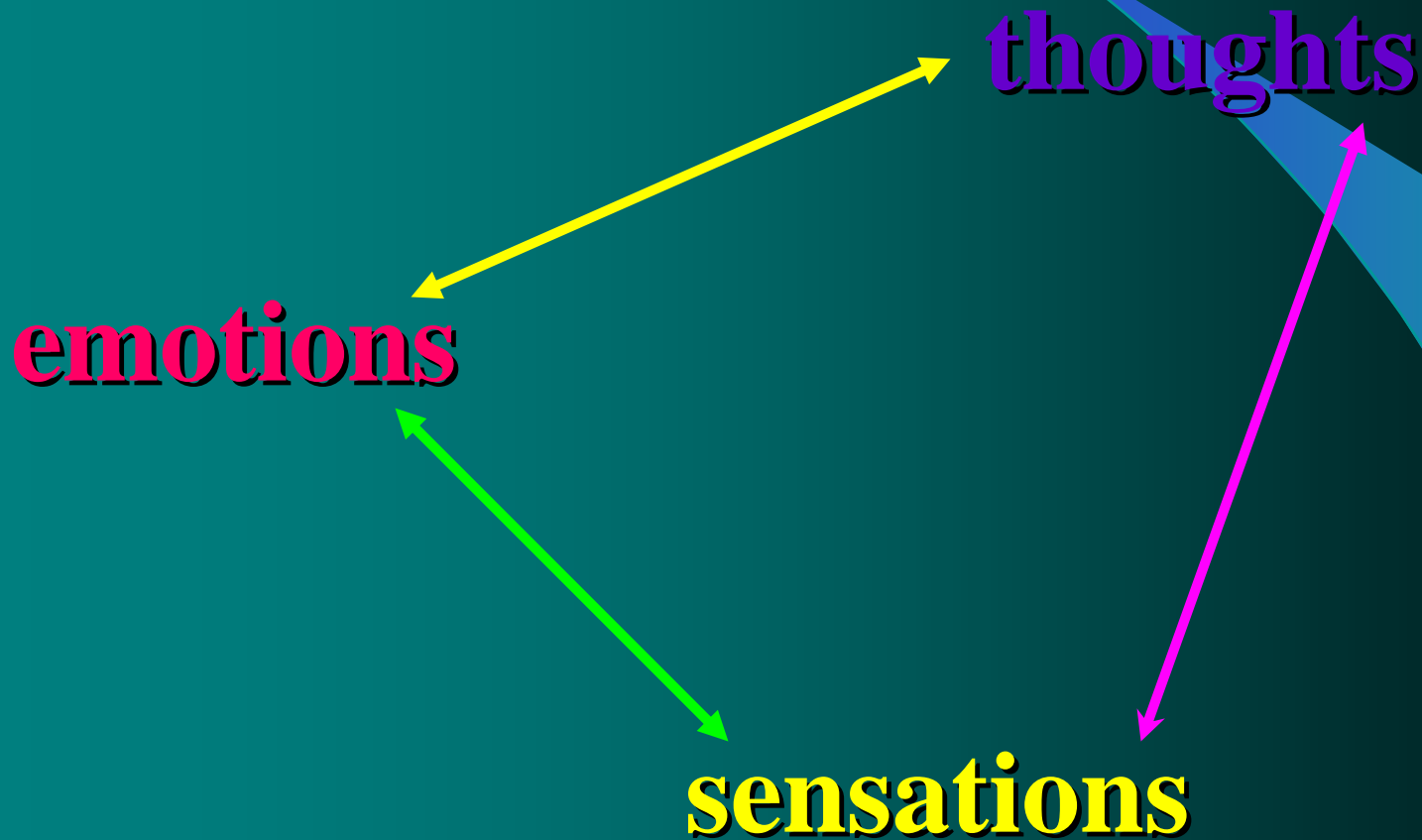
Response to a threat-real or perceived

- A self-perpetuating process

Stress and its Impact



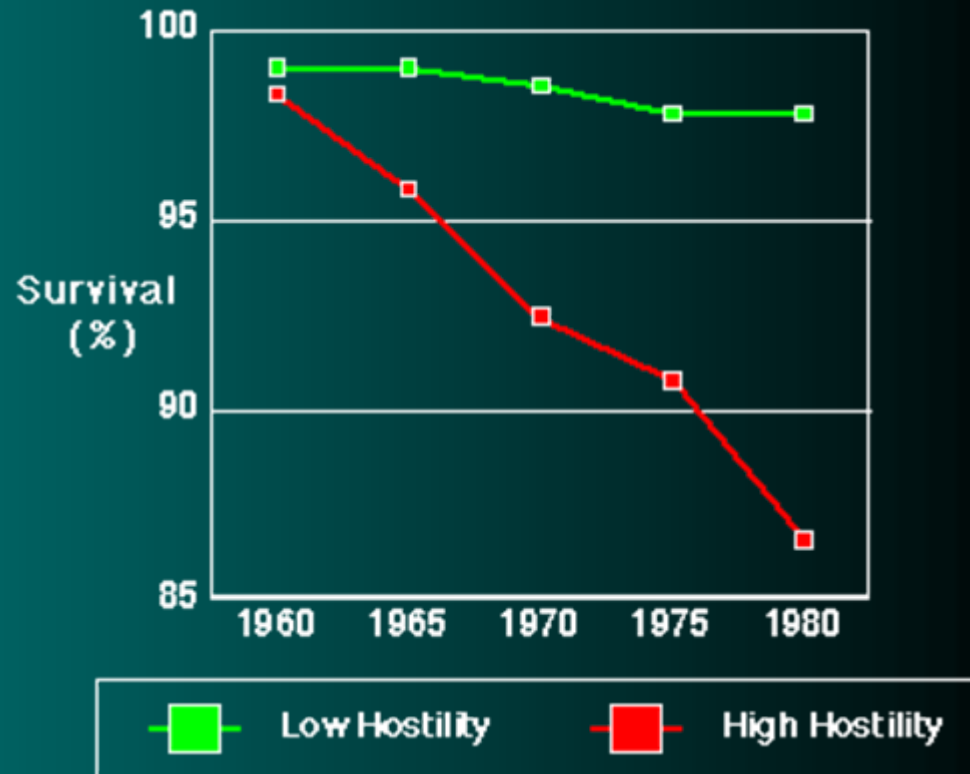
The Stress Reaction



Does it Really Matter? hostility & cynicism

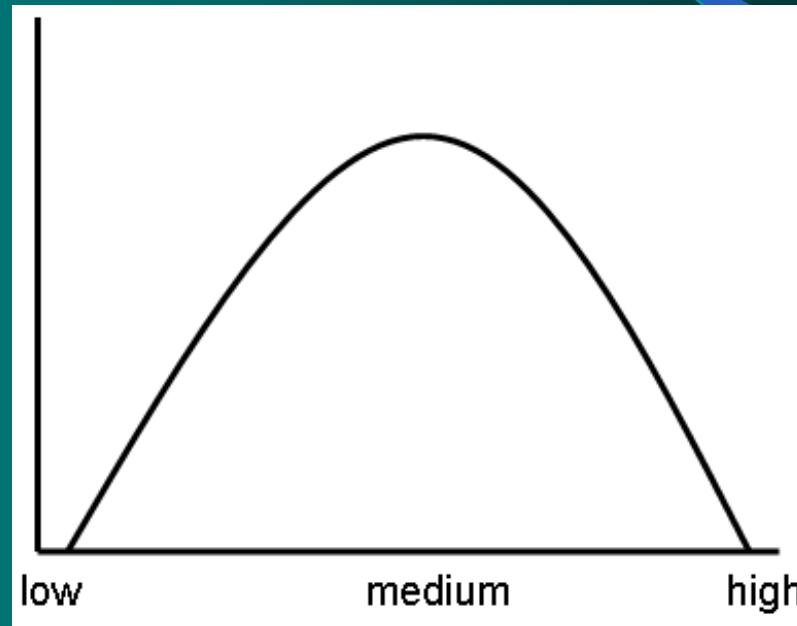
“A cynical and untrusting view of mankind, the frequent experience of negative emotions when dealing with others, and the frequent expression of overt anger and aggression when faced with frustration or problems.”

- Barefoot et al.: Hostility, CHD
- Incidence and total mortality
- A 25 year follow-up study of 255 physicians
- Psychsom Med 1983; 45:59-63.



