

 <p><b>BAY OF PLENTY DISTRICT HEALTH BOARD HAUORA A TOI</b></p> <p><b>STRESS &amp; FATIGUE PROTOCOL</b></p>	<p><b>STRESS &amp; FATIGUE - CREATING AND MAINTAINING A HEALTHY WORKPLACE</b></p>	<p><b>Policy 5.4.11 Protocol 1</b></p>
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## STANDARDS

1. Bay of Plenty District Health Board (BOPDHB) Managers, Employee Health & Safety (EHS) Reps and employees must understand and identify the causes of stress and fatigue and try to create and maintain a healthy and safe work environment for all employees. All employees have a responsibility to ensure they effectively manage their stress and fatigue levels.
2. Reports of stress must be investigated using the usual consultative methods for health and safety issues (refer to Protocol 2). In some circumstances the ability of the person to carry on working safely needs to be established.
3. Investigation should include:
  - 3.1 Investigating the facts of the report.
  - 3.2 Making a decision about the work-relatedness of the problem.
  - 3.3 Discussing the results of your investigation.
  - 3.4 Recommending solutions.
  - 3.5 Asking for additional solutions.
  - 3.6 Agreeing on the implementation of the solutions
4. Employees may be reluctant to admit they are feeling 'stressed' by work. This admission can be seen as a sign of weakness, or reflect the idea that reporting 'stress' may be disadvantageous. If a person is having difficulty coping, it may have undesirable consequences for BOPDHB and that the manager needs to be informed. Employees need to be reassured that information will be taken seriously and treated in confidence.
5. Employees should contact their Manager promptly when they believe they are not coping. If they are reluctant to do this directly, they should contact a EHS Representative, Specialty Nurse - Employee Health & Safety, EAP Service or their Union.
6. The Health and Safety in Employment Act requires BOPDHB to have systems in place to monitor the work environment and ensure that hazards in the workplace do not cause employees either physical or mental harm. Recording of the hazards, and the controls agreed upon by managers and staff, are to be recorded in the Hazard Management section of the Risk Log.
7. The following Human Resource (HR) based programs will therefore be monitored by the Risk Management Team (including EHS Reps) to identify any potential and actual stress and fatigue related harm.
  - 7.1 Rosters – Note roster should be monitored against best practice standards.
  - 7.2 Best place to work surveys, audits and questionnaires
  - 7.3 Sick leave
  - 7.4 Reportable Event records
8. Actions from the Risk Management Team will be recorded and fed back to managers and all other EHS reps for consideration in local initiatives for the management of stress and fatigue.

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<p>Protocol Steward: Employee Health &amp; Safety Manager</p>	<p>Authorised by: GM Governance &amp; Quality</p>	

### CREATING AND MAINTAINING A HEALTHY WORKPLACE

The following table is to be used by managers, EHS Reps and employees to assist in understanding and identifying the causes of stress and fatigue and to create and maintain a healthy and safe work environment for all employees.

#### Work Content

Healthy Work	Causes of Unhealthy Work	Recommended Management Focus	Recommended Employee Response
A balance of effort and work	<ul style="list-style-type: none"> <li>Extended, intense, physical and mental effort without breaks.</li> <li>No ability to switch off from work out of hours</li> </ul>	<ul style="list-style-type: none"> <li>Make sure there are sufficient breaks in periods of intense physical and mental effort and adequate recovery time outside work.</li> <li>Ensure where possible, some different work components are introduced to provide for a change of pace or intensity.</li> </ul>	<ul style="list-style-type: none"> <li>Know limitations</li> <li>Do not accept pressure or create it by 'competing'</li> <li>Use recovery time wisely</li> <li>Have a life outside work.</li> </ul>
A variety of tasks	<ul style="list-style-type: none"> <li>Boring</li> <li>Repetitive</li> <li>Unfulfilling tasks.</li> </ul>	<ul style="list-style-type: none"> <li>To the extent possible, provide a variety of tasks for each employee</li> <li>match the right people to the right tasks.</li> </ul>	<ul style="list-style-type: none"> <li>Do not be afraid to try something new</li> <li>where practicable, share less interesting tasks with other people</li> </ul>
A sense of personal control	<ul style="list-style-type: none"> <li>Little control or independence in the workplace – there is no ability to decide how or when to carry out tasks.</li> </ul>	<ul style="list-style-type: none"> <li>Provide employees with the means to take some control over the way they do their work – perhaps the order in which they do tasks or the means used to accomplish them.</li> </ul>	<ul style="list-style-type: none"> <li>Take responsibility for personal tasks</li> <li>Use discretion provided wisely</li> <li>Respect the employer's position when there is no latitude available.</li> </ul>

