

# NZISM



New Zealand Institute of Safety Management

# 22 MAR

## HB NZISM CPD SESSION

### ***Mental Health Management***

Proactive mental health management (Warren Barnard)

Local case studies – FENZ, Napier City Council

*Break*

### ***Fatigue Management***

Management of fatigue and its impacts

Local case studies – Panpac, Napier Port

*Duke of Gloucester for Debrief and Networking (Drinks)*



# Mental Health Management



**3.00 pm**

Welcome

**3.15 pm**

Proactive mental health management

Warren Barnard

**4.00 pm**

Mental Health Local studies

- Fire and Emergency NZ      Pani Herekiuha
- Napier City Council      Linda Clark

**4.20 pm**

Break

**4.30 pm**

Fatigue Management

Panpac

Ange Blom

**5.00 pm**

Fatigue Case Studies

- Napier Port      Ruth Parris and Lynda Dykes

**5.20 pm**

Discussion then adjourn to DoG



# WELL-BEING AND A PSYCHOLOGICALLY HEALTHY WORKPLACES

Wise and Shine Consulting

Warren Bernard (Clinical Psychologist)

[wbpsychology@gmail.com](mailto:wbpsychology@gmail.com)

0210525342

[www.wiseandshine.co.nz](http://www.wiseandshine.co.nz)

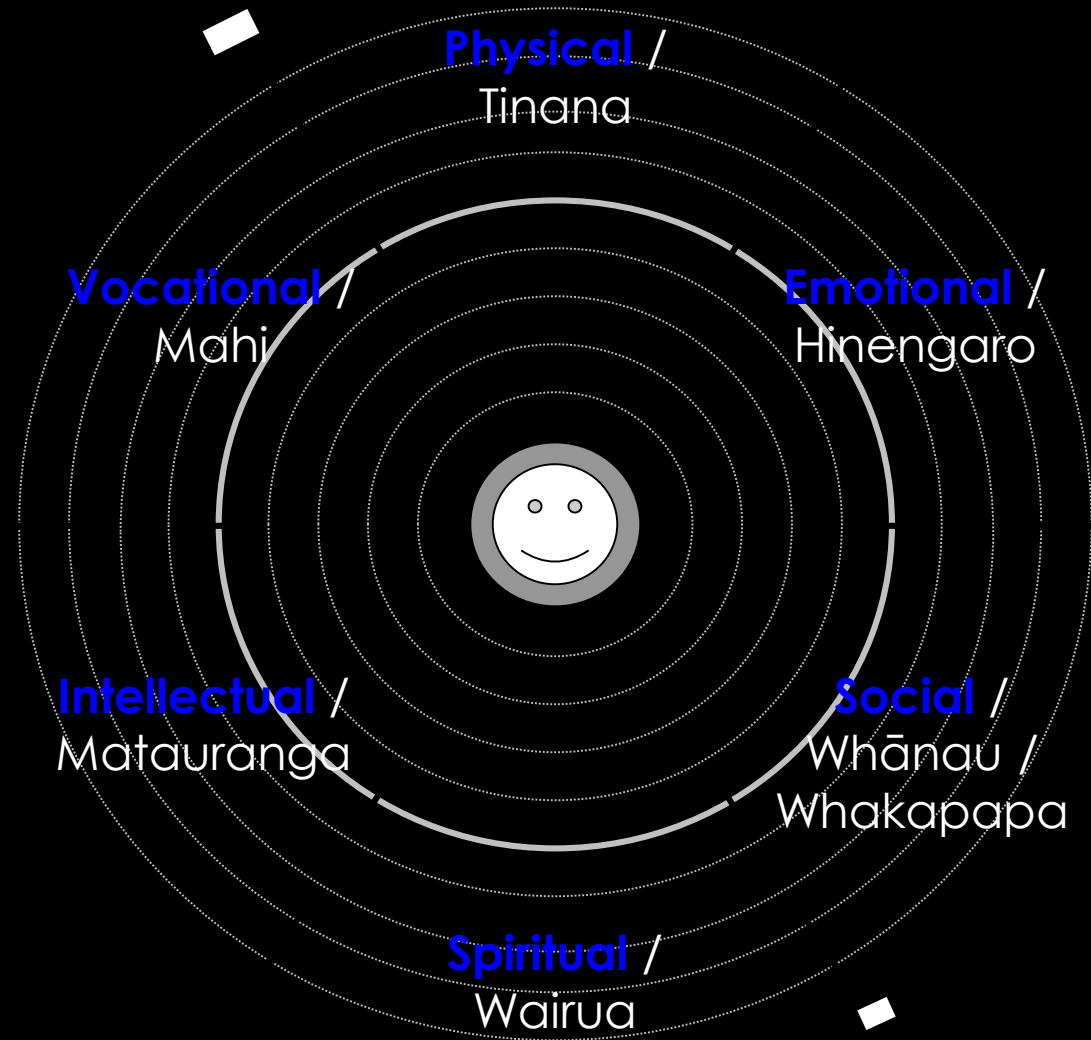
- Humanity is suffering
- Anxiety and depression epidemic proportions
  - In NZ: 636,000 adults (17%) have been diagnosed with a mood disorder and/or anxiety disorder at some time in their lives
  - 225,000 (6.2%) of adults reported experiencing mental distress (anxiety, confused emotions, depression or rage) in the previous four weeks (*NZ Health Survey 2014/15*)
- 800000 suicides globally (more than those who die in armed conflict and natural disasters )
  - In NZ 2018 – 687 suicides (highest since records began – rising for the last 4 consecutive years)
- All this costs – the direct and indirect cost of mental ill-health is estimated to exceed 4% of GDP

