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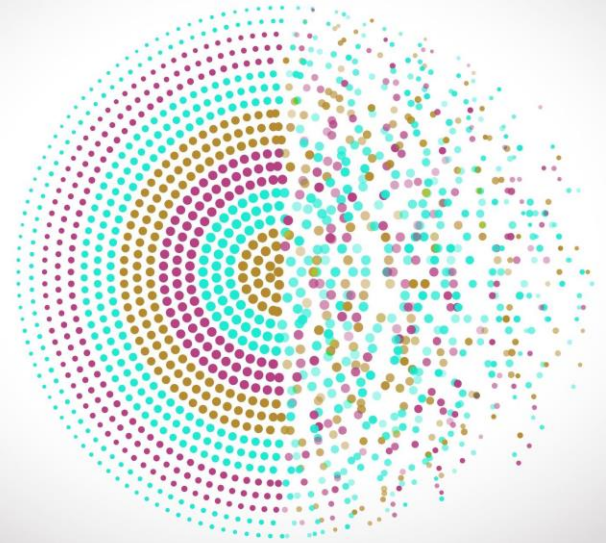
Supportive Supervision: The Role of Managers in Cultivating Healthy Workplaces

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Supportive Supervision: The Role of Managers in Cultivating Healthy Workplaces

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- ❑ This research involves technology of which Leslie Hammer is inventor and which has been licensed by OHSU for commercial development. This potential conflict of interest has been reviewed and managed by OHSU.

Agenda

1. What is Total Worker Health
2. Job Stress and Psychosocial Risk Factors
3. Healthy Leadership Strategies for Supporting Worker Mental Health

A diverse group of people representing various professions, including a chef, a construction worker, a nurse, a doctor, and a factory worker, standing in a line. The image is overlaid with a semi-transparent blue box containing text.

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Steven Shea, Ph.D. ,
Professor and Director

<https://www.ohsu.edu/oregon-institute-occupational-health-sciences>





Oregon Healthy Workforce Center (OHWC)

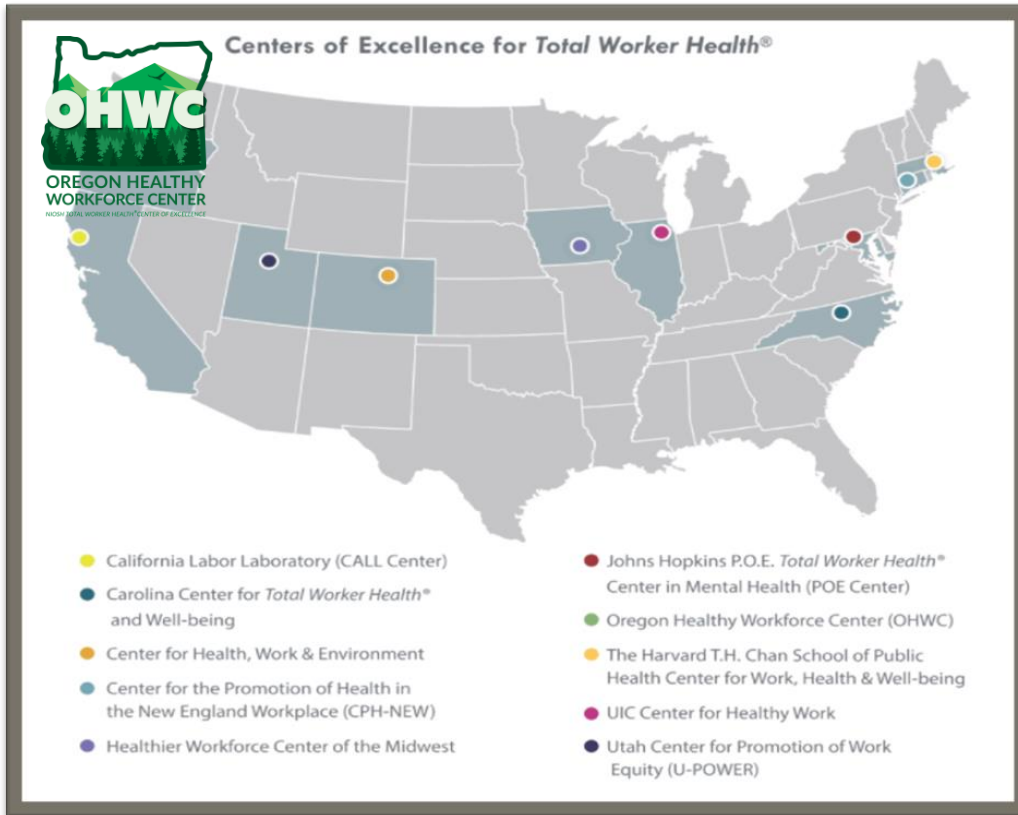
A NIOSH-funded *Total Worker Health*® Center of Excellence

