

Physician Wellness

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Disclosure

- I have no relevant financial relationships with the manufacturers(s) of any commercial products(s) and/or provider of commercial services discussed in this CME activity
- I do not intend to discuss an unapproved/investigative use of a commercial product/device in my presentation.

Intent of Initiative

So the healthy behavior is easy



WorkWell KS Goal

To create healthier worksites in Kansas through worksite implementation of policies, systems, and environmental best practices to sustainably promote:

- 1) integration of worksite wellness into the worksite's infrastructure
- 2) physical activity
- 3) access to and consumption of healthy foods
- 4) tobacco prevention and cessation
- 5) **well-being**

The Problem(s)

WorkWell**KS**

The Problem



WorkWellKS The Problem

Stress

Stress

"A non-specific **response** of the body to any demand placed upon it... arises when there is an **imbalance** between **demands** in life, such as those related to work, and the **coping resources** available to an individual."

Bjorntstad et al., 2014

Pressure vs. Stress

- Pressure can stimulate motivation, alertness
- "Extreme, persistent, and unrelieved pressure can lead to stress..."

Giga, Cooper, Faragher, 2003

Stress

- 66% of Americans: work is main source of stress (APA, 2007)
- Approximately 30% of workers report "extreme" stress levels (APA, 2008)

Causes of Stress

Unclear job expectations

Work/non-work balance

Children

Eldercare

Causes of Stress

- High work demands (Bjorntstad et al., 2014)
- Low decision/job control (Trousseau et al., 2015; Bjorntstad et al., 2014)
- Low support from supervisors, co-workers (Bjorntstad et al., 2014)
- Lack of support from supervisor (Offermann, Hellmann, 1994; Szalk, Goshalk, 2000; Giorgi et al., 2015)

Causes of Stress

- Requirements of the job do not match the capabilities, resource, or needs of the worker (Sautter et al., 1999)
- Role conflict (Giorgi et al., 2015)
- Poor quality management (Seltzer, Numerof, 1998)
- Poor rewards (Catalano-Romero, 2015)

Psychologic Impacts on Employee

- Depression
- Anxiety
- Alcoholism
- Smoking
- Decreased quality of life
- Poor self-esteem
- Poor job satisfaction
- Poor motivation



Glise et al., 2012; Bergman, 2009; Health and Safety Executive, 2001

Physical Impacts on Employee

- Fatigue
- Hypertension
- High cholesterol
- Ulcers
- Cognitive problems
- Illness
- Sickness absence among those who have more work (due to absent colleagues)

Stanfield, Candy, 2004; Kivimäki et al., 2002

Physical Impacts on Employee

- Gastrointestinal problems
- Sleep disturbances
- Dizziness
- Eye strain
- Headache
- Appetite
- Musculoskeletal pain

Nixon et al., 2011

Long-Term Stress: Physical Impacts on Employee

- Lack of recovery
- Disturbed sleep
- Stroke
- Cancer
- Obesity
- Diabetes
- Heart attack
- Coronary heart disease
- Cardiovascular mortality



Kuper, Marmot, Hemingway, 2002; Goodspeed, Delucia, 1999; Levi, 1996; Bosma, Peter, Siegrist, Marmot, 1998; Kivimäki et al., 2002

Stress Impacts on Worksites

- Sickness absence and absenteeism
- Presenteeism
- Poor productivity
- Employees more prone to injury
- Accidents
- 40% of all job turnover
- Increased costs

Muchenhuber et al., 2013; Schultz, Chen, Edgington, 2009; Bergman, 2009; Darr, Johns, 2008; Levi, 1996; Howel, Sparks, Cooper, 2001; Shigemori et al., 2000; Yang et al., 2016; Swaen et al., 2004; Rosengren et al., 2004; Marmot et al., 1997; Baker, 1985; Smulders, Nijhuis, 1999; Letvak et al., 2012

Poor Mental Health

Mental Health

- Not just absence of mental health disorder
- Psychologic well-being
- Literature on risk and protective factors

Risk Factors for Depression, Anxiety

- Consistent risk factor – role conflict
 - Clarity of goals and objectives
 - Choice of coworkers, contact with clients
 - Incompatible requests from two or more people
- Presenteeism is a risk factor for depression

Presenteeism

- "Diminished performance at work because of the presence of disease or a lack of engagement"
- Largest cause of poor productivity

Schultze et al., 2015; Hemp, 2004
Bustillos, Ortiz Triguero, 2013; de Perio, Wiegand, Brueck, 2014

Protective Factors for Depression, Anxiety

Consistent protective factors:

- Support from immediate superior
- Fair upper management
- Positive challenges

Finne et al., 2014; Conway et al., 2014

Depression

- Most common psychiatric illness
- Those who report job stress, bullying, lack of control in making work decisions experience more depressive symptoms
- Cause of disability, poor productivity, absenteeism, presenteeism

Depression and Worksite

- **Psychotherapy treatment** and **pharmacotherapy** are cost-savings for employer
- **Screening** for depression is worthwhile business activity

Evans-Lacko et al., 2016; Theorell et al., 2015

WorkWell^{KS} Focus

Well-Being

Well-Being

- "A flourishing worker who benefits from a **safe, supportive workplace**, engages in **satisfying work**, and enjoys a fulfilling work life"
- Maintain balance – professionally and personally
- Health and basic survival, economic, environmental, cultural, social, and political

Xing, Chu, 2011; Schutte et al., 2015

Psychologically Healthy Workplace

1. Recognition
2. Employee involvement
3. Growth and development
4. Health and safety
5. Work-family balance

Grawitch, Gottschalk, Munz, 2006

Determinants of Well-Being

- Work-life balance
- Workplace management
- Employee job control
- Psychological job demands
- Work organization
- Effort and reward
- Person-environment fit
- Occupational safety and health
- Management of ill health

Schutte et al., 2015

Outcomes Linked to Well-Being

- Health
- Healthy aging
- Increased productivity
- Lower health care costs
- Measured as: absenteeism, presenteeism, workers' comp claims, productivity

Harter, Schmidt, Keyes, 2003; Schutte et al., 2015; Prahoska et al., 2011; Budd, Spencer, 2014; Gandy et al., 2014; Grawitch et al., 2006; Schutte et al., 2015

Making the Business Case

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Cost to Worksites

- Employees who reported being depressed were 70% more expensive than their non-depressed counterparts.



Goetzel et al., 2002

Cost to Worksites

- Stressed workers were 46% more costly than their non-stressed counterparts.

Goetzel et al., 2002

Cost to Worksites

- Employees who experience both depression and high stress were 147% more expensive.



Goetzel et al., 2002

How Do We Change?

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How Do We Change?

- Behavior is complex.
- Behavior change is even more complex!
- **Knowledge is insufficient** to prompt behavior change!
- How do we alter our behaviors?

Social Ecologic Model



Social Ecological Model

- Concurrent interventions at multiple levels are the most likely to be effective.
- And they are more likely to sustain change!

Paradigm Shift

- Employees will change behaviors as a reflection of the changing characteristics of their worksites.
- Create a healthy work environment.
- Organizational health promotion.

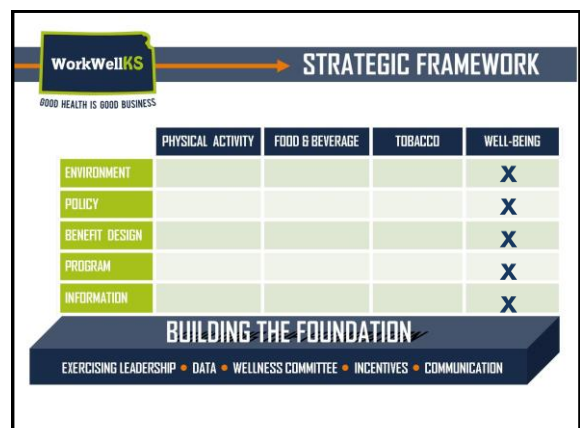
Psychologically Healthy Workplace?

- Change workplace
- Considered an alternative to targeting individual, stress management programs
- Systemic change is preferable and complimentary to more traditional models

Kelloway, 2015; Grawlich, Gottschalk, Munz, 2006

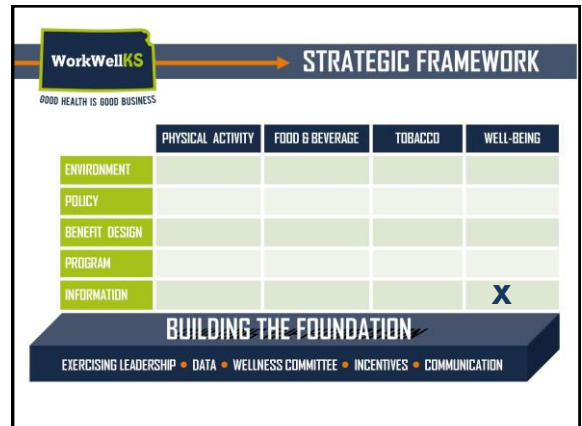
The WorkWellKS Strategic Framework

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Best Practices

- All recommendations included in this section are considered best practices!