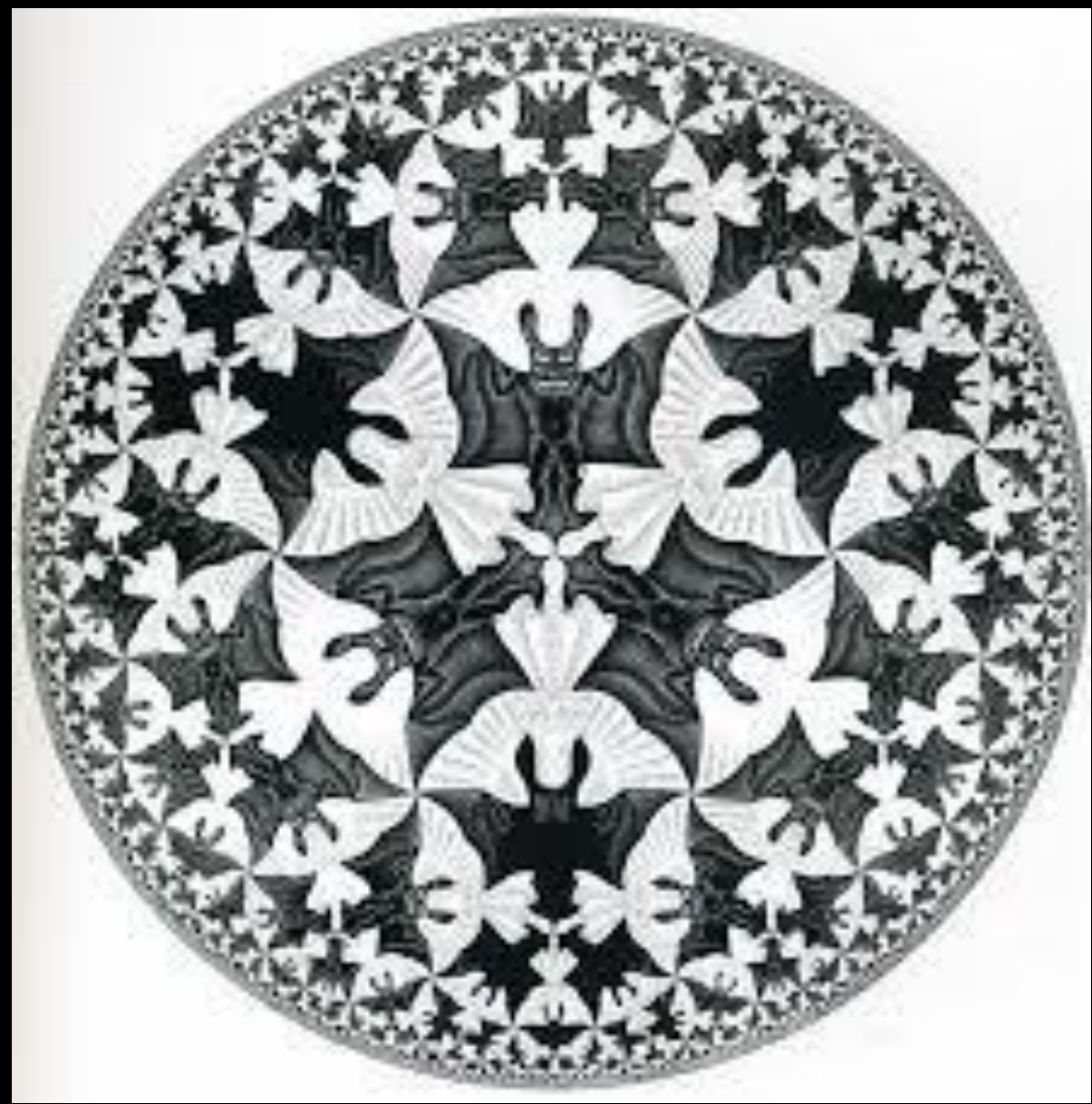
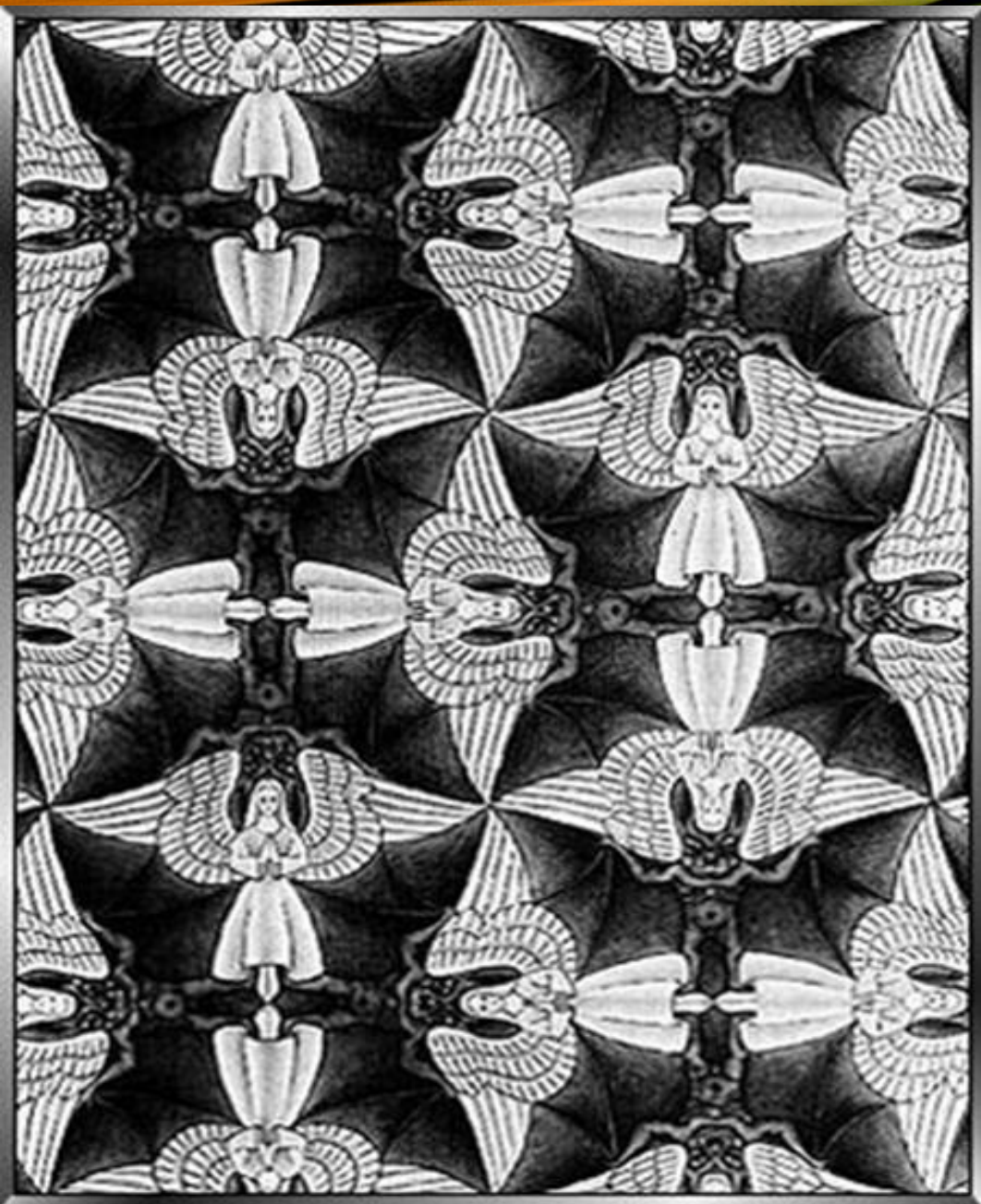


# WHO DEFINITION OF HEALTH

- “Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity”

# BALANCED LIFE: WHEEL OF WELLNESS







# PSYCHOLOGY IN A WORD (OR THREE)

- **Good**

- Disease model, Established science of mental illness, treatable mental disorders, can make people less miserable.