#### Workplace Relationships

Healthy Work	Causes of Unhealthy Work	Recommended Management Focus	Recommended Employee Response
Relationship issues are resolved swiftly	<ul style="list-style-type: none"> <li>Poor relationships in the workplace remain unsatisfactory.</li> </ul>	<ul style="list-style-type: none"> <li>Provide fair mechanisms to identify and reconcile workplace relationship difficulties and conflicts – opportunities to meet and exchange views; promote dialogue.</li> </ul>	<ul style="list-style-type: none"> <li>Work on maintaining healthy personal relationships</li> <li>Understand the application of conflict resolution.</li> </ul>
Good communication	<ul style="list-style-type: none"> <li>Poor communication among people at work, particularly</li> </ul>	<ul style="list-style-type: none"> <li>Have strategies for communicating about work</li> <li>Promote honest feedback in both directions</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to a positive atmosphere in the workplace</li> </ul>

Healthy Work	Causes of Unhealthy Work	Recommended Management Focus	Recommended Employee Response
	between extremes in the workplace hierarchy.	<ul style="list-style-type: none"> <li>Praise success at work</li> <li>Have systems for employee participation.</li> </ul>	<ul style="list-style-type: none"> <li>Avoid criticising destructively or undermining colleagues</li> <li>Ask necessary questions.</li> </ul>
Workplace hierarchies promote confidence	<ul style="list-style-type: none"> <li>No one appears to be in charge</li> <li>Pecking orders rife</li> <li>Artificial and / or marked separation between people.</li> </ul>	<ul style="list-style-type: none"> <li>Experienced people valued for their ability to inspire confidence and give direction.</li> <li>Hierarchies do not dominate</li> <li>Status (the ability to contribute) is valued at all levels.</li> </ul>	<ul style="list-style-type: none"> <li>Refuse to play status games</li> <li>Take responsibility for personal tasks</li> <li>Use discretion provided wisely.</li> <li>Acknowledge the usefulness of well-designed hierarchies.</li> </ul>

**Employee Involvement**

Healthy Work	Causes of Unhealthy Work	Recommended Management Focus	Recommended Employee Response
Workplace collaboration		<ul style="list-style-type: none"> <li>Ensure employees can be involved in workplace health and safety.</li> </ul>	<ul style="list-style-type: none"> <li>Participate effectively and co-operatively with the employer and fellow employees.</li> </ul>
Healthy and safe workplace design and environment	<ul style="list-style-type: none"> <li>Poor workplace design, e.g. poor lighting and warmth, noise.</li> <li>Poor physical safety.</li> </ul>	<ul style="list-style-type: none"> <li>A well-designed and participatory health and safety programme e.g. provide sufficient lighting and warmth</li> <li>Control noise</li> <li>Provide well-designed equipment using ergonomic principles.</li> </ul>	<ul style="list-style-type: none"> <li>Participate in the health and safety programme.</li> <li>Comply with health and safety instructions</li> <li>Report hazards</li> <li>Take such responsibility as possible for personal comfort and safety; attend training.</li> </ul>
Good change management	<ul style="list-style-type: none"> <li>It is assumed change will just happen.</li> </ul>	<ul style="list-style-type: none"> <li>It is assumed change may be inevitable and change management principles are utilised.</li> </ul>	<ul style="list-style-type: none"> <li>Accept that change may be inevitable and necessary</li> <li>Participate in communicating about and helping manage change.</li> </ul>

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### Employee Support

Healthy Work	Causes of Unhealthy Work	Recommended Management Focus	Recommended Employee Response
Appropriate rewards	<ul style="list-style-type: none"> <li>Personal contributions ignored or demeaned.</li> <li>A mismatch between effort and reward.</li> </ul>	<ul style="list-style-type: none"> <li>Let employees know how they contribute to the organisation</li> <li>Acknowledge work well done and suggestions made.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain skills and knowledge</li> <li>Have a realistic sense of self worth</li> <li>Acknowledge others' accomplishments.</li> </ul>
A supportive workplace	<ul style="list-style-type: none"> <li>No support or leeway when a person experiences difficulties.</li> </ul>	<ul style="list-style-type: none"> <li>Have realistic expectations about outputs</li> <li>Offer support in difficulties; acknowledge skills / expertise</li> <li>Stand between employees and external criticism.</li> </ul>	<ul style="list-style-type: none"> <li>Ask for help when you need it</li> <li>Accept support when you need it</li> <li>Give support when possible.</li> </ul>
Personal progress	<ul style="list-style-type: none"> <li>No opportunities for personal growth.</li> </ul>	<ul style="list-style-type: none"> <li>Provide opportunities to work well and improve performance</li> <li>Match individuals to tasks</li> <li>Provide opportunities to progress.</li> <li>Maintain skills and knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain skills and knowledge</li> <li>Learn from mistakes</li> <li>Contribute to BOPDHB's goals</li> <li>Be willing to accept the change and challenges that are necessary for personal growth.</li> </ul>

### ASSOCIATED DOCUMENTS

- Bay of Plenty District Health Board policy 5.4.11 Stress and Fatigue – Management in the Workplace
- Bay of Plenty District Health Board policy 5.4.11 Protocol 2 Stress and Fatigue - Investigating Reports
- Bay of Plenty District Health Board policy 3.50.02 protocol 7 Supporting Staff
- Bay of Plenty District Health Board policy 3.50.02 protocol 9 Investigation Process

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