What is TWH?

Total Worker Health[®] (TWH) is defined as policies, programs, and practices that integrate protection from work-related safety and health hazards with promotion of injury and illness-prevention efforts to advance worker well-being.

Prevention is key

Who are we



OREGON HEALTHY WORKFORCE CENTER'S MISSION

to improve worker well-being by helping organizations prioritize physical and psychosocial safety at the workplace, design safe and healthy work, and facilitate a positive organizational culture.



Job Stress



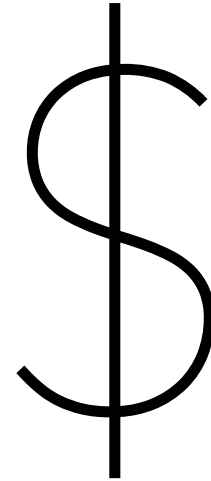
The harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker.



Financial costs of job stress



- Depression is the leading cause of disability worldwide (World Health Organization)
- The cost of **untreated depression** alone to the U.S. economy is \$210.5 billion annually in absenteeism, medical costs, and lost productivity (Greenberg et al., 2015)
- Estimated cost of job stress ranges from \$221.13 million to \$187 billion based on a 2017 published analysis (Hassard et al., 2017)



Types of Workplace Psychosocial Stressors



- Low employee control over work
- Low pay
- High uncertainty – role ambiguity
- Low social support
- Negative social interactions, abusive supervision
- Low job security
- Poor work schedules and low control
- Unfair treatment
- High job demands



The Role of the Workplace: Psychosocial Stressors and Mental Health

Most Adults spend the majority of their waking time at work

Workplace conditions, both physical and social, can impact mental health and well-being of workers

Negative outcomes of Workplace Psychosocial Stressors



- Family Conflict
- Marital Stress
- Decreased Satisfaction
- Work-Life Conflict
- Negative Crossover



- Absenteeism
- Turnover
- Decreased Commitment
- Lack of Engagement
- Performance Issues
- Burnout



- CVD, Diabetes
- Mental Health Disorders
- Psychological Distress
- Suicidality
- Musculoskeletal
- Substance Abuse Disorder
- Decreased safety

e.g., Berkman et al., 2023; Ganster & Rosen, 2013; Hammer et al., 2021

Key Ways to Reduce Occupational Stress Hazards



Reduce high job demands

Increase worker job control

Increasing worker pay

Reduce incivility and bullying

Increasing social support and inclusion

(e.g., Karasek, 1979; Spector & Jex, 1998)



Examples of Restructuring/Redesigning Work



- Reducing demands through reduced work hours, increase job crafting, improving safety in extreme working conditions
- Increasing worker job control/control over how, when, where, work gets done such as flexible scheduling, work-from home, and time off policies
- Increasing social support at work, belongingness and inclusion through training leaders on supportive strategies



WORK can also protect and promote worker mental health



- Social connectedness and belonging
- Purpose and meaning
- Schedule and routine
- Financial income





Why Target Social Support?