- **Not Good**

- Preoccupied with pathology,

- **Not Good Enough**

- Address strengths AND weaknesses, build on the best AND repair the worst,
- make lives of “normal” people - fulfilling and nurture high talent
- help the miserable be less miserable AND help people be happier and healthier

# Martin Seligman:

"I think psychology is much larger than curing mental illness or curing diseases. I think it's about bringing out the best in people; it's about positive institutions; it's about strength of character."

"There are two complementary strategies for improving the human condition. One is to relieve what is negative in life; the other is to strengthen what is positive. Mainstream psychology focuses largely on the first strategy; Positive Psychology emphasizes the second"



# POSITIVE PSYCHOLOGY IS NOT A NEW FIELD...

- Since Socrates, Plato, and Aristotle the “good life” has been the subject of philosophical and religious inquiry.
- Abraham Maslow and Carl Rogers (among others) proposed that people strive to make the most of their potential...
- Contemporary psychology... what makes life most worth living deserves its own empirically based field of study

# POSITIVE PSYCHOLOGY IS NOT POSITIVE THINKING...

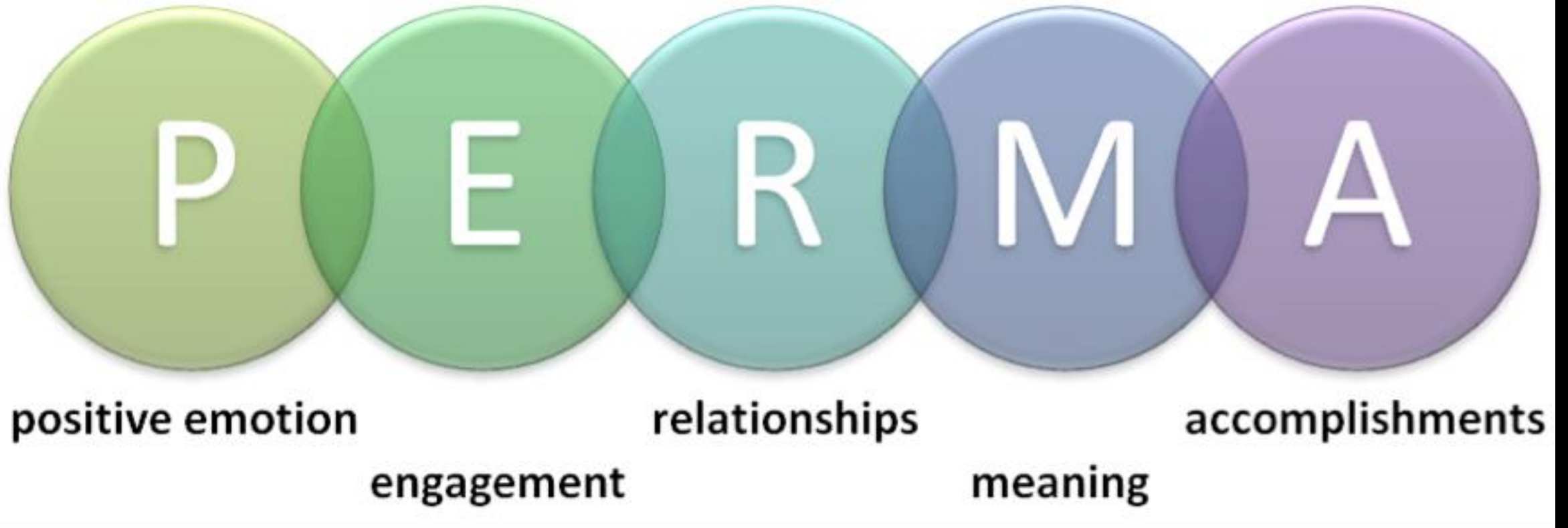
Positive psychology is different from positive thinking in three significant ways.

- 1) positive psychology is grounded in empirical and replicable scientific study.
- 2) positive thinking urges positivity on us for all times and places, but positive psychology does not.
- 3) many scholars of positive psychology have spent decades working on the “negative” side of things – depression, anxiety, trauma, etc. We do not view positive psychology not a replacement for traditional psychology, but merely as a supplement

# TYPICAL TOPICS IN POSITIVE PSYCHOLOGY

- Resilience
- Hope
- Forgiveness
- Gratitude
- Attribution style and Optimism
- Character strengths and virtues
- Well-being
- Creativity
- Positive emotions
- Post-traumatic growth

# A NEW MODEL OF WELL-BEING



# POSITIVE EMOTIONS

- The feel good stuff...
- Anticipate, savour and remember positive...
- Broaden and Build Theory (Fredrickson)
  - positivity broadens our minds and builds up our resources.
- Be open, be appreciative,
  - be kind, be real, have a laugh,
  - send thank you cards...





# POSITIVE EMOTIONS (2) OPTIMISTIC / HOPE

- Helen Keller: “Optimism is the faith that leads to achievement. Nothing can be done without hope and confidence.”
- Not “tomorrow will be better” ... but rather “I resolve to make tomorrow better” type of hope

# POSITIVE EMOTIONS (3)

- *“The basis of optimism does not lie in positive phrases or images of victory, but in the way you think about causes” (Seligman)*
- Explanatory Style
  - permanent vs. temporary;
  - pervasive vs. specific;
  - global vs. individual
- Research shows that people can become more optimistic

# ENGAGEMENT

“Your time is limited, so don't waste it living someone else's life. Don't let the noise of others' opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition”

Steve Jobs - Commencement Address at Stanford University, 2005

“Follow your passion, stay true to yourself, never follow someone else's path unless you're in the woods and you're lost and you see a path then by all means you should follow that.”