Collect Information from Employees

Collect Information

- Compare employees' abilities to job demands
- Assess work stress and potential consequences
 - * Schedules
 - * Workload
 - * Relationships with colleagues
 - * Satisfaction
 - * Absenteeism
 - * Disability
 - * Illness
 - * Productivity
 - * Turnover

Provide Information to Employees



Not evidence-based

Big Picture Message: Stress



Not evidence-based

Big Picture Message: Well-Being

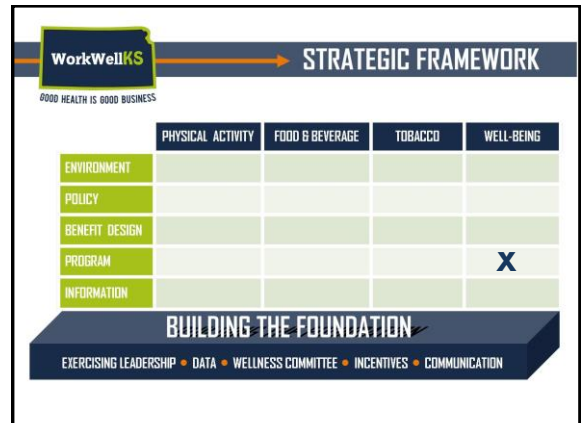


Not evidence-based

Big Picture Message: Mental Health



Not evidence-based



Prevention Programs: Relaxation

- Relaxation training, including progressive relaxation
- Meditation
- Mindfulness class
- Yoga, tai chi
- Onsite massage
- Onsite exercise or physical activity program
- Provide a healthy snack, relaxation break
- Arts activity
- Group motivational interviewing to encourage daily PA and relaxation

Murphy, 1996; Nutt, Michal, 2003; Macaluso et al., 2015; Ravaller et al., 2016
Letvak, 2013; Markwell et al., 2015; Karpaviciute, Maciejuskiene, 2016

Prevention Programs: Professionalism Skills

- Problem-solving training
- Time-management training
- Job skills training
- Resilience training
- Conflict resolution training
- Personal financial planning

Renaud et al., 2008; Luthan, 2002; Rappaport, 1991
Wright, 2003; Fisher, 2009; Coffeng et al., 2014

Prevention Programs: Emotional Intelligence

- Biofeedback
- Cognitive-behavioral skills (re-evaluating thoughts, emotions, behaviors)
- Positive psychology
- Interpersonal skills training
- Assertiveness training
- Positive self-talk
- Viewing change and adaptation as positive

Renaud et al., 2008; Luthan, 2002; Rappaport, 1991
Wright, 2003; Fisher, 2009; Coffeng et al., 2014

Prevention Programs: Restorative Breaks

Uninterrupted rest or restorative breaks to engage in healthy non-work activities

Nutti, Michal, 2003

Stress Management Program

- Cognitive behavioral therapy –based stress management
- Nature-based stress management
- Mindfulness-based therapy
- Stress support group



Van der Klink et al., 2001; Sahlin et al., 2014
Khoury et al., 2013; Klatt et al., 2015

Stress Management Program: Targeting Managers

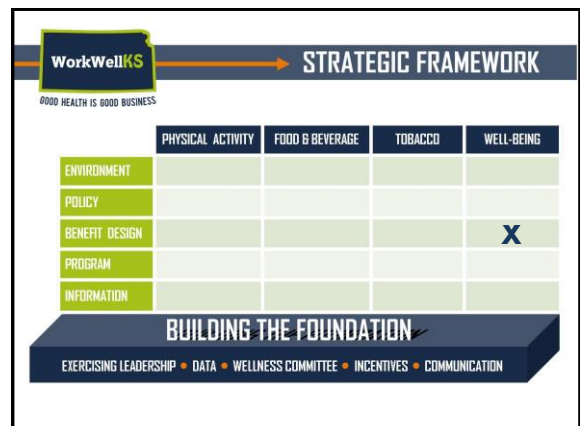
Upper and middle managers receive annual training on how to reduce work stress:

- Assertiveness
- Time management
- Conflict resolution
- Communication

Stress Management Program: Participatory Action-Oriented

- Employees help to identify problems caused by work environment
- Employees join in intervention to improve the work environment
- Results in greater support from supervisor and coworkers, less stress, and job satisfaction

Joyce et al., 2015; Kim et al., 2014; Kobayashi et al., 2008



Benefit Design Strategies

- Insurance premium reductions
- Co-payment reduction
- Paid time-off
- Consider potential benefit design ripple effect!