Social support and social integration are associated with better health and longevity

The Importance of Social Connections



- Connections are significantly tied to psychological and physical health
- Isolation, loneliness, interpersonal conflict are all related to poor psychological health
- Connectedness is related to suicidality
- Positive relationship building fosters belongingness and social connection
- Connectedness can serve as a protective factor against traumatic experience on the job for those in high-risk occupations.
- Support is related to increased psychological safety, improved psychological health, and improved physical health--as show by my team over the past 15 years



- People managers are the
● linchpins



How to Increase Psychological Safety

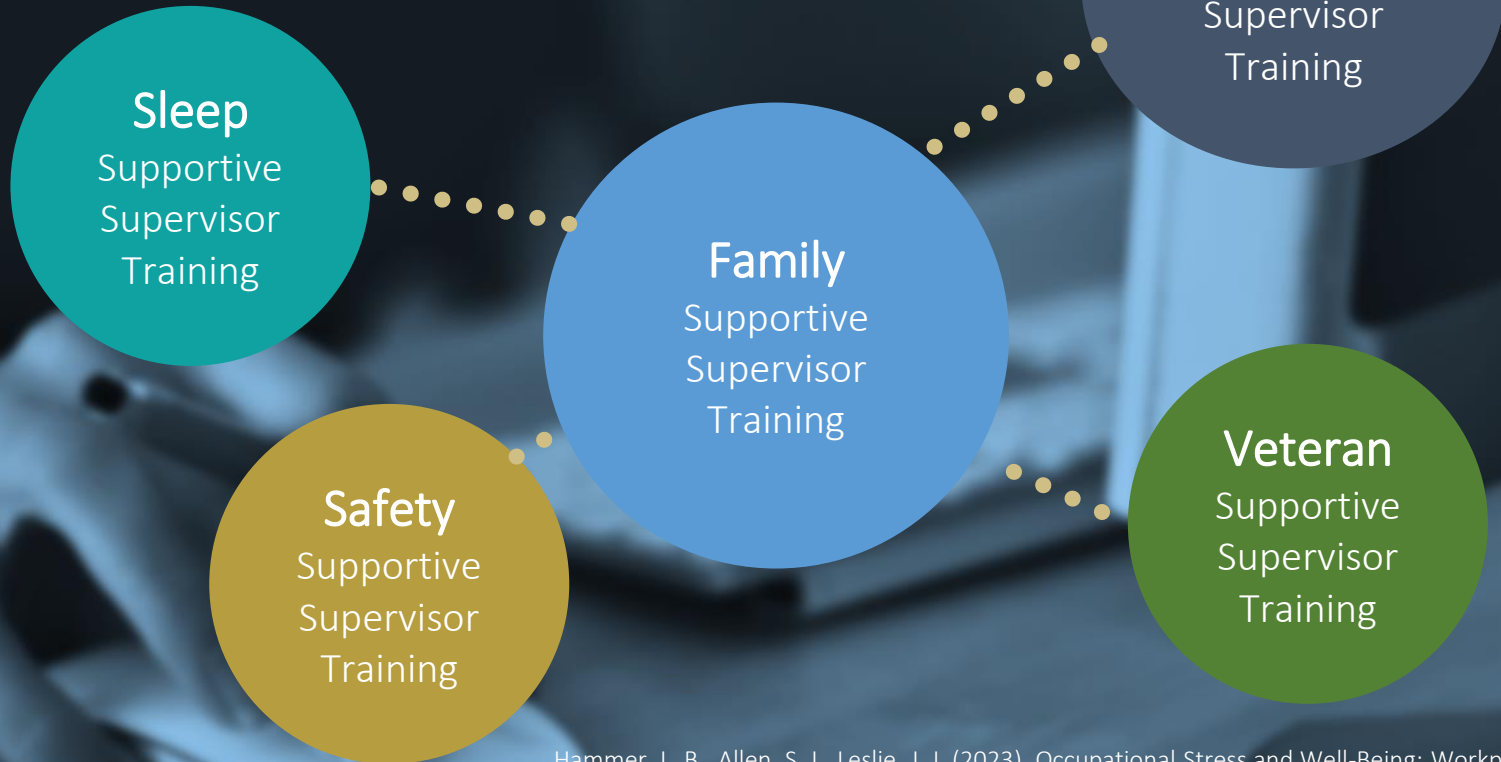


- Get to know your employees
- Check in with them and let them know it is OK to not be ok all the time
- Listen to what they have to say and check back
- Spend time having personal conversations to break down any barriers. Trust comes in when you support what you say through your actions
- Learn about proactive and responsive supportive behaviors



Evidence-Based Leadership Training

*RCTs funded by NIH, CDC-NIOSH, DoD



The Safety and Health Improvement Project (SHIP)



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Donald Truxillo, Portland State University, Ph.D.