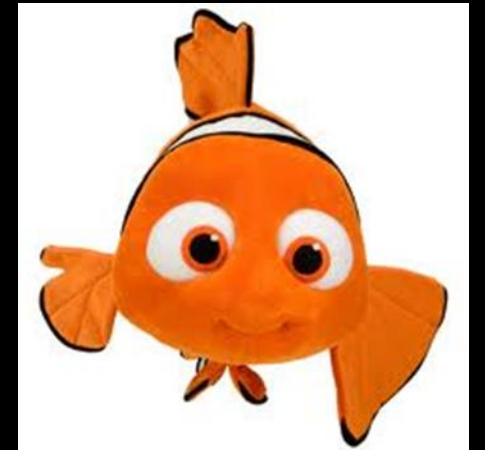
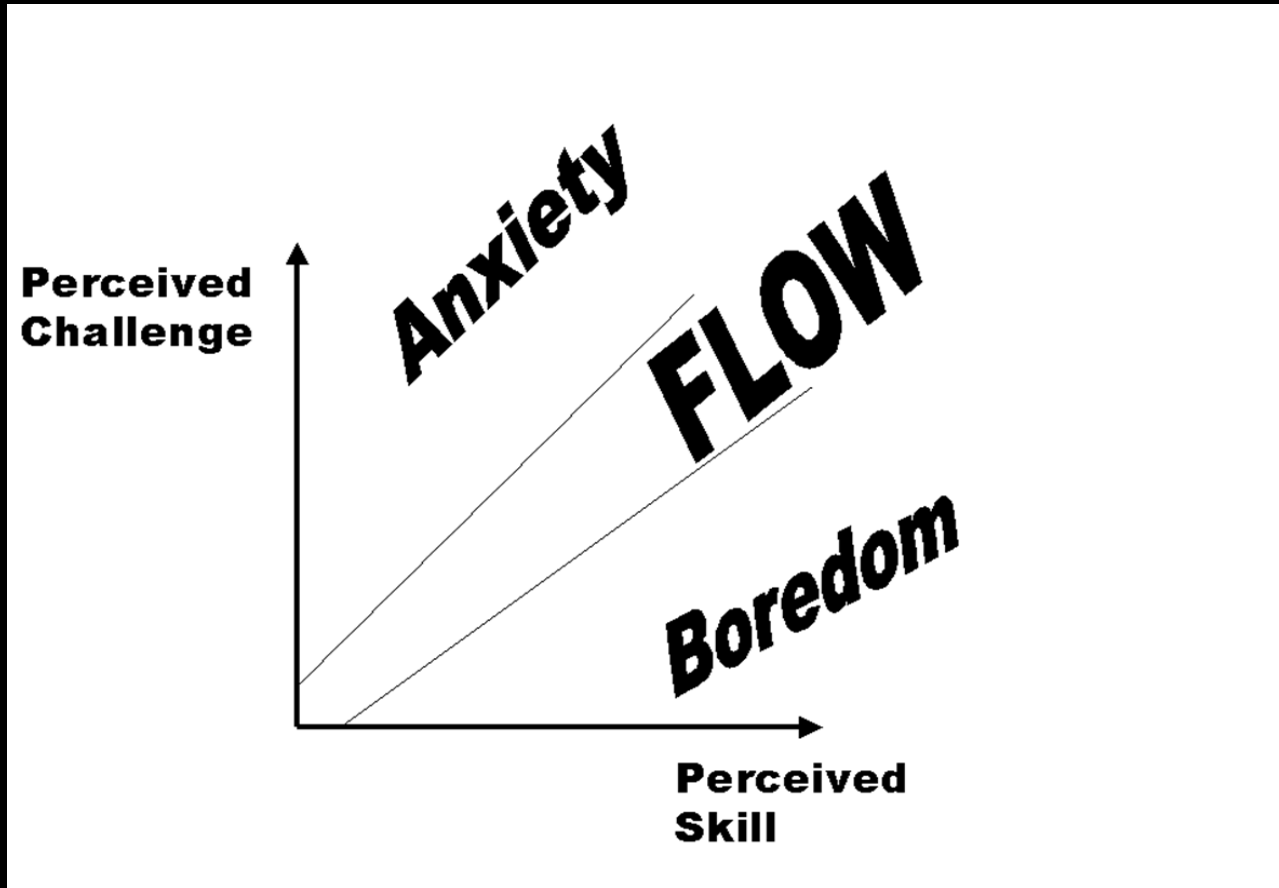
Ellen DeGeneres - Commencement Address at Tulane University, 2009

# ENGAGEMENT (2)

- Interest is an issue - 2/3 adults are 'actively disengaged from work...'
- Some people have 20 years' experience, others have 1 years experiences, 20 times
- From Steven Kolter article – The Passion Recipe
  - Make a list – hand written list 25 things you curious about – if you had a space weekend you would read about or talk to experts about. Be specific
  - Look for overlaps – curiosity is not enough for energy
  - Feed your curiosities daily – play with them
  - Go Public - Turn passion into purpose

# ENGAGEMENT (3)

- Be fully present, in the moment, be mindful
- Concept of Flow (Csikszentmihalyi)





# RELATIONSHIPS

- Cultivate and build positive social relationships
- Isolation = pain in brain
- Social supports = good predictor of outcomes



# MEANING

- Finding meaning finding purpose
- Linked to our values



# MEANING (2) - PURPOSE

- Friedrich Nietzsche : “He who has a why to live for can bear almost any how.”
- Find your why... (thanks Rebel Sport)
- David Yeager – reflect on how the work you are already doing can make a positive contribution to society = more energized
- Asking yourself what really matters, your values – 15 years from now or the funeral scene
- Inspirational role models

# ACCOMPLISHMENTS

- Saviour your accomplishments
- Strive for future goals.
- Exercise
  - Decrease anxiety and depression, increase attention, planning and decision making
- Challenging but manageable



# CREATING A HEALTHY WORKPLACE, AMERICAN PSYCHOLOGICAL ASSOCIATION (APA)

- **Employee involvement** – involving employees in meaningful ways (self-managed teams, committees, suggestion forums, decision making)
- **Work-life balance** – programmes and policies that promote work-life balance (flexible working, help with child and elder care, financial literacy)
- **Employee growth and development** – opportunities for employee growth and development (continuing career development, counselling, skills training, coaching and mentoring, leadership development)
- **Health and safety** – addressing health and safety issues (general safeguards, stress management, smoking cessation, health screenings, harmful drinking help, EAP, referral to mental health services)
- **Employee recognition** – ways of recognising employee contributions (fair pay, benefit packages, acknowledgment of milestones, bonuses, employee awards).



# THE FIVE WAYS TO WELLBEING

- Simple and proven actions that workplaces can introduce to create a mentally healthy culture and help their people find balance, build resilience and boost mental wellbeing.
- The Five Ways to Wellbeing are:
  - **Give**
  - **Be Active**
  - **Keep Learning**
  - **Connect**
  - **Take Notice**

# THEY HAVE BEEN USED IN MANY DIFFERENT WAYS:

- to get people to start thinking about wellbeing
- to develop organisational strategy
- to measure impact
- to assess need
- for staff development
- to help people to incorporate more wellbeing-promoting activities into their lives.
- <https://wellplace.nz/facts-and-information/mental-wellbeing/benefits-for-workplaces-promoting-mental-health/>

# THE BUSINESS CASE (PREACHING TO THE CONVERTED?)

- **Mental wellbeing is one of the most valuable business assets** – Like any asset it can be developed, maintained or neglected.
- **Business puts a premium on mental performance** – Today's economy depends in large part on employees' effective mental and behavioural performance and productivity.
- **Minds do the heavy lifting** – In many workplaces, it's our minds and not our bodies that do a business' heavy lifting. A healthy mind = better solutions, more creative, competitive, innovative.
- **Both thinking and feeling are involved** – Products and services are made by people who need to think, focus, meet deadlines, cooperate, communicate, be empathetic, trustful and be resilient.