Stress Enhances Performance *But only up to a point...*

Performance



Demand

Yerkes, R. M., & Dodson, J. D. (1908) The relation of strength of stimulus to rapidity of habit-formation. *Journal of Comparative Neurology and Psychology*, 18, 459-482

What is Work Stress?

Useful two-dimensional model of job strain

Job Demand

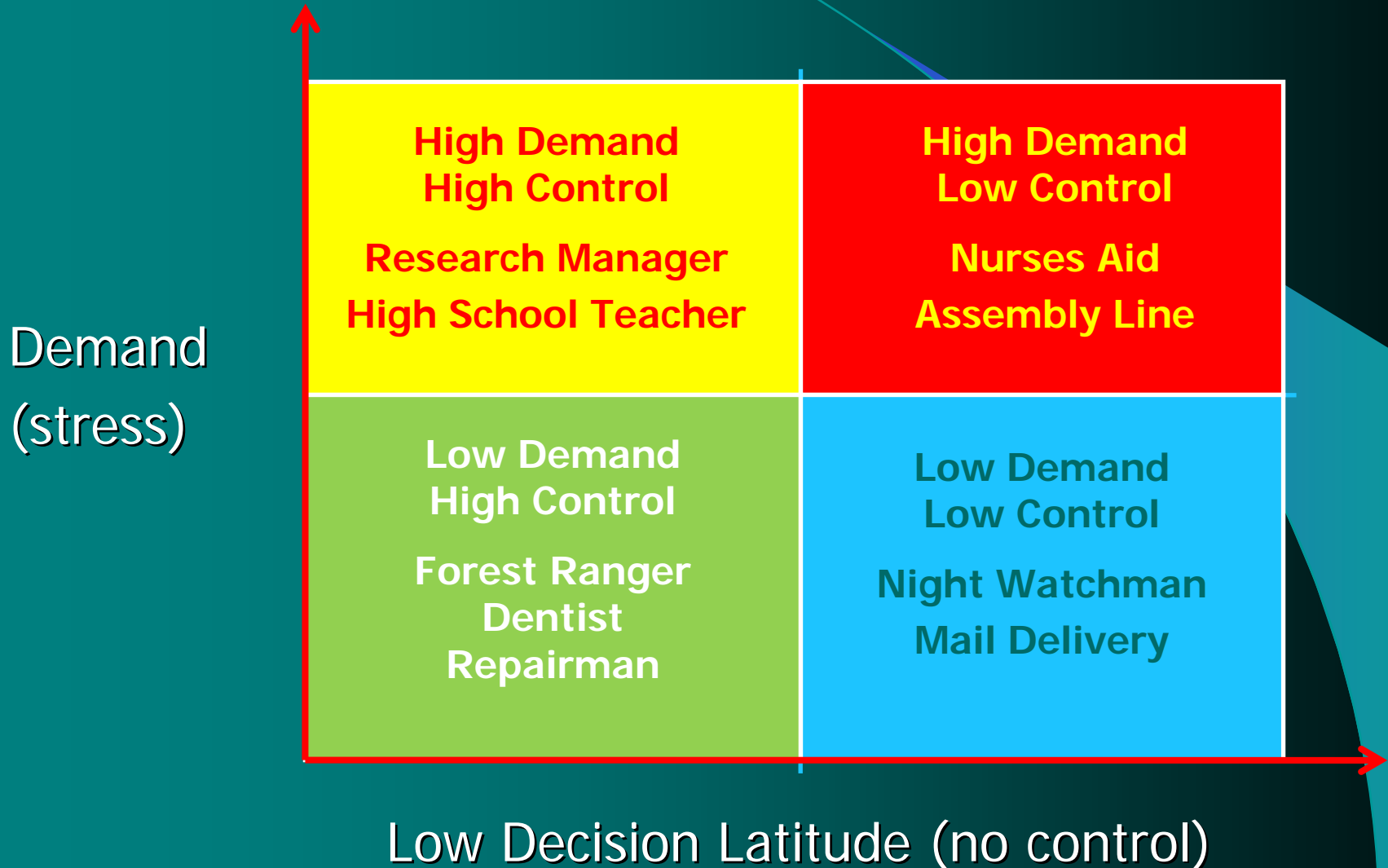
- Pace
- Time Pressure
- Heavy workload
- Interruptions
- Noise level, distractions
- Conflicting demands

