

FATIGUE MANAGEMENT FOR SHIFT WORKERS DURING COVID-19 RESPONSE EFFORTS- FOR SHIFTWORKERS



BEFORE FIRST SHIFT:

MAXIMIZE PRE-SHIFT SLEEP

Wake up naturally without an alarm

Avoid stimulants upon or shortly after waking

Nap shortly before shift

Exercise closer to start of shift

DURING SHIFT:

ENHANCE PERFORMANCE

Stay Active

Short naps, when appropriate, can boost alertness

Caffeine immediately prior to a nap may boost performance

DRINK ONE 8OZ CUP OF COFFEE IMMEDIATELY PRIOR TO A 10-15 MIN NAP TO MAXIMIZE THE ALERTING EFFECTS OF THE NAP

Eat smaller, light meals and avoid sugary foods

Be aware of unwanted side effects from stimulants

Build in checks during critical tasks to test performance

END OF SHIFT & WAY HOME:

START TO PREPARE FOR SLEEP

Take only enough stimulants to complete duties

Limit exposure to bright light, wear eye protection

Use caution when operating a personal vehicle

ONCE HOME:

FALL ASLEEP QUICKLY

Avoid nicotine, caffeine, screen time, exercise and exposure to bright light

Go to bed as soon as you can

MAINTENANCE BETWEEN SHIFTS:

MAXIMIZE POST-SHIFT SLEEP

Avoid bright light immediately following shift

Attempt sleep as close to getting home as possible

Sleep in a dark, cool, quiet space

Accumulate as much sleep as possible, even if fragmented

Maintain workday sleep/wake schedule on off days*

RESETTING AFTER SHIFT:

RE-ESTABLISH NORMAL SLEEP PATTERNS

Take a 60-90 minute nap following shift

Get bright light exposure during the day

Avoid naps too close to normal bed time

Go to bed close to normal time

*THE UNIQUE CHALLENGES FACED BY NIGHT SHIFT WORKERS

- Always fighting against the alerting properties of daylight
- Obtaining consolidated sleep during the day
- Spending time with family and friends
- Maintaining societal engagement in a world that operates during the day



Training for Healthcare Professionals on Shift Work and Long Work Hours



Working the Night Shift: Preparation, Survival and Recovery

FATIGUE MANAGEMENT FOR SHIFT WORKERS DURING COVID-19 RESPONSE EFFORTS- FOR LEADERS AND SUPERVISORS



SHIFTWORK FACTS

- Over 15 million Americans work full time on evening shift, night shift, rotating shifts, or other irregular schedules
- 62% of night shift workers report negative effects from sleep loss
- Fatigued worker productivity costs employers \$1,200 to \$3,100 per employee annually
- Working 12 hours per day is associated with a 37% increased risk for workplace injury
- Shift workers are 13% more likely to suffer from insomnia and 12% more likely to experience excessive daytime sleepiness compared to their day shift counterparts
- Shiftworkers are more likely than those working regular day shifts to drive while fatigued, and almost twice as likely to fall asleep at the wheel



SIGNS AND SYMPTOMS COMMONLY ASSOCIATED WITH SHIFTWORK FATIGUE

Supervisors and leaders should be mindful of the following when assessing worker fatigue. Observing or receiving reports of the following may require fatigue management control measures.

- Yawning, eye rubbing, head nodding, long blinks
- Sleepiness and/or falling asleep during shift
- Irritability
- Reduced alertness, concentration, and memory
- Lack of motivation
- Changes in mental health
- Light-headedness or headaches
- Loss of appetite
- Increased on-the-job errors

SHIFTWORK FATIGUE MANAGEMENT: WORKPLACE TIPS

Ensure fatigue does not create a risk to health and safety at work. Consult with other supervisors, leaders and health and safety representatives to learn your workplace fatigue policy and put control measures in place when fatigue is present in the workplace.