# THE BUSINESS CASE (PREACHING TO THE CONVERTED?)

- **Mental wellbeing affects turnover** – Unhappy, dissatisfied or disengaged employees are more likely to take time off, turn up but not be able to work, leave a workplace, and/or suffer injuries. These have massive cost implications (MSW Research, Carnegie Study, 2012).
- **Depression is as important as heart disease** – These two conditions are the main reasons for lost work time through employee disability and early death (NIMH).
- **Managing health and safety risks associated with stress is a legal requirement**



# THANK YOU

Recommended reading:

- Flourish and Learned Optimism by Martin Seligman
- <https://wellplace.nz>
- <https://www.mentalhealth.org.nz>



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## INDEPENDENT REVIEW – BULLYING AND HARASSMENT





**WHAT YOU DON'T  
KNOW CAN'T  
HURT YOU**



## POSITIVE WORKPLACE CULTURE REVIEW

July 2018 – Retired Judge Coral Shaw conducted an independent review into our workplace policies, practices and procedures to address bullying and harassment

The review was also commissioned to help promote and improve respect, safety, equality in our organisation and build an internal culture that was free from unwanted behaviour

The review made 33 recommendations in their final report



**OUR PRIORITIES**

**Values**

**Code of  
Behaviour**

**Support for Our  
People**

**Leadership**

**Complaints  
Process**

**Policies &  
Procedures**

**Full Programme &  
Engagement  
Plans**





## TALKING TO OUR PEOPLE

Throughout delivery of this Action Plan, we will continue to engage with you to keep you informed, seek your thoughts, and keep the conversation about growing a positive workplace going.

OUR PRIORITIES	WHY IT'S IMPORTANT	TO DO THIS WE NEED TO	WE NEED YOUR HELP TO	TARGET
<p><b>Values</b></p>	<ul style="list-style-type: none"> <li>• Our values lay the foundation for everything that we do. They are part of our shared and inclusive identity.</li> <li>• Values provide an organisational yardstick so you know what is expected of you.</li> <li>• Our values must be incorporated into all aspects of each individual's relationship with FENZ, we are each accountable.</li> </ul>	<ul style="list-style-type: none"> <li>• Confirm our agreed set of values.</li> <li>• Develop a plan for embedding our values in everything we do.</li> <li>• Confirm support for our values from unions and associations.</li> <li>• Develop a plan for rollout of our values as part of the operating model design and delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Talk about values in your crew or team. What does living the values mean to you? What do you expect to see from each other? How can you incorporate them day to day?</li> <li>• Celebrate that as a unified organisation we have delivered these values together.</li> </ul>	<div style="border: 1px solid #ccc; border-radius: 50%; padding: 20px; text-align: center;"> <p><b>31 March 2019</b> Values Agreed</p> <p><b>1 July 2019</b> Rollout begins</p> </div>



WHAKARATONGA IWI

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# Mental Health

*Mental Health Awareness Week*



**NAPIER**  
CITY COUNCIL  
*Te Kaunihera o Ahuriri*

# Mental Health Awareness Week

- We organized 3 half day workshops
  - Invited other Councils and Interested parties
  - Uptake was good
- Challenges
  - Staff so busy cannot attend workshop
  - Booking in and not turning up



# Mindwell

- Life care consultants and Eapworks joined forces to create Mindwell.
- We chose Mental Health 101 half day course.
- Provides participants with the necessary knowledge and skills to identify **early stage** mental health issues
  - Onset of depression, anxiety, stress or substance abuse.
- To learn strategies to help deal with that person.





# Key Factors

- It is not your job to provide counselling or a medical assessment. That is for the GP or other counselling providers.
- As a manager or a colleague, your role is to think about how you respond to the situation.
  - The first and most important thing you need to do is **TALK**. It is good to talk!
- The more open communication there is, the more you will receive feedback, and spot early signs of stress.



# Do's

- Have a conversation in a neutral place.
- Make sure there are no interruptions.
- Be focused. You only need info that will help you achieve the goal of supporting the person.
- Ask open non-controlling questions. E.g. I was wondering how you were doing?
- Neutral language, “you seem very low today”.
- Always allow the person time to answer.
- Try and put yourself in the other person's shoes.
- Ensure you have a follow-up meeting.



# Strategies to enhance Wellbeing

- **Mindfulness** – Improve your thinking; stay positive, look for the good, practice gratitude.
- **Connect** – fixed family time, go out for lunch, ask someone's opinion and listen to the answer.
- **Give** – Say thank you, ask how they are doing today, lend a helping hand.
- **Get Active** – Exercise, lunch time walks, stretches, using stairs instead of lifts.
- **Learn** – Take up a new hobby, be curious.





**NAPIER**  
CITY COUNCIL  
*Te Kaunihera o Ahuriri*

# Men's Health Month

*It's All About "The Men"*

# We started with.....



**NAPIER**  
CITY COUNCIL  
*Te Kaunihera o Ahuriri*

- A Men's Pack delivered to all men at NCC.
- Pack Included:
  - 5 Ways to Wellbeing
  - Healthy Eating on a Budget
  - Men and Depression
  - Nuts and bolts of men's health
  - Think about resilience
  - Talking to a friend with cancer



- Raising money for Men's Prostate Cancer
- Goal - \$2,000 (raised \$2,800)
  - Get staff involved by shaving their hair, beards, moe's
  - 10 staff got involved – 8 men and 2 woman
  - Decadence Hair Design gave us their time and workplace for shaving for free
  - Blue morning tea – raising money – bring blue, wear blue
  - Interview on Radio



# MEN'S HEALTH MONTH



Patrik



Lance



Aaron



Cat



Nik



David



Scotty



Tony

The "Brave10"  
Shave-a-thon  
Participants

Plus  
Lisa and Paul

"BRAVE10" SHAVE-A-THON

























**NAPIER**  
CITY COUNCIL  
*Te Kaunihera o Ahuriri*

# Future

*April and May*



- Held excellent workshops in 2018
- NCC collaborating with HBDHB & Mental Health Foundation
- Half day seminars in April and May
  - Managers
  - Employee's

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# PAN PAC<sup>®</sup>

PAN PAC FOREST PRODUCTS LIMITED

Our Journey to Managing Fatigue

# Contents

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What is fatigue?

---

What are the main causes of worker fatigue?