Todd Bodner, Portland State University, Ph.D.

NIOSH GRANT: U190H010154

SHIP Intervention Components that Target the Work Environment

- Work-life (FSSB) and Safety Supervisor Training
 - cTRAIN: Online training (1 hr)
- Supervisor Behavior Tracking
 - HabiTrak: (2 wks)
- Team Effectiveness Process
 - TEP: Team as a whole (4.5 hrs)



SHIP Intervention Effects



- Direct improvement of blood pressure
- Improved family supportive supervisor behaviors
- Improved team effectiveness
- Improved work-life effectiveness
- All when supervisor-employee relationship quality was low at baseline (greater need for the training/greater -> greater training effects)



Safety Support

Safety Support:

1. Safety Communication

Discuss the importance of safety over productivity with employees. Communicate to ensure your employees know **how** to engage in safe work behaviors.

Examples:

- Encouraging the maintenance of a safe work environment and discussing safety practices regularly.
- Encourage employees to discuss safety issues with you.
- Teach employees a critical safety skill or strategy.
- Provide immediate praise for a good idea, work results, or safe practices.
- Correct unsafe actions & behaviors.

Safety Support

Safety Support:

2. Providing Resources

Facilitating work results by providing resources or removing obstacles allowing employees to complete work in a safe manner. Ensuring employees have the safety equipment or materials they need to complete their work safely.

Examples:

- Asking your employees about the adequacy of their equipment, tools, or resources.
- Providing support or tools that employees need to get their work accomplished.



Safety Support

Safety Support:

3. Feedback/Reinforcement & Coaching

Ensuring that people know **how** to do their work in a safe manner and ensuring that they are **motivated** to work safely. Pointing out and recognizing when an employee is behaving safely or redirecting an employee when he/she is not acting in a safe manner.

Examples:

- Recognizing when an employee uses his/her safety equipment correctly.
- Demonstrating genuine concern for employees' safety and health when they are not acting in a safe manner



Safety Support

Safety Support:

4. Safety Role Modeling

What you do that shows your employees that you care about safety priorities. You make efforts to put safety first. Be a safety role model for your crew members.

Examples:

- Talking about safety being a priority of your own with an employee.
- Follow all safety rules yourself.
- Discuss with your employees why safety is important to you.



Workplace Mental Health Training

- Based on two decades of research in supportive leadership by Hammer and colleagues and Dimoff and colleagues
 - Variety of industries, especially military
- Training supervisors on *proactive* and *responsive* supportive behaviors
 - Supportive supervisor training (e.g., Hammer et al., 2019)
 - Manager Mental Health Awareness Training (Dimoff & Kelloway, 2019)

Mental Health Support Dimensions

PROACTIVE

Emotional Support

- Make your employees feel heard, show you understand their non-work demands

Practical Support

- Making practical arrangements so employees can meet both work and personal demands

Role Modeling

- Demonstrating by example that you are taking care of your own personal well-being

RESPONSIVE

Stigma Reduction

- Communicating that it is safe and healthy to seek help and support

Warning Sign Recognition

- Recognize when and how employee is struggling

Warning Sign Response

- Respond by showing support and guiding to resources

Manager Learning and Reactions

- About 70% of invited managers completed training (N=117)

Manager Learning

Pre-test Average Score	68.4
Post-test Average Score	91.5
Percentage Learned	33.8%
Effect Size (Cohen's D)	1.47 (Very Large)

Manager Reactions to Training

Percentage of leaders who found the training to be 'good' or 'excellent'	94%
Percentage of leaders who found the training to be 'somewhat useful' or 'extremely useful'	96%
Percentage of leaders who found the training to be 'somewhat relevant' or 'extremely relevant'	98%

“Excellent training and I learned so much. [I] would love for this to have many modules that can be taken over time.”

