RESILIENT INDIVIDUALS AND RESILIENT WORKPLACES: TRANSLATING AND APPLYING THE RESEARCH

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Portland, Oregon
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TODAY’S AGENDA

1. The paradox of stress and the possibilities for resilience

2. Why should employers care?

3. Can we enhance resilience – for workers? For workplaces? How?

4. Resources for tools and employer examples

5. Personal practice & discussion
MY EXPERIENCE:

- **Occupational Therapy**: Pediatrics, rehabilitation, and psychiatry (pain & stress management)

- **Workplace Health Promotion**: Health risk reduction and population health management

- **Organizational Change & Stress**: What drives adaptive capacity? Influence of leaders/managers.

- **Brain Research**: What supports individual and organizational health?
BIOPSYCHOSOCIAL SYSTEMS:
Complex Factors Affect Health & Performance

Engel, 1980
Stress Response = multisystem response to a perceived demand, threat, or challenge

Brain’s limbic system and cortex set off the hypothalamic-pituitary-adrenal (HPA) axis response to prepare the individual to:

-Fight
-Flight
-Freeze
STRESS = “The nonspecific response of the body to any demand made on it.” (Selye, 1956)

- **Distress** = negative emotional state due to harmful stimuli or excessive demands
- **Eustress** = euphoric effect of positive adaptation to demands or challenges
UNMANAGED DISTRESS MAY CONTRIBUTE TO HEALTH PROBLEMS:

• Sleep disturbance
• May trigger depression, anxiety, and/or substance abuse
• Often co-occurs with physical conditions:
  – Chronic pain,
  – Cardiovascular disease,
  – Diabetes
  – Autoimmune disorders
  – Cancer
UNMANAGED STRESS IS COSTLY:

- Emotional fatigue and poor impulse control
- Eat, drink, and/or smoke too much
- Difficulty focusing, making decisions, managing work and life tasks
- 120,000 deaths and nearly $190 billion in health care costs each year

(Goh, Pfeffer & Zenios, 2015)
1 in 5 People EXPERIENCES MENTAL ILLNESS EACH YEAR
1 in 10
HAS A SUBSTANCE USE DISORDER EACH YEAR
MANY HAVE BOTH A MEDICAL
CONDITION AND MENTAL DISORDER

People with medical conditions:
58% of adult population

People with mental disorders:
25% of adult population

68% of adults with mental disorders have medical conditions

29% of adults with medical conditions have mental disorders

(National Comorbidity Survey Replication, 2001-2003; Robert Wood Johnson Foundation – used with permission)
**SHARE OF NEWLY DISABLED WORKERS BY DIAGNOSIS**

**50-YEAR TREND**

<table>
<thead>
<tr>
<th>Diagnosis</th>
<th>2011</th>
<th>1961</th>
</tr>
</thead>
<tbody>
<tr>
<td>Musculoskeletal</td>
<td>8%</td>
<td>34%</td>
</tr>
<tr>
<td>Mental Disorders</td>
<td>10%</td>
<td>19%</td>
</tr>
<tr>
<td>Heart Disease</td>
<td>11%</td>
<td>26%</td>
</tr>
<tr>
<td>Cancer</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>Neurological</td>
<td>8%</td>
<td>16%</td>
</tr>
<tr>
<td>Other</td>
<td>8%</td>
<td>22%</td>
</tr>
<tr>
<td>Respiratory</td>
<td>4%</td>
<td>7%</td>
</tr>
<tr>
<td>Injuries</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>Diabetes</td>
<td>2%</td>
<td>3%</td>
</tr>
</tbody>
</table>
LOOK BENEATH THE SURFACE

Medical
Mental health/substance use disorders
Pharmacy

Disability
Presenteeism and lost productivity
Absenteeism
Unrealized output
Stress on team members
Overtime to cover sick-day absences
Overstaffing
Temporary workers
Recruitment
Hiring costs
Retraining

NOTES: Suicide deaths are identified with codes U03, X60–X84, and Y87.0 from the *International Statistical Classification of Diseases and Related Health Problems, Tenth Revision*. Access data for Figure 1 at: [http://www.cdc.gov/nchs/data/databriefs/db241_table.pdf#1](http://www.cdc.gov/nchs/data/databriefs/db241_table.pdf#1).

Hey, Stress Isn’t All Bad!

- Distress = negative emotional state due to harmful stimuli or excessive demand

- Eustress = euphoric effect of positive adaptation to demands or challenges
Adaptation = Resilience

• Resilience is . . . “A process linking a set of adaptive capacities to a positive trajectory of functioning and adaptation after a disturbance.”

