





Fatigue: Running on Empty

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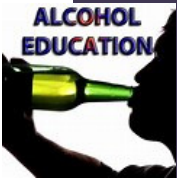
Fatigue Overview

- ✓ Fatigue-Related Incidents
- ✓ When do fatigue errors occur?
- ✓ What is fatigue? Compassion Fatigue?
Alarm Fatigue?
- ✓ Who OWNS fatigue?
 - ✓ Employer Contributing Factors
 - ✓ Employee Contributing Factors
- ✓ Elements of a successful Fatigue RM Program (Sleepwell 2017)
- ✓ Fatigue Countermeasures
- ✓ Best Practices for Getting Management Commitment to FRM



Effects of Fatigue:

- Performance levels drop as work becomes longer and sleep loss increases (Lamond & Dawson, 1999)
 - Staying awake for 17 hours has same effect on performance as having a blood alcohol content of **.05**
 - Staying awake for 21 hours is equivalent to blood alcohol content of **.1**



Effects of Fatigue:




Working **MORE** than 12.5 hour shift increases the likelihood of errors **THREEFOLD** (Rogers, 2004)

- Sleepiness
- Lack of Concentration
- Impaired Recall
- Irritability
- Poor Judgment
- Reduced ability to communicate
- Reduced fine motor skills and hand/eye coordination

Effects of Fatigue:

- Affects the ability to think clearly
 - **Employees can't gauge their own level of impairment**
» Caldwell, Caldwell, Schmidt. 2008
- **Fatigue-Related Incidents Increase:**
 - Those working 'odd' hours
 - ✓ Shift work
 - ✓ Work at night
 - ✓ People on call
 - ✓ Work regular overtime




Fatigue-Related Incidents

- Injuries (Needle exposure)
- Errors and Near Misses
- Drowsy Driving


Fatigue played a role in

- Exxon Valdez
- Chernobyl
- Challenger




Compassion Fatigue:

- Combination of physical, emotional and spiritual exhaustion associated with care of patients with significant pain and physical distress.
 - » Lombardo & Eyre, 2011
- Signs:
 - ✓ Reduced ability to feel empathy
 - ✓ Increased use of sick days
 - ✓ Lack of joy and/or purpose
 - ✓ Sleep challenges
 - ✓ Anxiety and memory issues
 - ✓ Substance abuse, depression and anger



Fatigue Interventions:

- Talk about it (EAP)
 - Counseling
 - Education: Time Management, Caring for Aging Parent, Stress management, work/life balance
 - Employee Wellness
- Organization
 - Change/Track work assignments or shifts
 - Recommend time off or reduce overtime
 - Assess work satisfaction, balance, healthy attitude




Code Lavender

- Cleveland Clinic
- Keck USC (code lavender basket)
- Tampa General
- OSF St. Joseph's (code compassion)
- Johnson City Med Center

Code Lavender Team

- Support team finds you
- SOS program, one trained RN
- ER Code Compassion
- Led by clergy at hospital



Think ~ Pair ~ Share


Who OWNS Fatigue:

- The Employee?
- Risk Mgmt/Safety Unit?
- The Organization?




Who OWNS Fatigue:

It is a 'shared' responsibility to reduce the risks from shift work and long hours.



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Who OWNS Fatigue:
Employer/Organization

- Those who CAN influence work hours need to promote safe and healthy work hours
- Employer needs to shift paradigm and create a culture of safety and good outcomes
- Certain factors can and do contribute to fatigue
 - Assess staffing, scheduling, acuity levels, off-shift hours
 - Self-Scheduling
 - Develop a plan, get staff input, encourage teamwork
 - Internal system to monitor and report fatigue

Fatigue: Employer Contributing Factors

- Lack of Organizational support
- Changes in Leadership
- Frequency of change
- Decision dilemma
- The 24/7/365 nature of the business
- Inability to find/retain top talent
- Daily changing of priorities
- Fewer resources combined with greater expectations
- Exhaustion
- Putting out fires



- ✓ Track injuries and near-misses
- ✓ Incorporate number of hours worked into WC reporting and accident investigation
- ✓ Include fatigue related errors as part of your quarterly safety review
 - Assess staffing, scheduling, acuity levels, off-shift hours
 - Internal system to monitor and report fatigue

Who OWNS Fatigue:

Safety/Risk Management





Who OWNS Fatigue: Employee

It is everyone's responsibility to address one's own (and coworker) fatigue. Employees must know their limits!