BE MINDFUL WHEN DESIGNING SHIFTWORK SCHEDULES

- Limit staff shifts to 12 hours or less, when possible
- Maintain consistency in shift schedules (e.g., always on nights, always on days)
- Ensure workers have extended periods to rest after shifts
- Consider 'chronotype' when creating shift schedules, when possible (put "early birds" on day shift and "night owls" on night shifts)

FOSTER A SLEEP-PROMOTING CULTURE AND ENVIRONMENT IN THE WORKPLACE

- Allow and encourage on-shift napping, when appropriate
- Designate appropriate, comfortable spaces for staff napping or breaks while on-shift or before transit home
- Provide fatigue management and awareness education, training, and resources
- Have informal discussions with employees/Soldiers about their sleep
- Ensure good lighting, comfortable temperatures, and reasonable noise levels in workplace

TEACH OTHER SUPERVISORS/LEADERS ABOUT THE IMPACT OF POOR SLEEP IN SHIFT WORKERS

- Share knowledge and tools about managing sleep around shiftwork with other supervisors/leaders
- Leverage your own supervisors/leaders to voice concerns and enhance strategies for improving shiftwork schedules

LEAD FROM THE FRONT: EFFECTIVE SUPERVISORS AND LEADERS MODEL ADAPTIVE BEHAVIORS AROUND THEIR OWN SHIFTWORK SCHEDULES.



By promoting a positive and safe sleep culture around shiftwork, supervisors, leaders and their teams can advance the mission to combat COVID-19

SELECTED REFERENCES: TEPAS, D. I. (1982). SHIFT WORKER SLEEP STRATEGIES. JOURNAL OF HUMAN ERGOLOGY, 11(SUPPLEMENT), 325-336 | TEPAS, D. I., & CARVALHAIS, A. B. (1990). SLEEP PATTERNS OF SHIFT WORKERS. OCCUPATIONAL MEDICINE (PHILADELPHIA, PA.), 5(2), 199-208 | ÅKERSTEDT, T. (2003). SHIFT WORK AND DISTURBED SLEEP/WAKEFULNESS. OCCUPATIONAL MEDICINE, 53(2), 89-94 | ÅKERSTEDT, T. (1998). IS THERE AN OPTIMAL SLEEP-WAKE PATTERN IN SHIFT WORK?. SCANDINAVIAN JOURNAL OF WORK, ENVIRONMENT & HEALTH, 18-27 | CARUSO, C. C. (2014). NEGATIVE IMPACTS OF SHIFTWORK AND LONG WORK HOURS. REHABILITATION NURSING, 39(1), 16-25 | WAGSTAFF, A. S., & LIE, J. A. S. (2011). SHIFT AND NIGHT WORK AND LONG WORKING HOURS-A SYSTEMATIC REVIEW OF SAFETY IMPLICATIONS. SCANDINAVIAN JOURNAL OF WORK, ENVIRONMENT & HEALTH, 173-185 | KOGI, K. (1982). SLEEP PROBLEMS IN NIGHT AND SHIFT WORK. JOURNAL OF HUMAN ERGOLOGY, 11(SUPPLEMENT), 217-231. | NATIONAL SLEEP FOUNDATION. "SHIFTWORK AND SLEEP" [HTTPS://WWW.SLEEPFOUNDATION.ORG/ARTICLES/SHIFT-WORK-AND-SLEEP](https://www.sleepfoundation.org/articles/shift-work-and-sleep) | WHS AND TRAINING COMPLIANCE SOLUTIONS. "FACTS ABOUT FATIGUE MANAGEMENT WITHIN YOUR WORKPLACE." RETRIEVED FROM: [HTTPS://WHSANDTRAININGCOMPLIANCE.COM.AU/FACTS-ABOUT-FATIGUE-MANAGEMENT-WITHIN-YOUR-WORKPLACE/](https://whsandtrainingcompliance.com.au/facts-about-fatigue-management-within-your-workplace/) | NATIONAL SAFETY COUNCIL. "FATIGUE - YOU'RE MORE THAN JUST TIRED." RETRIEVED FROM: [HTTPS://WWW.NSC.ORG/WORK-SAFETY/SAFETY-TOPICS/FATIGUE](https://www.nsc.org/work-safety/safety-topics/fatigue) | CENTERS FOR DISEASE CONTROL AND PREVENTION. "WORK SCHEDULES: SHIFT WORK AND LONG HOURS." RETRIEVED FROM: [HTTPS://WWW.CDC.GOV/NIOSH/TOPICS/WORKSCHEDULES/EDUCATION.HTML](https://www.cdc.gov/niosh/topics/workschedules/education.html)