Job Control

- Decision authority
- Decision latitude
- Skill discretion

Two Dimensional Job Strain Model

Karasek 1979



Other Important Factors

- Poor support from supervisors or co-workers
- Lack of clarity about work role
- Difficult relationships
- Absence of recognition or reward
- Poor change management
- Work/life issues
- Economy, finances, job security

Stress and Women

- Work-family conflict more intense
 - The 'second shift'
 - Much more likely to miss work for family
- Women's major work stressors:
 - Lack of autonomy
 - Interpersonal conflict

Stress Makes People Sick

- Heart and cardiovascular problems, High BP
- Anxiety, depression
- Substance abuse
- Infectious diseases
- Impaired immune function
- Back pain
- Conflicts
- Injuries
- Diabetes
- Mild cognitive impairment
- Certain cancers
- Ulcers

...and Other Health Consequences

- Irritability
- Short temper
- Fatigue
- Sleep disturbances
- Chest tightness
- Headaches
- Teeth grinding
- Muscle tightness
- Upset stomach
- ...and more!

How Stress Plays Out at Work

- Presenteeism:
 - Mistakes
 - More time on tasks, poor quality work
 - Impaired social functioning
 - Burnout
 - Depression, anger, resentment
 - Fatigue
 - Job dissatisfaction, low morale
- Injuries, accidents
- Poor customer evaluations

What's the Price to Pay?

- Presenteeism can lead to costly disability
- Higher absenteeism, medical costs
- Higher claims
- Turnover; retention, recruitment, retraining
- Lower customer satisfaction
- Unhealthy coping leads to *more* costs
--smoking, drinking, gambling, etc

Now is the Time for Action

- Presenteeism today can turn into disability tomorrow
- Growing aging workforce, more prone to disability
- Elderly caregiving will grow, added stress

Dual Strategy: Organization and Individual

- There is no single simple solution...so look for *all* the simple solutions
- For the organization: values and orientation comes first
- For employee: stress is inevitable, distress is optional
- Cultivate proactive stress management and positive coping

Step #1: Realistic Evaluation

- How does your company value health and productivity?
- What resources are available?
- Form a wellness committee
- Ask employees
 - surveys
 - focus groups
 - HRAs
- Consultants (usually last resort!)

Where to Focus?

- Work/life balance
- Management style
- Define workers roles, workloads
- Work schedules
 - flex time, telecommute
- Environmental issues
 - noise reduction, etc.

One-Size-Does-Not-Fit-All

- Health Advocacy
- Wellness programs with stress component
- EAP
- Exercise/stress breaks built in to the day
- Concierge solutions, work/life balance

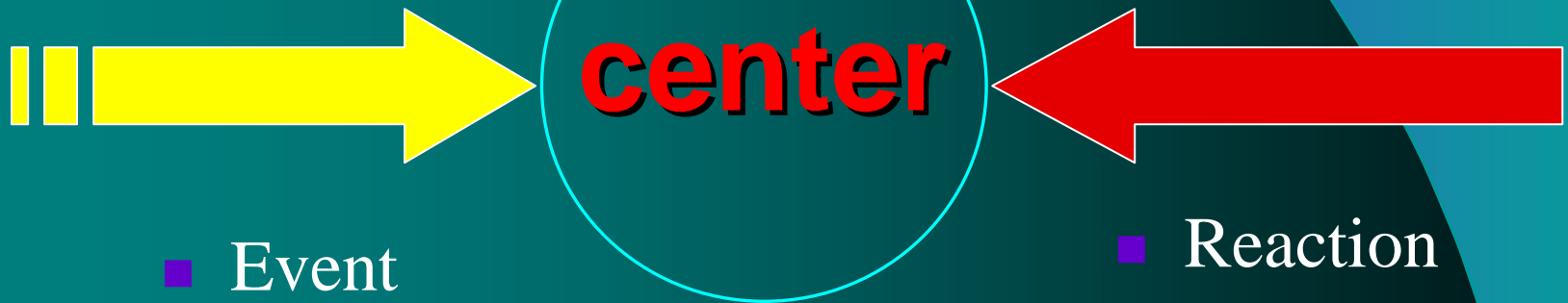
Individual Stress Management

- Education: easy and effective
 - recognize causes and symptoms
 - offer coping strategies
- Individual stress management training
- Simple, brief respites built into schedule
- Physical activity when possible