Benefit Design Strategies

Flexible Spending Accounts (FSAs)

- Not subject to federal income tax.
- Employees can use to pay for out-of-pocket health care costs (e.g., copayments, deductibles).
- Limited to \$2,650 per year.
- Must use each year.

Health Savings Accounts (HSAs)

- Not subject to federal income tax.
- For employees with high deductible plan.
- Can roll over each year.

	Minimum Deductible	Maximum Out-of-Pocket	Contribution Limit	55+ Contribution
Single	\$1,300	\$6,550	\$3,400	\$1,000
Family	\$2,600	\$13,100	\$6,750	\$1,000

FSA - 2018 Figures

HSA - 2017 Figures

Design Approaches

- Include at least one benefit design strategy (e.g., premium reductions) to encourage employees to take a year-long mindfulness class.
- Reward employees for participating in financial planning classes by contributing funds in FSA.



Benefit Plans to Cover

- Mental health screening
- Access to mental health provider/ treatment
- Access cognitive behavioral therapy for overall mental health and to improve stress-related symptoms

Employee Assistance Program (EAP)

- Employee assistance programs can provide resources for employees to cope with stress
- Positive impact, desirable

Kirk & Brown, 2003; Brion, Karanika-Murray, 2014

Benefits at Worksite

- Separate sick leave from vacation leave
- Mental health leave
- Childcare on site
- Infants up to 6 months brought to work

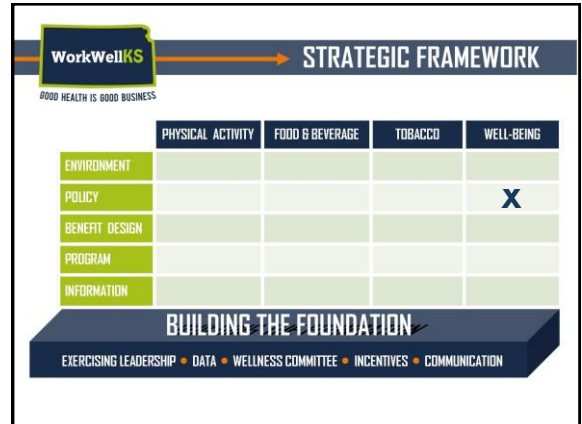


Joyce, Pabayo, Critchley, Bambara, 2010

Benefits at Worksite

- Meaningful, and at least annual, employee recognitions
- Internal promotions
- Financial rewards (bonuses, raises)

Grawitch, Gottschalk, Munz, 2006



Policy

- Does the worksite have a policy encouraging employees to take 10 to 15 minute "rest" or "booster" breaks?



Dababneh et al., 2001; Galinsky et al., 2000; Tucker et al., 2003

Policies to Consider: Adequate Staffing Policies

- The worksite has a sufficient number of staff in proportion to the required work.
- The worksite has a policy for minimum staffing levels.

Gaugier et al., 2001

Policies to Consider: Self-Scheduling

- Self-scheduling – shifts are made available, employees are responsible for selecting and swapping shifts of interest

Gaugier et al., 2001

Policies to Consider: Flex-Time

- Flex-time – working certain number of hours, with agreed upon starting and finishing times
- Might include:
 - Required period (e.g., 10 am – 2 pm)
 - Bandwidths (e.g., 5:30 am – 5:30 pm)
- Often used to facilitate family schedules and physical activity

Policies to Consider: Teleworking

- Teleworking – working from home or other facility; using e-mail, telephone, other technologies
- Use when sick, but productive

Gaugier et al., 2001

Policies to Consider: Gradual Retirement

- Gradual retirement – employees who are preparing to retire can reduce workload in phases

Gaugier et al., 2001

Policies to Consider: Voluntary Overtime

- Voluntary overtime – time and a half pay for non-exempt employees when working beyond 'prescribed threshold'

Gaugier et al., 2001

Policies to Consider: Ban Mandatory Overtime

- Mandatory overtime - Forced overtime to maintain adequate staffing levels
- Major concerns with medication errors, quality patient care, legal liabilities.
- Policy recommendation: Ban mandatory overtime

Gaugier et al., 2001

Policies to Consider: Stable Shift Policy

- The worksite has a policy to not rotate employees on shifts (e.g., third shift will remain third shift, unless a permanent change is made).