Support & Well-Being

Improvements in employee reports of manager support

- Increased Role Modeling Support
- Increased Stigma Reduction Support

Improvements in mental health outcomes and risk factors

- Reductions in Perceived Stress
- Reductions in Psychological Distress
- Reductions in Anger
- Reductions in Loneliness

Dimoff et al., working paper; Hammer et al., in press; Mohr et al., under review

Proactive Mental Health Support: Strategy 1

Emotional Support



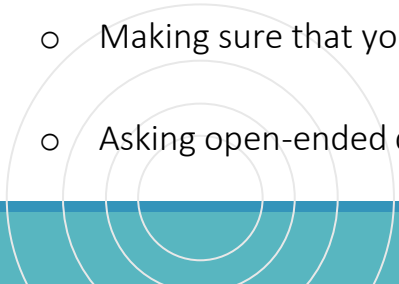
What you do to help your workers feel heard, and to show that you understand their family and personal demands.



What to do to help your employees feel heard and that you understand their family and personal demands

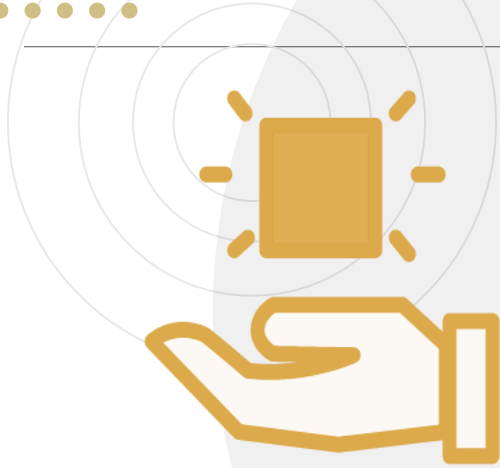


- Increasing face-to-face contact with each employee
- Communicating genuine concern about your employees' lives and well-being
- Expressing empathy, understanding, or offering assistance when an employee shares a personal challenge
- Expressing appreciation for your employees' service and their contributions to the team
- Making sure that you have the time with your employee to engage in an emotionally supportive conversation
- Asking open-ended questions about an employee's emotional health, physical health, and general well-being



Proactive Mental Health Support: Strategy 2

Instrumental Support



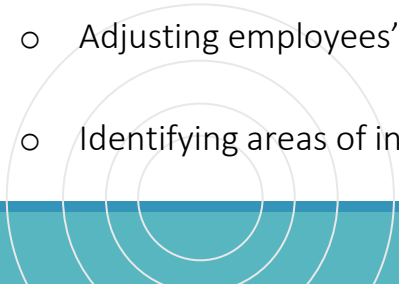
Making practical arrangements so workers can meet both ongoing demands and, at times, unexpected family or personal demands



Making practical arrangements so employees can meet both ongoing service demands and, at times, unexpected family or personal demands



- Providing clear guidance on available resources
- Matching your employee with another employee who has overcome similar challenges (e.g., debt, divorce)
- “Going to bat” or supporting employees when communicating with upper management
- Publicly supporting your employees’ seeking behavioral health care
- Adjusting employees’ duties to avoid conflicting with family responsibilities or outside challenges
- Identifying areas of inexperience to educate your team on healthy coping skills



Proactive Mental Health Support: Strategy 3

Role Modeling



Demonstrating by example that you are taking care of your own personal well-being



Demonstrating by example that you are taking care of your own personal well-being



- Approaching required mental health related training with support and optimism.
- Allowing employees time off to seek treatment or get behavioral health support.
- Sharing your own or your mental health' success stories.
- Walking the talk—demonstrating that you are taking care of your own mental health by reducing your own stressors at work, not working excessive hours, and engaging in non-work activities.