Emerging Approach: Mindfulness

- Simple stress reduction technique
- Widely utilized in health care to enhance quality of life; cultivate coping
- Teaches individuals to find internal balance, stillness
- Taught in more than 200 U.S. medical schools, hospitals

Try Something Different:
don't go somewhere else
put yourself right in the



AUGUST 4, 2003

www.time.com AOL Keyword: TIME

TIME

**New Age mumbo jumbo?
Not for millions of
Americans who meditate
for health and well-being.
Here's how it works**

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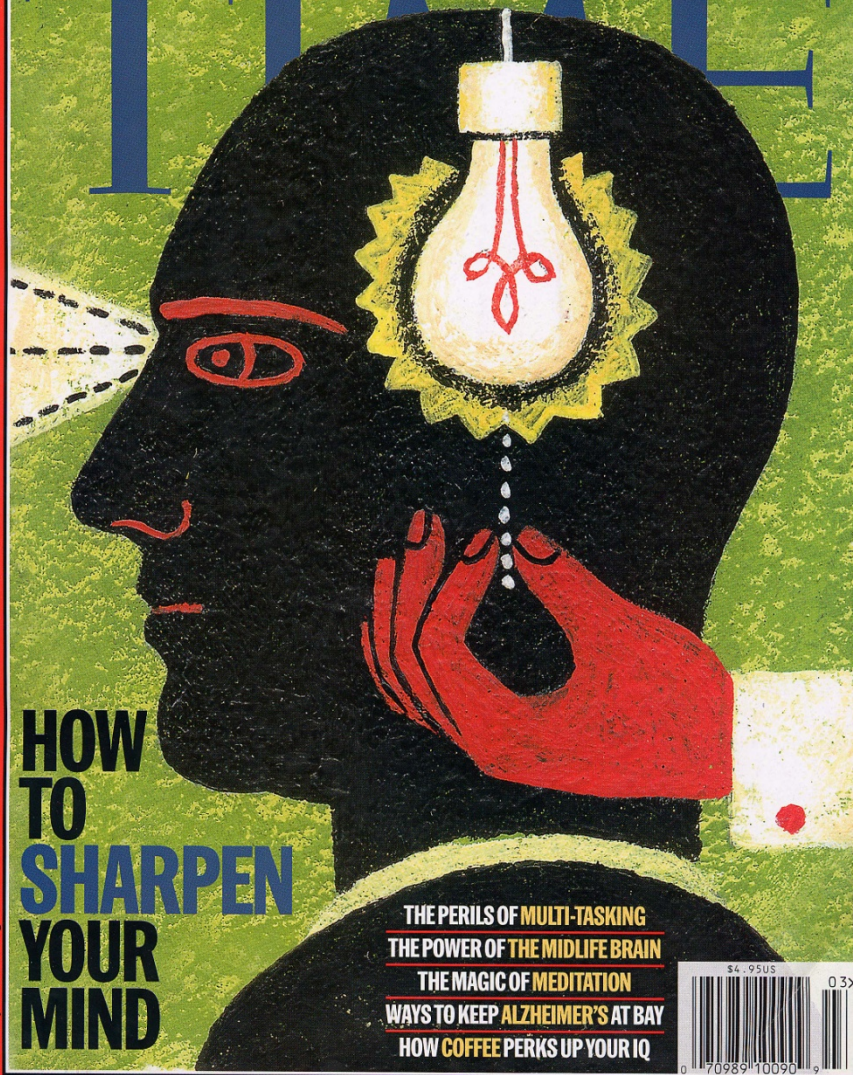
Actress Heather Graham has
been practicing Transcendental
Meditation since 1991