• The ability to bounce back, to bend rather than break, to grow.

Norris, F.H. et al. (2008).
STRESS CAN STIMULATE GROWTH AND RESILIENCE:

Stress Adaptation Growth Dynamic
(Kim, Y.J., 2005)
Resilience factors:

- Optimism/beliefs
- Emotion regulation
- Purpose/meaning
- Self reliance
- Connections
- Help - give/receive
- Replenishment

Begins with sense of awareness – of self and of others
From Managing Health to Supporting Thriving:

Distress
- Trauma
- Burnout
- Anxiety
- Depression

Eustress
- Resilience
- Thriving
- Well-being
- Energy
- Peak performance

Illness-Wellness Continuum

Neutral Point
(No discernable illness or wellness)
CAN WE HELP WORKERS MANAGE STRESS & ENHANCE RESILIENCE?

• Deep bodies of research:
  • Demand/Control/Support
  • Effort-Reward Imbalance
  • Burnout vs Engagement

• Growing research:
  • Mindfulness
  • Resilience skill-building
MINDFULNESS:

“Paying attention on purpose, in the present moment, and nonjudgmentally, to the unfolding of experience moment to moment.”  (J. Kabat-Zinn)

- Multiple studies show mindfulness meditation helps with:
  - Pain and inflammation reduction
  - Emotion regulation
  - Anxiety
  - Hypertension
  - Insomnia

- Brain studies show mindfulness decreases the brain’s alarm system and increases the size of regions associated with attending, memory, and decision-making. (S. Lazar)
An October 2017 research synthesis commissioned by the American Heart Association’s CEO Roundtable showed workplace resilience training programs have a significant effect on a broad range of physical, mental, and work performance outcomes.

Content areas included:

- Managing emotions
- Communication & dealing with difficult people
- Taking on challenges effectively
- Improving sleep
- Improving physical health
COLLABORATIVE RESEARCH ON STRESS AND RESILIENCE

- 46 multidisciplinary employer representatives
- Interviews and discussion groups
- Multiple industry sectors

“What are the greatest strengths in how your organization reduces stress and builds resilience?”

(Copies available upon request)
EMPLOYER BENEFITS AND PRACTICES:

Intensive . . . . . .  Case management to reduce disability

Targeted . . . . . . Early identification and intervention to reduce risks and illness

Universal . . . . . Prevention to keep people healthy and high performing
EMPLOYER BENEFITS AND PRACTICES:

**Active, outbound intervention (Intensive)**
- Disease management/Case management
- Disability management (Return-to-work)

**Screenings, information, resources, & benefits (Targeted)**
- HRAs/Screenings & coaching
- Information, webinars, education
- Medical and mental health benefits
- Employee Assistance Program (EAP)

**Organizational leadership, culture, & management practices (Universal)**
- Values, ethics, & mission/role alignment
- Communication (face-to-face, at multiple levels, conflict resolution, predictable structure)
- Career & life development/balance
- Training (Manager/supervisor & employee)
- Health champions
- Connectedness, meaning, belonging & trust

Moving from disparate program silos... to integrated work performance, total health management, well-being, and thriving.
Several areas of research suggest we can improve organizational resilience and effectiveness:

- Positive organizational scholarship
- Compassionate workplaces
- Organizational thriving
- Psychological capital (PsyCap)
- Psychologically-safe team environments
RESOURCES:
Purpose: Collaborate with employers to advance mental health.


2. Highlight employer case examples.

3. Provide tools to increase awareness and help-seeking.
WORKSITE EDUCATION

ICU INITIATIVE
• Developed by DuPont, donated to Partnership to make it available to others
• Video-based program teaches employees to identify warning signs of emotional distress, respond and refer

RIGHT DIRECTION DEPRESSION INITIATIVE
• Website and turnkey materials raise awareness and increase help-seeking behaviors
• Ready to use posters, articles, PPT decks
ICU PROGRAM

- 5-minute video teaches employees to identify warning signs, connect with colleague, and reach out for help.

- Originally developed by DuPont and delivered to their 70,000 employees worldwide, given to APAF to make available to other employers.

- Platform for promoting existing company benefits and programs.

<table>
<thead>
<tr>
<th>Physical Health</th>
<th>“I See You”</th>
<th>ICU Steps to Improve Emotional Health</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intensive</td>
<td>I</td>
<td>Identify the signs</td>
</tr>
<tr>
<td>Care</td>
<td>C</td>
<td>Connect with the person</td>
</tr>
<tr>
<td>Unit</td>
<td>U</td>
<td>Understand the way forward together</td>
</tr>
</tbody>
</table>
Depression awareness initiative for the workplace.