---

Indicators of fatigue

---

Pan Pac Context

---

Fatigue and Rosters

---

Readiband Studies

---

Business Leaders Forum Video and WorkSafe Guidance

---

Next Steps for the Fatigue Workgroup

# What is Fatigue?



- “Fatigue is a state of physical and/or mental exhaustion. It can reduce a person’s ability to perform work safely and effectively. Fatigue reduces alertness. This may lead to errors, and an increase in workplace incidents and injuries.” **Source:** *WorkSafe Quick Guide to Fatigue*
- “The temporary inability, decrease in ability, or strong disinclination to respond to a situation, because of previous over-activity, either mental or physical.” **Source:** *WorkSafe Definitions and Acronyms*



# What are the main causes of worker fatigue?

- Health issues;
- Body clock - working when the body expects to be sleeping;
- Inadequate sleep - both quality and quantity of sleep. Restricted by work schedule or lifestyle factors; and/or
- Irregular work patterns (day/night shift rotation; start/finish times).



## Indicators of Fatigue

- Sore or aching muscles or feeling of muscle weakness
- Headache
- Moodiness, irritability or easily agitated
- Dizziness and blurred vision
- Loss of appetite
- Difficulties with short term memory
- Inability to concentrate or focus on tasks
- Slowed reflexes or difficulty making decisions
- Lack of motivation



## Pan Pac Context

- Pan Pac Whirinaki has 4 Divisions – Corporate, Forests, Lumber & Pulp
- There are 409 staff with 360 contracting companies  
*(not including Forestry Contractors such as silviculture, haulage, felling etc)*

# Fatigue and Rosters



“There is no perfect shift roster. It’s like moving deck chairs on the Titanic, shift work will kill you.” *Professor Drew Dawson*

Lumber Engineers	4 x 12 hour shifts with 2 months on nights and 1 month on days
Pulp Operators	8 hour rapid change shift – AA/DD/NN – 2 days off AA/DD/NN – 2 days off – AA/DD/NN – 8 days off

***Pulp Operator shifts do not allow for a sleep opportunity of 7-9 hours.***

PAN PAC®

PAN PAC FOREST PRODUCTS LIMITED



## Readiband Studies

- Fatigue Risk Management Solutions – Rachel Lehen
- Fatigue Science in Canada



**FATIGUE  
SCIENCE**





# Investment so far...

- Since 2016 – spend with Fatigue Science and FRMS has reached \$34K
- This includes:
  - The initial purchase of 35 readibands
  - Analysis and report on staff and contractor surveys on fatigue
  - Rounds 1-4 of readiband studies including analysis and reporting by Fatigue Science
  - Staff and Exec group engagement and education sessions
  - Funded sleep studies for a few individuals
  - Policy/procedure consultation
- We have a working group made up of 10 members from across all Divisions who meet monthly to work on the framework and put recommendations forward to the Exec group for consideration. This project is sponsored by the GM People & Culture (HR).

# 2016 – 2018 Readiband Studies

- Round 1 - 80 staff across all Divisions
- Round 2 - Lumber Engineers only (9 staff, full roster rotation of 3 months)
- Round 3 - 41 Forest Cartage and 10 admin completed, expect 20 more cartage to complete study.
- Round 4 – 5 staff travelling internationally





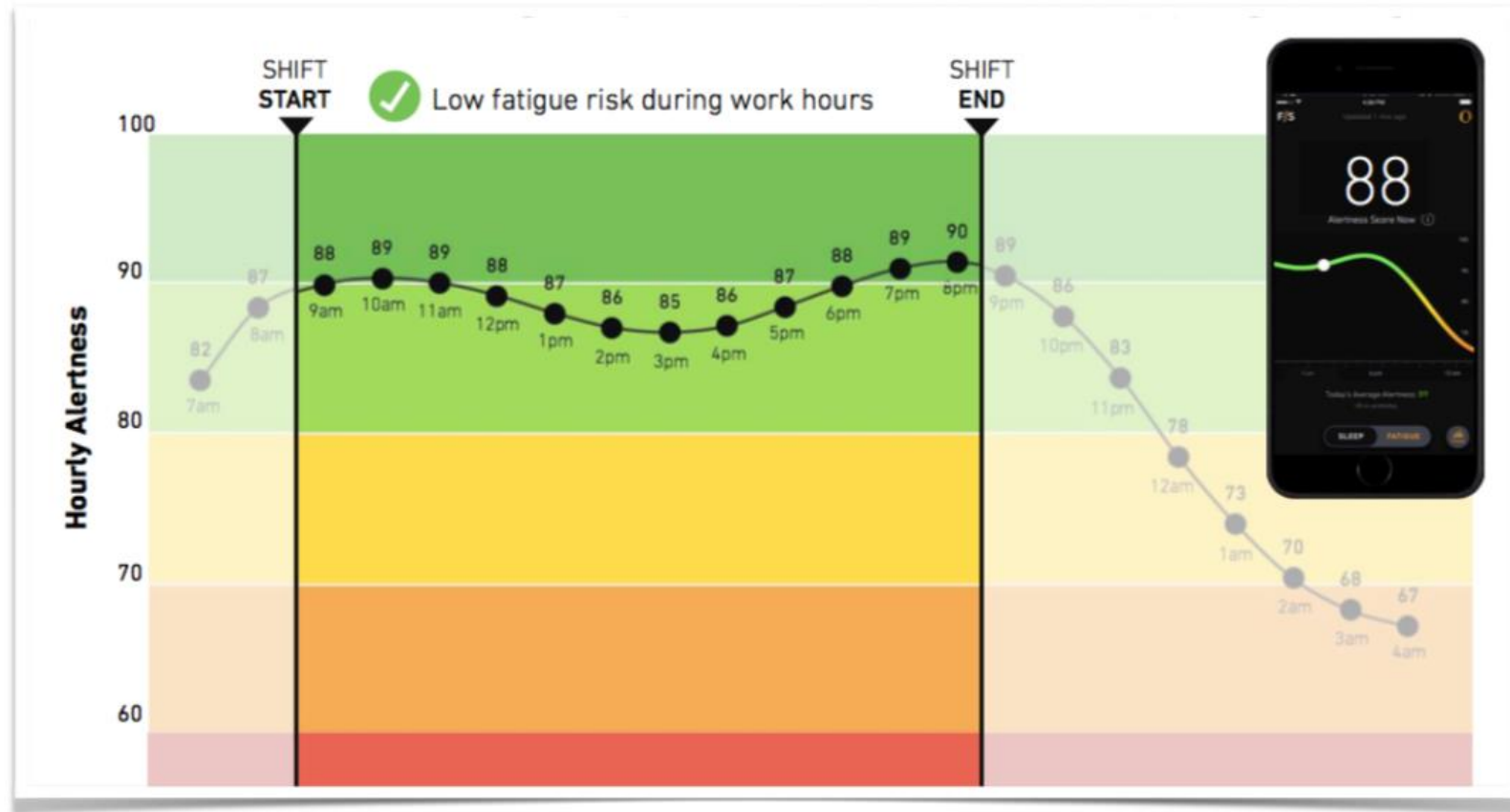
# Alertness Scale



- Safest, with fewest errors
- Optimal reaction time
- Better decision-making

- High safety risk
- Severely slowed reaction time
- Reduced mental effectiveness