JANUARY 16, 2006

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THE MIDEAST AFTER SHARON ■ THE MAN WHO BOUGHT WASHINGTON

TIME



HOW
TO
SHARPEN
YOUR
MIND

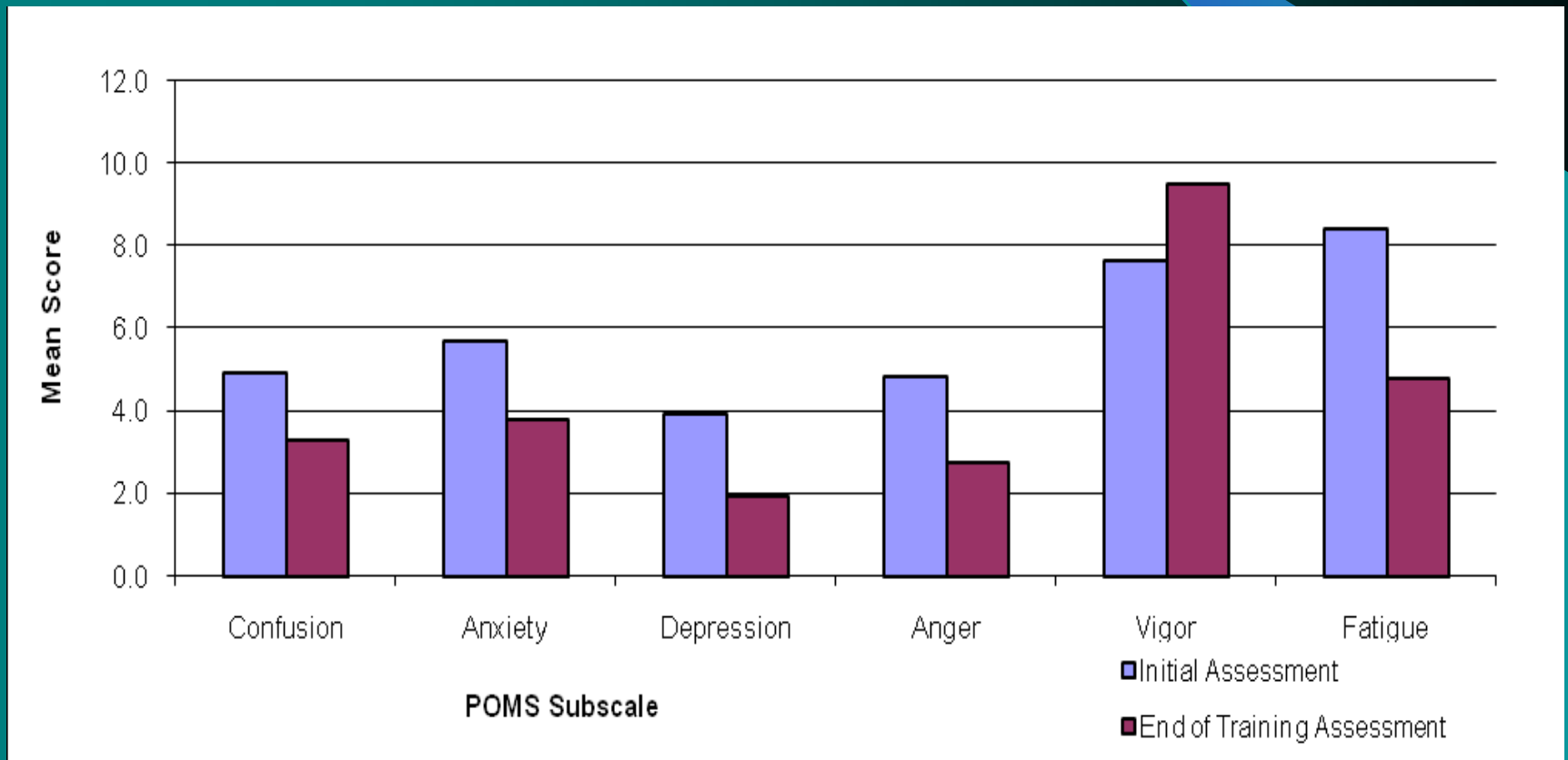
Illustration by James Steinberg

THE PERILS OF MULTI-TASKING
THE POWER OF THE MIDLIFE BRAIN
THE MAGIC OF MEDITATION
WAYS TO KEEP ALZHEIMER'S AT BAY
HOW COFFEE PERKS UP YOUR IQ