It is the responsibility of the employee to follow safe work practices and work safely.

Employees need to OWN their own safety and reject work assignments that compromise recovery time.

- Self-Care versus Culture
 - Work Culture
- Can employees accurately assess their own level of fatigue?



Work-Related:

- Scheduling
- Actual hours, overtime, extra shifts
- Type of work
- Work environment

Non-Work Related


- Quantity of Sleep
- Quality of Sleep
- Absence or presence of sleep disorder
- Existing health issues

Fatigue: Employee Contributing Factors



Super Employee Syndrome

- Employees' personal obligation to sacrifice themselves for the good of the job
- To project an image of strength to avoid judgment by peers
- Employee resistance to asking for help
- Fatigue is perceived as a sign of weakness
- Self Care versus Culture
- Generational difference:
 - Younger and less experienced employees may not identify as a super employee and prioritize home/life balance



Elements of A Successful Fatigue Risk Management Program

- FRMP is a program that brings all causes, controls and strategies for dealing with fatigue in the workplace in order to keep employees safe.

» Sleepwell Consulting, 2017

• Committee:

- ✓ Part of Safety Committee
- ✓ Division Supervisor
- ✓ Upper Management
- ✓ Unit Leads
- ✓ Employees



Elements of A Successful Fatigue Risk Management Program

Sleepwell Consulting, 2017

1. Statement of intent and scope
2. Statement of acceptable work hours and **OT limits**
3. Identifying and Assessing Risk
 - ✓ Where do fatigue-related issues exist?
 - ✓ Which shift is at-risk?
 - ✓ Staffing
 - ✓ Consecutive Shifts
 - ✓ Off-hours work



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Elements of A Successful Fatigue Risk Management Program

Sleepwell Consulting, 2017

4. Minimize and Control Risk
 - ✓ Change start times
 - ✓ Re-arranging or reassigning duties
 - ✓ Providing napping opportunities
 - ✓ Improve lighting
 - ✓ Posters as reminders
 - ✓ Pairing workers together
 - ✓ Checklists
 - ✓ Screening for and treating sleep disorders



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Elements of A Successful Fatigue Risk Management Program

Sleepwell Consulting, 2017

5. Investigate Fatigue Incidents


- Have a procedure for investigating whether fatigue played a part in incident. Decide how to manage it in the future.
- Employees should feel comfortable reporting fatigue prior to accident occurring. (Not punitive)

- ✓ Did employee have sufficient time off to get enough sleep?
- ✓ Did employee exhibit signs of fatigue?
- ✓ Were errors result of fatigue or something else?



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Elements of A Successful Fatigue Risk Management Program

6. Awareness & Training

Plan only works if people know about it

Employees learn skills and procedures to increase safety

Sleepwell Consulting, 2017

- ✓ The Fatigue Risk Mgmt Program Plan
- ✓ FRMP Procedures and what's expected
- ✓ How FRMP applies to THEIR job

Fatigue Countermeasures

- A targeted solution to address fatigue by enforcing:
 - Regular breaks
 - Scheduled meal times
 - Regular work hours
 - Regular time away from job, even for a few minutes
- Provide coverage for work during meals
- Monitor hours & provide adequate staffing
- Offer sleep accommodations (recliner and timer)
- Nap policies
- Create a CULTURE where this is the norm




Fatigue Countermeasures Wearables



- Future of fatigue countermeasures
 - Healthcare, Transportation, Construction
- Device worn to predict and illustrate drowsiness
 - Blood pressure, pulse, gamification for alertness
- Currently trying to bio-mathematically identify fatigue
 - Similar to a Fitbit or Apple watch
- Research:
 - Cority
 - Readiband
 - US Army Research Lab

Summary on What We Know



- Long shifts = Fatigue = Errors
- Nearly 1/2 of all safety incidents have worker fatigue as a contributing causal factor
- Fatigue affects safety and job satisfaction
- Most important factors for maladaptive fatigue
 - Shift worked (rotating and night shifts are worst)
 - Younger workers report higher rate of fatigue and poorer recovery than older workers
 - Hill, 2011/Winwood, et al, 2006
- Overtime is financially driven



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