Collaboration with Employers Health.

**Goal:** increase awareness about depression, reduce stigma and encourage people who need help to seek it.

**How:** provide employers turnkey materials for worksite education to increase employee help-seeking behaviors.
Depression can make you feel alone and lost in the woods.

There are many paths toward help.

The key is to take a step in the right direction – toward information and help.

Rightdirectionforme.com
Sprint Corporation

Sprint Charts New Course in Healthcare; Launches Depression Initiative
Sprint has raised the bar in employee healthcare. First, it provided employees with an attractive environment in which to work and then it offered employees plenty of healthcare resources, especially for the diseases of most concern to the company and its employees: cancer, depression, asthma, COPD, low back pain, diabetes, and heart conditions. Now Sprint is extending its efforts to combat depression by launching a depression initiative that rolls out this Spring.

U.S. Headquarters
Overland Park, KS
Number of Employees
31,000
Industry
Information

TiER1 Performance Solutions

Addressing mental health could be perceived as a huge and complex undertaking. It can be daunting to try to dispel the myths, reduce stigma, and solve the problem around mental health all at once. TiER1 Performance Solutions, on the other hand, said, “Let’s just start a conversation about mental health.” By starting the conversation, they helped demystify the

U.S. Headquarters
Covington, KY
Number of Employees
200
Industry
Professional, Scientific, and Technical Services

American Express

Embracing A Culture of Mental Health
American Express is providing “the next generation of health care for its employees,” according to global corporate medical director Wayne Burton, MD. This means looking at physical health and emotional health holistically, connecting the pieces across a wide spectrum of services, and gaining visible support from senior leaders and line managers. As a result, Burton and his team are decreasing the incidence of medical and behavioral health claims.

U.S. Headquarters
New York, NY
Number of Employees
50,000
Industry
Finance and Insurance

EY

Building a better working world

“RUOK?”: A Meaningful Question to Foster a Culture of Caring at EY
"RUOK?" signifies three simple words, but the meaning proves much greater for partners and staff at EY. The "RUOK?“ campaign is a mental illness and addictions initiative that weaves together the organization’s culture of caring and mental health values. The initiative

U.S. Headquarters
New York, NY
Number of Employees
45,000
Industry
Professional, Scientific, and Technical Services

Maine State Government

Maine State Government Participates in Depression Screening and Work-Focused Intervention

U.S. Headquarters
Augusta, ME
Number of Employees
13,000
Industry
Public Administration

American Psychiatric Association

Right Direction ‘Sets Up Camp’ at the APA
The American Psychiatric Association (APA) works to ensure that individuals with mental health issues receive effective care. It found a creative way to bring workplace mental

U.S. Headquarters
Arlington, VA
Number of Employees
200
Industry
Other Services (except Public Administration)

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PERSONAL PRACTICE:
Because resilience has systemic factors, we need multiple skillsets.
And we need to understand how our brain works:

<table>
<thead>
<tr>
<th>System 1</th>
<th>System 2</th>
<th>[System 3]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reflexive</td>
<td>Reflective</td>
<td>Attentive</td>
</tr>
<tr>
<td>Automatic</td>
<td>Conscious</td>
<td>Mindful</td>
</tr>
<tr>
<td>Fast</td>
<td>Slow</td>
<td>Non-reactive</td>
</tr>
<tr>
<td>Intuitive</td>
<td>Rational</td>
<td>Observing</td>
</tr>
<tr>
<td>Spontaneous</td>
<td>Intentional</td>
<td>Non-judgmental</td>
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Changing our thoughts:

• Reflexive brain
  – Automatic thoughts and actions
  – Distorted, self-defeating thoughts (e.g., “I really messed that up. I’m such a loser. Life sucks.”)

“ Toxic selfie”

• Reflective brain
  – Intentional re-framing
  – Change to rational, compassionate thoughts (e.g., “That wasn’t my best, but I can work at it.”)
Body Posture: The Power Pose

“Not Fake it until you make it, but Fake it until you become it.”
(Amy Cuddy, 2012)
Smiling reduces mortality:

- Baseball players with full (Duchenne) smiles lived seven years longer. (Able & Kruger, 2010)
Cultivating smiling . . .

Intentional Duchenne smilers showed lower heart rate during stressful tasks and faster heart rate recovery afterwards. (Kraft & Pressman, 2012, Psychological Science)
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DISCUSSION