Mood after Mindfulness-Based Worksite Program

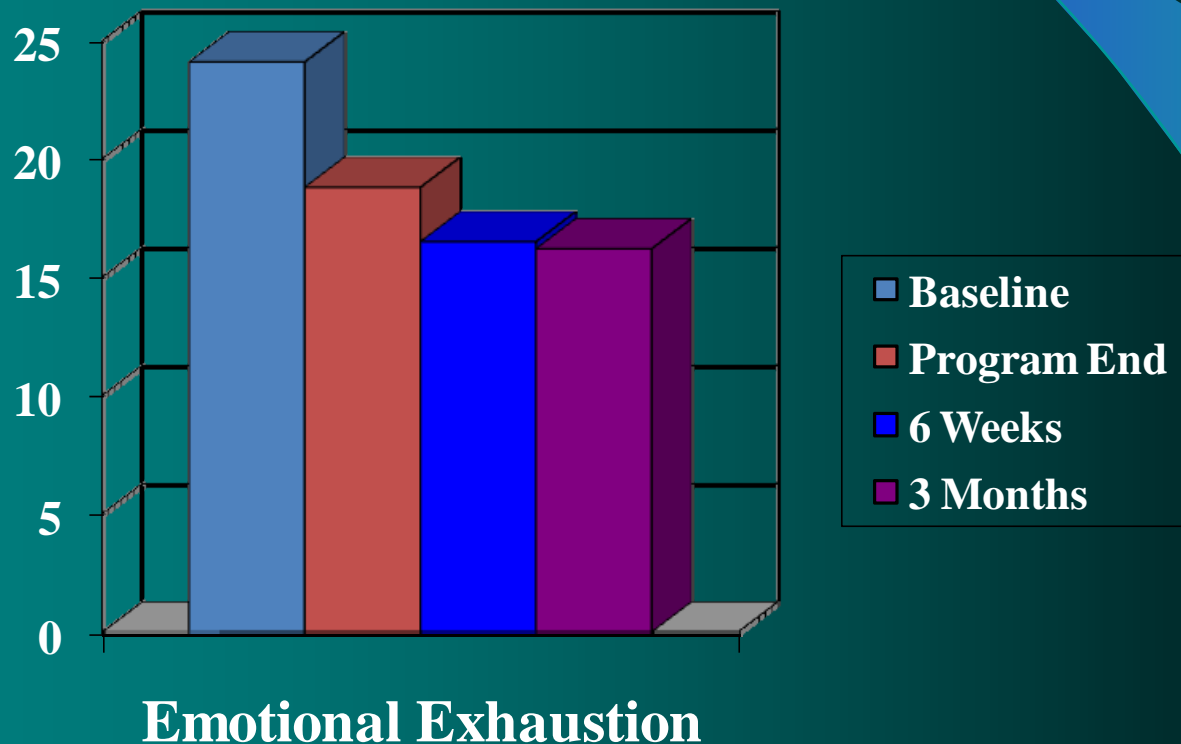
Profile of Mood States Before-After Measures
Scheie Eye Hospital, Philadelphia n=52