Rappaport, 1991

Policies to Consider: Job Sharing

- Job sharing – two or more part-time employees perform a full-time job, share remuneration

Gaugier et al., 2001

Policies to Consider: Time for Mental Health

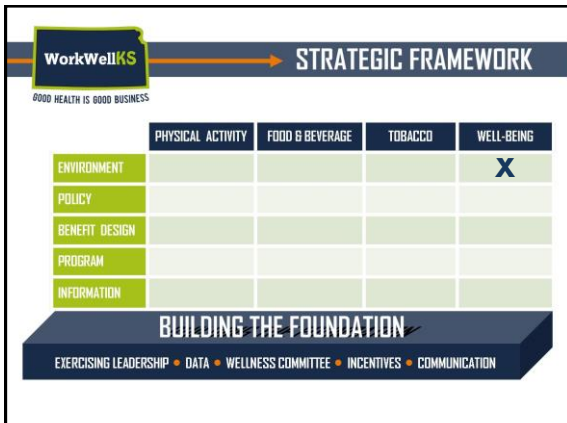
- Provide time and accommodations for well-being (e.g., stress prevention, management, mental health)

Sexual Harassment and Bullying Policies

- The worksite has a policy to prevent and address sexual harassment.
- The worksite has a policy to prevent and address bullying.



Workplace Bullying Institute



Physical Environment

Social Environment

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Physical Environment

Social Environment

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What Kind of Environment
Does Your Worksite Have?



What Kind of Environment Does Your Worksite Have?



"Zen," Comfort, Relaxation Room

Employees feel comfortable to relax in a quiet space



Sanders et al., 2013; Park, 2010
Kelly, King, Vander Laan, 2012

Environmental Prompts

- Fresh air
- Nature outside
- Garden (can step away from work environment)



Tom et al., 1981; Faris et al., 2012
Rachet et al., 2009; Sadler et al., 2001

Environmental Prompts

Give employees access to:

- Sunlight, natural light
- Windows
- Nature inside (e.g., plants)



Aries et al., 2010; Kaplan, 1993; Loftup et al., 2015; Loftup et al., 2012
Largo-Wight et al., 2011; Loftup et al., 2013; Dijkstra et al., 2006

Environmental Prompts

Employees benefit from having windows in their workspaces, can view trees, vegetation



Farley, Veitch, 2001; Finnegan, Solomon, 1981; Leather et al., 1998

Environmental Prompts

Worksite offers personal, private spaces

Environmental Set-Up

Seating arrangements to facilitate communication and collaboration among employees.

Dijkstra et al., 2006

Co-Working Centers



Environmental Set-Up

- Adequate ventilation
- Non-florescent, adequate lighting
- Tobacco and smoke-free
- Moderate temperatures
- Adequate office cleaning



Abdel-Hamid, 2013; Jeffreys, 2000

Physical Environment

Social Environment

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Social Environment

Employees take uninterrupted meal breaks



Rugulies et al., 2016
Sanders et al., 2013

Social Environment

- Worksite offers at least annual social events
- Worksite offers sports team for employees

Rugulies et al., 2016
Sanders et al., 2013

Social Environment: Employees Need Meaning

- Employees need meaningful and/or stimulating work
- Reduce employees' repetitive work



Social Environment: Expectations and Career

- Employees need to know what is expected of them in their roles
- Employees need career development opportunities



Rappaport, 1991

Social Environment: Control in Decision-Making

Employees benefit from participating in and having some control in decision-making that affects their jobs

Zhou et al., 2015

Social Environment: Match and Communication

- Demands of the work (e.g., work load, pace) need to match employees' abilities
- Two-way organizational communication must be valued



Zhou et al., 2015

Social Environment: Support

- Co-workers need to respect and support one another
- Worksite to foster social support among colleagues
- Supervisors to support their employees

Social Environment

- Managers are willing to redesign work to improve fit or decrease stress
- Worksite supportive of work flexibility for non-work demands

Joyce, Pabayo, Critchley, Bamba, 2010

Social Environment: Commitment to Worksite

- Employees feel supported by their worksite
- Employees are committed to the worksite

Wagner, 2007
Jain, Giga, Cooper, 2013

Social Environment: Volunteer

- Does the worksite encourage employees to volunteer in the community?

Next Steps

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Well-Being

- Continue to develop your plan.
- Additional planning materials for Well-Being are available online (workwelks.com).

 FOR MORE RESOURCES VISIT: WORKWELKS.COM
UNDER THE "RESOURCES" TAB

Next Steps

- Implement your comprehensive well-being plan!
- Once the well-being plan is implemented and can be maintained, consider tackling your next health priority – and plan to implement it comprehensively!



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WorkWellKS.com

Questions?

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