For a decent sleeper, Alertness Scores typically fluctuate in the 80's or 90s during Day Shift hours, before dipping at night



# Example of a poor sleeper...

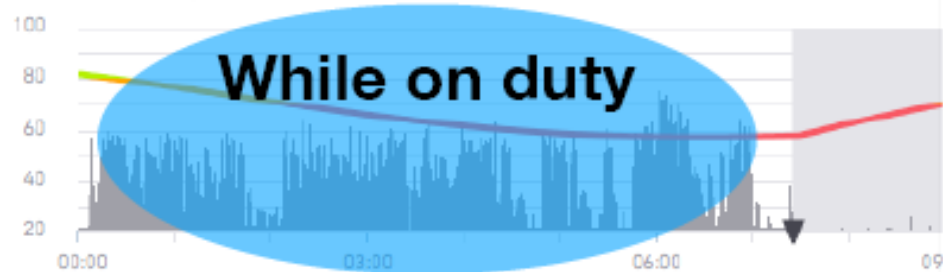


# 4N-40

Thu, Nov 23 ⓘ



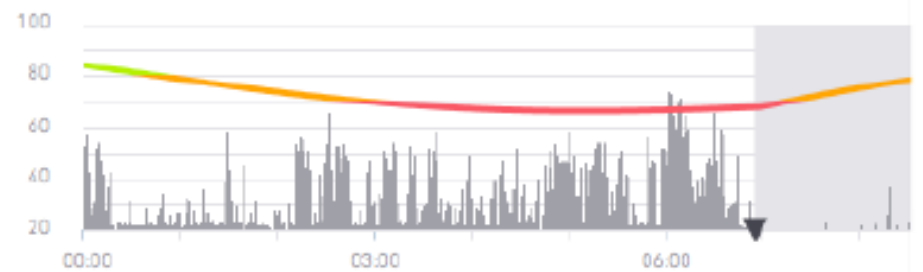
Fri, Nov 24 ⓘ



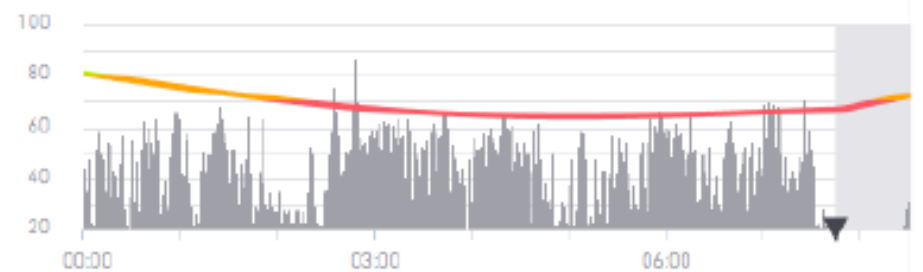
Sat, Nov 25 ⓘ

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Tue, Nov 7 ⓘ



Wed, Nov 8 ⓘ



Thu, Nov 9 ⓘ

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# Business Leaders Forum and WorkSafe Guidance

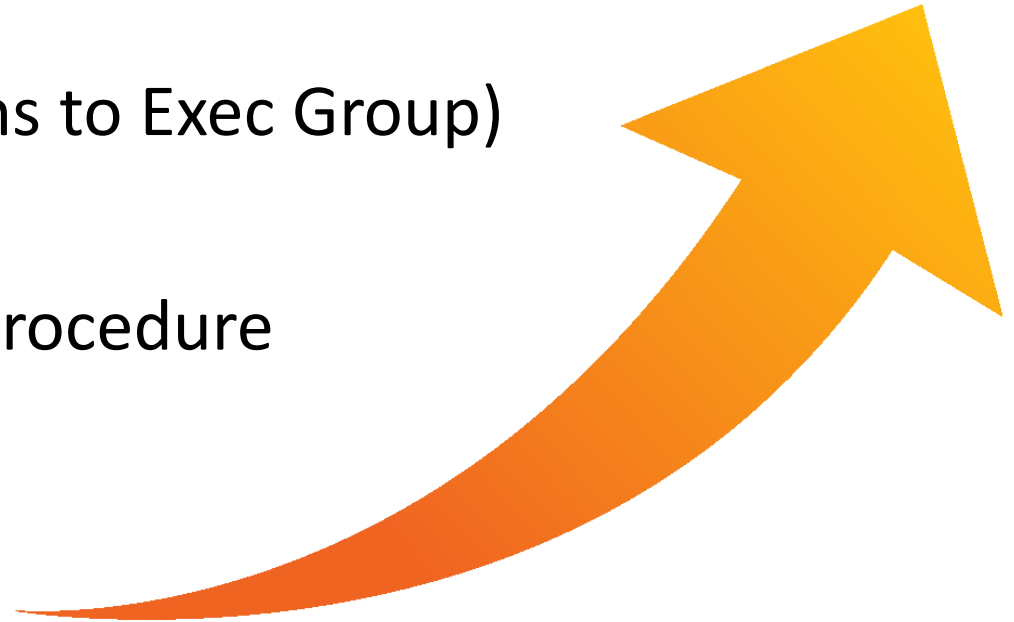
[WorkSafe Guidance on Fatigue for businesses and workers](#)

[Professor Drew Dawson - Fatigue Management - A Shared Responsibility \(13:46 mins\)](#)



# Next Steps for the Fatigue Workgroup

1. Develop Fatigue Bowtie
2. All Staff Survey
3. Questionnaire (injury questions - fatigue a contributing factor)
4. Education Programme
5. Roster reviews (Recommendations to Exec Group)
6. Travel Management Plans
7. Draft Fatigue Risk Management Procedure
8. Develop Napping Policy



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# Fatigue risk management – Our journey so far

Ruth Parris and Lynda Dykes



# ○ CONTEXT

- **External drivers** – Health and Safety at Work Act 2015 and associated regulations, fatigue guidance for employers, ISO 31000 and ISO 45000.
- **Internal drivers** – Refreshed Napier Port Strategy, coupled with strong demand from our people for a system that addresses workplace fatigue.





