

Helping when mental capacity for work wanes



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**People at work often lose capacity
to do mental parts of their work**



“Mentally Fit for Work”

Free of interference from
alcohol or drugs (legal or ?)

+

Sufficient rest and sleep

+

Mind sharp and on the job

=

Mentally fit for work



Is safe this simple?



3

What gets noticed?

Incident / Illness / Injury

- Poor work performance
- Lapses of safety
- Conflict with others
- Not doing what's wanted
- Hiding and avoiding



What isn't noticed?

Stigma / Fear / Ignorance



4

**Sometimes it's only temporary, and
past productivity can be regained
in the future**



5

Depends on what's changed

To either or all of

- Workplace conditions
- Employee's mental fitness
 - Is change expected to be temporary or enduring?
- On-the-job performance
 - Working safely and consistently
 - To the standards expected
 - No adverse impact on others

What's "good enough" look like?



6

**Many causes contribute,
sometimes in the distant past
combining with the present, with
varied short and long term effects**



7

Many reasons for impairment



8

Changes that may be of concern

Appearance

- Sloppy or inappropriate clothing
- Poor or deteriorated hygiene
- Fatigue, exhaustion
- Changes in appetite

Actions

- Intimidating, threatening, or violent
- Unduly talkative or argumentative
- Unable to adapt with reasonable ease
- Over-compliant with routine or process
- Excessive personal phone time
- Outbursts of emotion (crying, laughing)
- Keeps to self more and more at work
- Snaps easily at others
- Is easily aggravated

Mood

- Withdrawn
- Sad
- Mood swings (high & low)
- Extreme sensitivity
- Nervousness
- Frequent irritability with others

Not getting along with others

- Over-reacts to real or imagined criticism
- Wide swings in job morale, satisfaction
- Borrowing money from workmates
- Unreasonable resentments of workmates
- Repeated criticism of the organisation
- Persistent requests for a job transfer

Why do so many different things turn up here?



9

I noticed ... Serious? ... I acted!



10

**The range of outcomes for workers
is as varied as the range of causes,
and organisations also respond
variously**



11

In the past

**When mental woes
became severe, people
often left work**



12

In the present

Many try to stay on but it's often hard for them and others

- Numbing pain and distress
- Withdrawing from others
- Forcing agreeable moods
- Turning on friends



In the future

More barriers will arise

- We need more ways to help those who *can* work do so

*What works already,
for whom and
what*



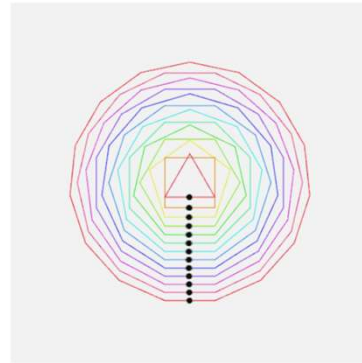
Asset management

Assures availability

- Ready and able to perform
 - Now and later
- Eases willing interaction
 - Reduces friction
- Prevents self-destruction
 - In any form

Priorities

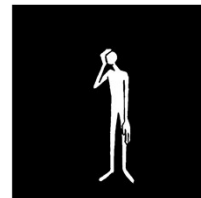
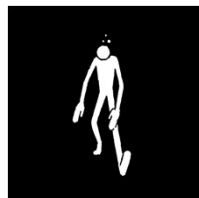
- Ask how things are going
- First, repair breakages
- Second, prevent failure
- Third, tune performance



People – a valued asset?

As with prime gear, some things are certain:

- Wear and tear will cause friction with other productive units
- Breakdowns will happen
- Refurbishing may be needed
- Things can self-destruct



Where to start?

As with machines, we know something about

- Operating hours
- Loading
- Kinds of breakdowns
- Impacts of disruptions on the asset and other work

What do we already do about each of these?

What comes first?

- Where is the risk of non-performance of something critical to staying in business

Prioritise accordingly



Are people in different workplaces really different?

For all their differences, human frailties are alike

- experienced managers \cong trainees
- field or travelling \cong office-based
- Semi-skilled \cong technical

Similar things go awry

So similar stuff is useful

- Feed (and feed on) what people know now
- Build confidence and speed and effectiveness
- Address frequent concerns first
- Allow for diversity in culture and environment



Uncertainty + Control = ?

Uncertainty + Control = Distress



Uncertainty + Control = ?

Uncertainty + Control = **De**stress



We look after machines better!

Keep humans working well over time:

- Ask how things are going
- First, repair breakages
- Second, prevent failure
- Third, tune performance

= human asset management

Do wellness promotion and illness prevention together

- Stigma falls & learning retention rises



Ask how things are going

How am I feeling, overall?