Proactive Mental Health Support: Strategy 4

Reducing Stigma



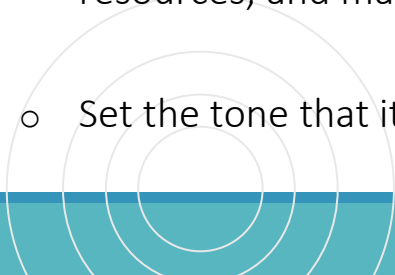
Communicating that it is safe and healthy to seek help and support



Communicating that it is safe and healthy to seek help and support



- Ensure that when employees seek help and are provided with treatment plans, there is little impact to the team.
- Seek help yourself when needed.
- Know about the mental health resources available to your employees such as EAP, community resources, and make appropriate referrals when necessary.
- Set the tone that it is ok to seek help when in need.



Responsive Mental Health Support: Strategy 1

Recognition/Awareness



Warning signs that a leader might notice when a worker is struggling



-
- Performance: Not performing to usual standards or missing deadlines, etc
 - Distress: Decreased physical fitness, being uncivil or rude, talking about how stressed they are
 - Social Withdrawal: Pulling back from co-workers, not doing the “normal” social things they used to do
 - Attendance: Disengaging from the workplace, lateness, getting sick frequently
 - Extreme Behavior: Expressing thoughts about suicide, expressing desire to hurt oneself or others



Responsive Mental Health Support: Strategy Recognition

MODULE

3

Mental Health Responsive Behaviors

WARNING SIGNS



Performance

- Missing important deadlines
- Forgetting tasks
- Experiencing declines in performance



Attendance

- Increases in sickness
- Arriving or starting work late
- Falling asleep at their desk



Distress

- Repeatedly mentioning excessive stress
- Being uncivil or rude to others
- Crying at work



Extreme Signs

- Expressing thoughts about or intent to harm oneself or others
- Heavy drinking or coming to work under the influence



Social Withdrawal

- Disengaging from co-workers
- Declining invitations to socialize
- Eating alone during lunch



Employees may experience

- Declines in personal hygiene
- Sleep problems
- Negative relationships with family

Awareness leads to Action



AWARENESS

Improved Literacy
Reduced Stigma
Increased
Confidence

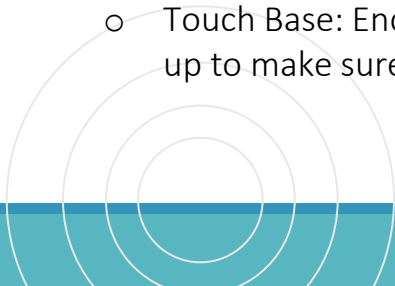
ACTION

Recognize
Decide
Assist or Direct
Accommodation
Return-to-Work

Warning Sign Response: Supporting your employees to seek out and use the resources available to them.



- Attend: Recognize the warning signs, pay attention to your employees by asking them how they're doing, pay attention to their body language when they respond, get to know your employee versions of "normal".
- Communicate: Openly discuss available resources, focus on behavior patterns, and use open-ended questions that directly address specific concerns.
- Touch Base: Encourage employees to contact the EAP, suggest specific resources, and always follow-up to make sure the employee is getting the resources and support they need.



| Adoptions

Ashland Food Coop
City of Eugene-Public Works
Harvard University
Hoffman Construction
National Oceanic Atmospheric Administration(NOAA)
Mosaic Community Health
Northwestern University
Oregon Department of Administrative Services
Oregon Department of Environmental Quality
Oregon Department of Revenue
Oregon Department of Transportation
Oregon Health Authority
Oregon Health & Science University
Oregon OSHA
Oregon Water Resources Management
PEW Charitable Trust
University of California, Santa Cruz
Urban League of Portland
U.S. Bureau of Reclamation

Workplace Mental Health Training for Managers





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WORKING WELL

Conversations at the intersection
of **work** and **health**.

Tuesday, October 15, 2024, 12-100
PM





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Thank you!

Leslie Hammer, Ph.D. HAMMERL@ohsu.edu

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