# PRINCIPLES

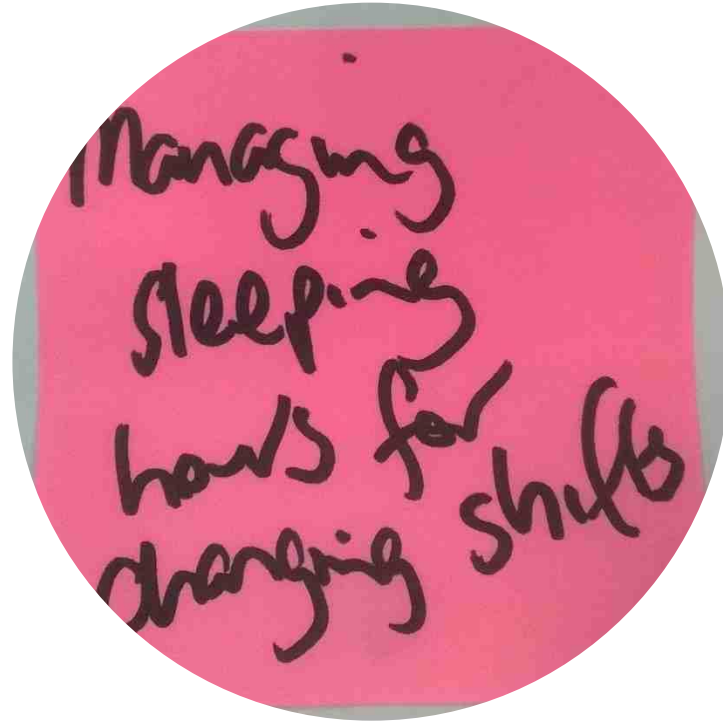


- **Leading-edge thinking**
- **Operations-led** – Project lead sits within our Marine and Cargo team
- **Engaging our people** – drawing on knowledge and very real experience
- **Aligns with our resilient and agile culture of care**

# ○ APPROACH



**Activate**



**Develop**



**Implement**



# ACTIVATION STAGE



- **Catalyst** – Ruth Parris (Marine team) completing Post Graduate Diploma in fatigue risk management
- **Awareness-raising** – visit by fatigue expert Dr Drew Dawson (Oct 2018)
- **Result** – better understanding of the health impacts associated with shift work

# ACTIVATION STAGE





# PROPOSED NOTIFICATION PROCESS

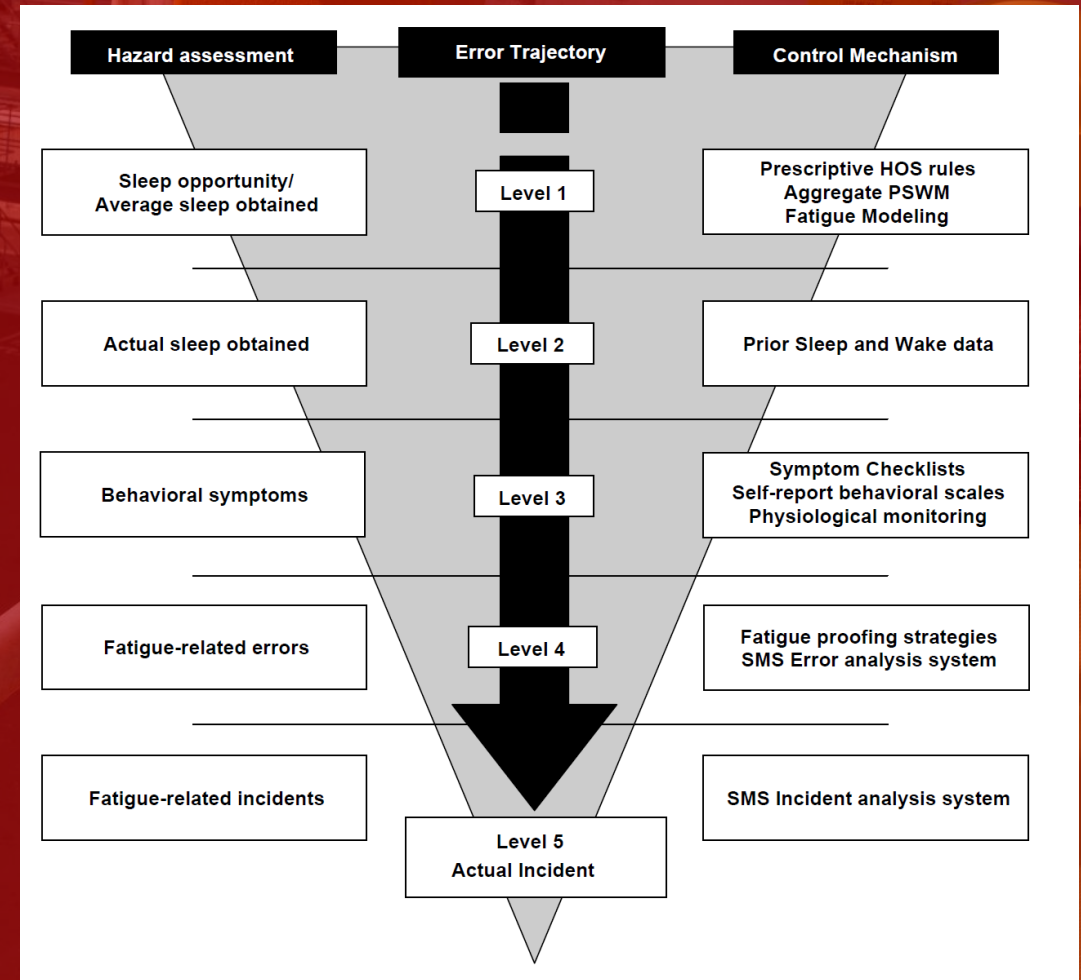
## WHAT TO DO IF YOU ARE FATIGUED

This interim process is for you to follow, if you're concerned that you're fatigued. You will see the term 'responsible person' here – this is someone at Napier Port who has responsibility for other team members. This might include a team coordinator, team leader or manager.



# DEVELOPMENT STAGE

- L1 - Roster analysis
- L2 - Prior sleep wake method
- L3 - Karolinska sleepiness scale
- L4 - fatigue proofing
- L5 - Incident investigation



# ○ IMPLEMENTATION STAGE

- Soft-launch through a pilot group (review and learn, refine)
- Phased implementation across Napier Port
- Iterative approach – develop ability and understanding at each control level





# ○ WHAT WE'VE LEARNED

- Real insights shared from different teams / backgrounds
- Greater understanding of how others experience workplace fatigue
- Room to grow – we can understand each other better (Fatigue Mentors)





# WHAT WE NEED TO DO ○



- Senior management endorsement of our FRMS
- Identify and assess Napier Port's fatigue-related risks
- Listen to what our people have said

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THE  
**DUKE**  
of  
GLOUCESTER  
Restaurant & Bar

# Drinks and Nibbles