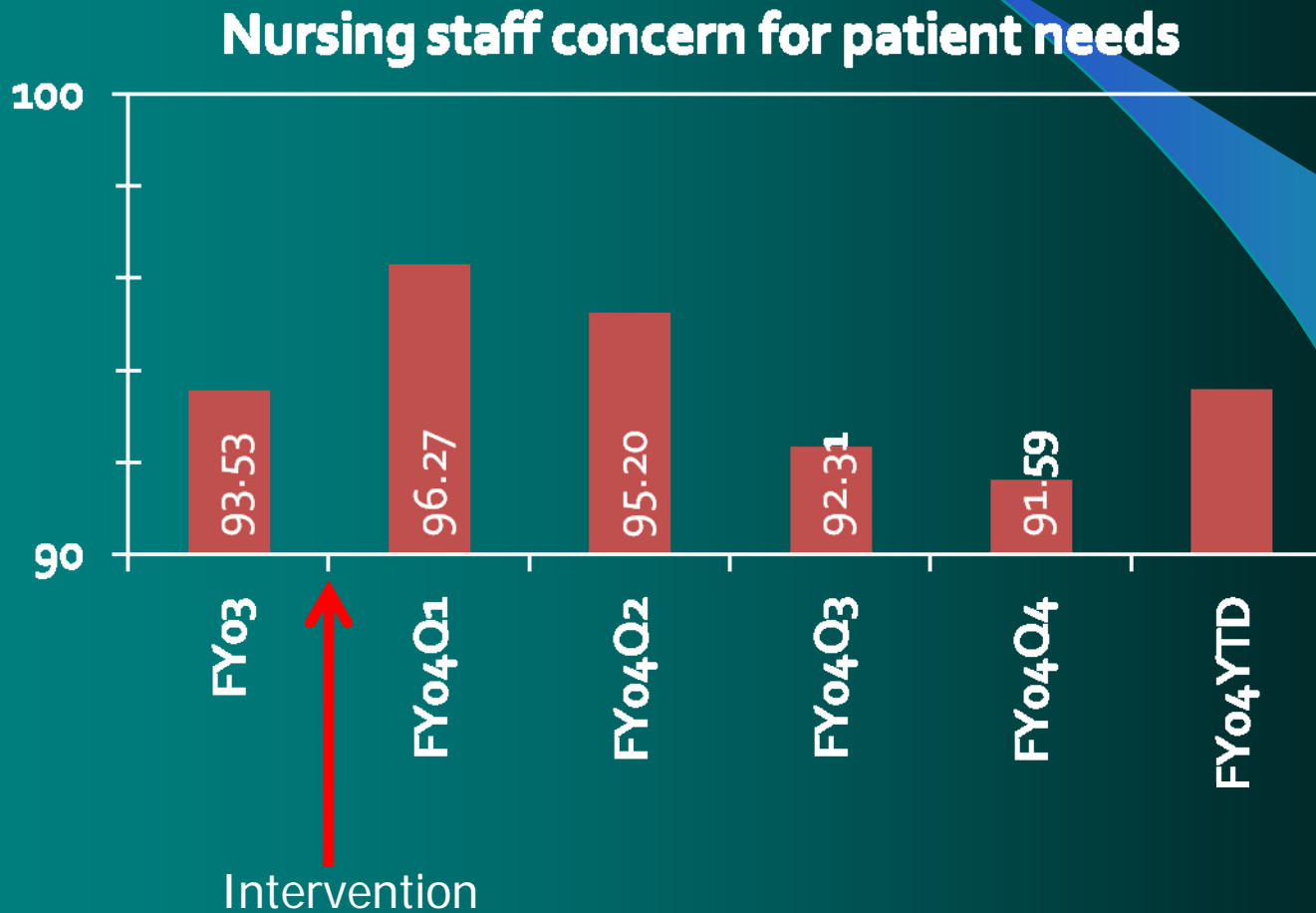
Mindfulness and Emotional Exhaustion

Maslach Burnout Inventory

Scheie Eye Hospital, Philadelphia n=52



Mindfulness Training and Patient Satisfaction with Nurses



Stress Management *Does Work at Work*

- GlaxoSmithKline (GSK)
- Bank of America
- Delnor Community Hospital

Lower Stress = Lower Costs

Keys to success include:

- Ongoing management commitment
- Customized
- Multiple approaches
- Incentives, rewards for small changes

Questions?

Helpful Websites

- The American Institute of Stress: www.stress.org
- Penn Program for Stress Management: <http://pennhealth.com/stress>
- International Foundation of Education, Benefits and Compensation: www.ifebp.org
- National Institute for Occupational Safety and Health (NIOSH): www.cdc.gov/niosh
- The Society of Human Resource Management (SHRM): www.shrm.org
- The American Psychological Association: www.apa.org
- The U.S. Department of Health and Human Services: www.4women.gov

Health Advocate, Inc

Health Advocate is the nation's leading independent healthcare advocacy and assistance company, providing personalized help to resolve healthcare and insurance-related issues. The company offers a spectrum of advocacy, wellness and HR solutions to save time and money.

www.HealthAdvocate.com

National Women's Health Resource Center

The not-for-profit NWHRC is the leading independent health information source for women. The NWHRC develops and distributes objective women's health information based on the latest advances in medical research and practice.

www.healthywomen.org

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