- Cheerful, in good spirits
- Calm and relaxed
- Active and vigorous
- Wake up fresh and rested
- Interesting stuff each day

Range: awful to awesome

Do others see me the same?



Ask how things are **not** going

How many hours sleep did you get last night?

- <5hr, ~6, ~7, ~8, ~9, >9

7+ hours every night

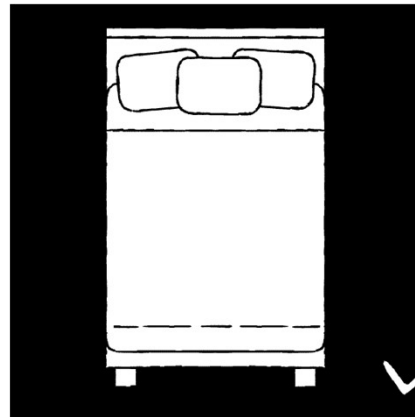
How many hours of sleep in the last 48 hours?

- <10, ~12, ~14, ~16, ~18

We need 14+

When you go to sleep tonight, for how many hours will you have been awake?

- <14, ~16, ~18, ~20, ~22



>18hrs fatigue impairment \approx 0.05 BAC

>20hrs fatigue impairment \approx 0.08 BAC



One page: How are you doing?

Over the last two weeks...

Example: if you have felt cheerful and in good spirits more than half of the time during the last two weeks, choose 3 for the first item

	0 None of the time	1 Some of the time	2 Less than half the time	3 More than half the time	4 Most of the time	5 All of the time
1. I have felt cheerful and in good spirits						
2. I have felt calm and relaxed						
3. I have felt active and vigorous						
4. I woke up feeling fresh and rested						
5. My daily life has been filled with things that interest me						
Overall Risk Coding	0 - 7	8 - 13	14 - 18	19 - 25	Add for your total	
						/25

WHO-5 (1998) non-diagnostic measure of well-being; ⚠ if any score = 0 or 1, or $\Sigma < 13$

A. How many hours sleep did you get last night?	<5	5-6	6-7	7-8	8-9	>9
B. How many hours of sleep in the last 48 hours?	<10	10-12	12-14	14-16	16-18	>18
C. When you go to sleep tonight, for how many hours will you have been awake?	>21	21-19	19-17	17-15	15-13	<13

>18hrs fatigue impairment \approx 0.05 BAC; >20hrs fatigue impairment \approx 0.08 BAC



Higher score = more fit for work!

... over the last two weeks	All of the time	Most of the time	More than half of the time	Less than half of the time	Some of the time	None of the time
Rating and risk colour coding	5	4	3	2	1	0
Overall risk colour coding	25 - 19		18 - 14	13 - 8	7 - 0	

If wellbeing is poor ...

- If any score is 0 or 1, or total < 13, talk it through with a health professional
 - Repeat after at least two weeks - more than 2½ points is a significant change

Concerned?

Talk with someone you trust

- Colleague or manager
- Whanau or family
- GP
- EAP

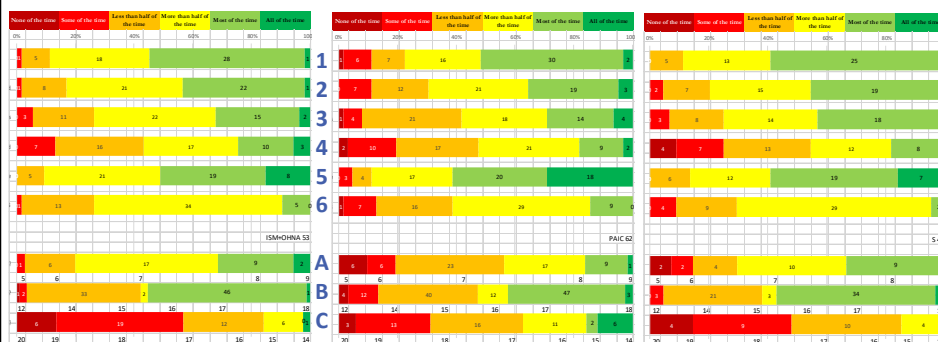


What do others look like?

OS&H

Paramedics Au+NZ

Managers



- Variations between workplaces and occupations can be large
- Note different proportions of dark reds (going poorly) & dark greens (going well)
- Overall wellbeing (6) ranges between 2% struggling day to day up to 20%
- Sleep adequacy (A, B) and Length of day (C) show differing levels of fatigue
- Variations can also be large within a workplace

