

“Taking Breaks doesn’t mean your Broken” - Avoiding Clinician Burnout

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Learning Objectives

Define Burnout

- Explain the importance of healthy boundaries to reduce stress and how this benefits clinicians and clients

Describe the healthy and unhealthy phases of burnout and key indicators of each phase

Actions by clinicians to protect against burnout

Definition of Burnout

- ▶ “Job burnout is a special type of work-related stress - a state of physical or emotional exhaustions that also involves a sense of reduced accomplishment and loss of personal identity” - (Mayo Clinic, 2020)

Definition of Burnout - WHO

- ▶ “Burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions:
 - ▶ *feelings of energy depletion or exhaustion;*
 - ▶ *increased mental distance from one’s job, or feelings of negativism or cynicism related to one’s job; and*
 - ▶ *reduced professional efficacy.*
- ▶ Burn-out is included in the 11th Revision of the International Classification of Diseases (ICD-11) as an occupational phenomenon. It is **not** classified as a medical condition.

Statistics

- ▶ A US study found that stress contributed to 120,000 deaths per year.
- ▶ 65% of office employees say that they are impacted by workplace stress, while 12% say that stress has led to a leave of absence. (18.691 million people)
- ▶ 25% of people view their job as the number one stressor in their lives. (38.94 million people)
- ▶ 29% of workers felt quite a bit or extremely stressed at work, (45.17 million people)

Statistics cont'd

- ▶ 80% of workers feel stress on the job, nearly 50% say they need help in learning how to manage stress and 42% say their co-workers need such help.
- ▶ 62% end the work day with neck pain, 29% have yelled at a co-worker because of workplace stress, 14% felt like striking a co-worker but didn't.
- ▶ Burnout is responsible for up to half of all employee attrition. Employees are working more hours for little to no additional pay, and as a result they are searching for new jobs.

(The American Institute of Stress)

Reality

- ▶ **Job stress is costly. Job Stress carries a price tag for U.S. industry estimated at over \$300 billion annually as a result of:**
 - ▶ Accidents
 - ▶ Absenteeism
 - ▶ Employee turnover
 - ▶ Diminished productivity
 - ▶ Direct medical, legal, and insurance costs
 - ▶ Workers' compensation awards as well as tort and FELA judgments
- (The American Institute of Stress)

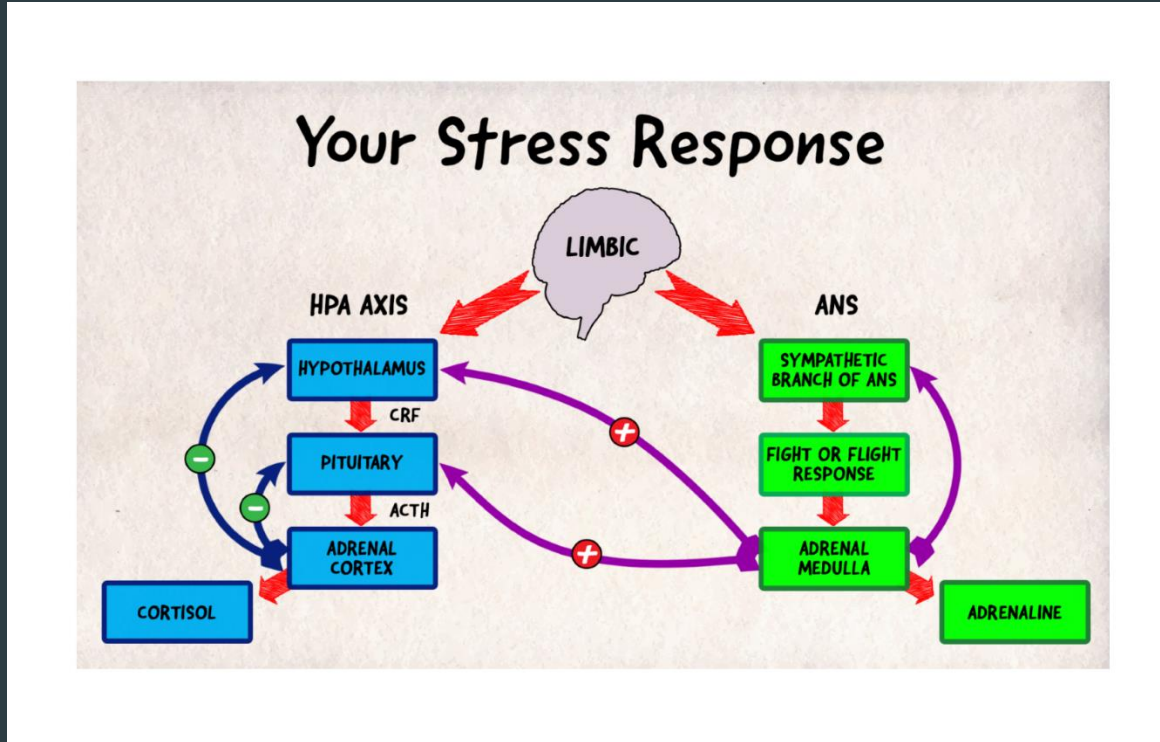
Happy Chemicals

- ▶ **Endorphins.** Endorphins are your body's natural pain reliever, which your body produces in response to stress or discomfort. Endorphin levels also tend to increase when you engage in reward-producing activities, such as eating, or working out.
 - ▶ Endorphins motivate you to ignore pain so you can escape from harm when injured.
- ▶ **Dopamine.** Also known as the “feel-good” hormone, dopamine is a hormone and neurotransmitter that's an important part of your brain's reward system. Dopamine is associated with pleasurable sensations, along with learning, memory, motor system function, and more.
 - ▶ Dopamine motivates you to get what you need, even when it takes a lot of effort.
- ▶ **Serotonin.** This hormone (and neurotransmitter) helps regulate your mood as well as your sleep, appetite, digestion, learning ability, and memory.
 - ▶ Serotonin motivates you to get respect, which expands your mating opportunities and protects your of-spring.
- ▶ **Oxytocin.** Often called the love-hormone,” oxytocin is essential for childbirth, breastfeeding, and strong parent-child bonding. This hormone can also help promote trust, empathy, and bonding in relationships, and oxytocin levels generally increase with physical affection like kissing, hugging and closeness.
 - ▶ Oxytocin motivates you to trust others, to find safety in companionship.

Stress Chemicals

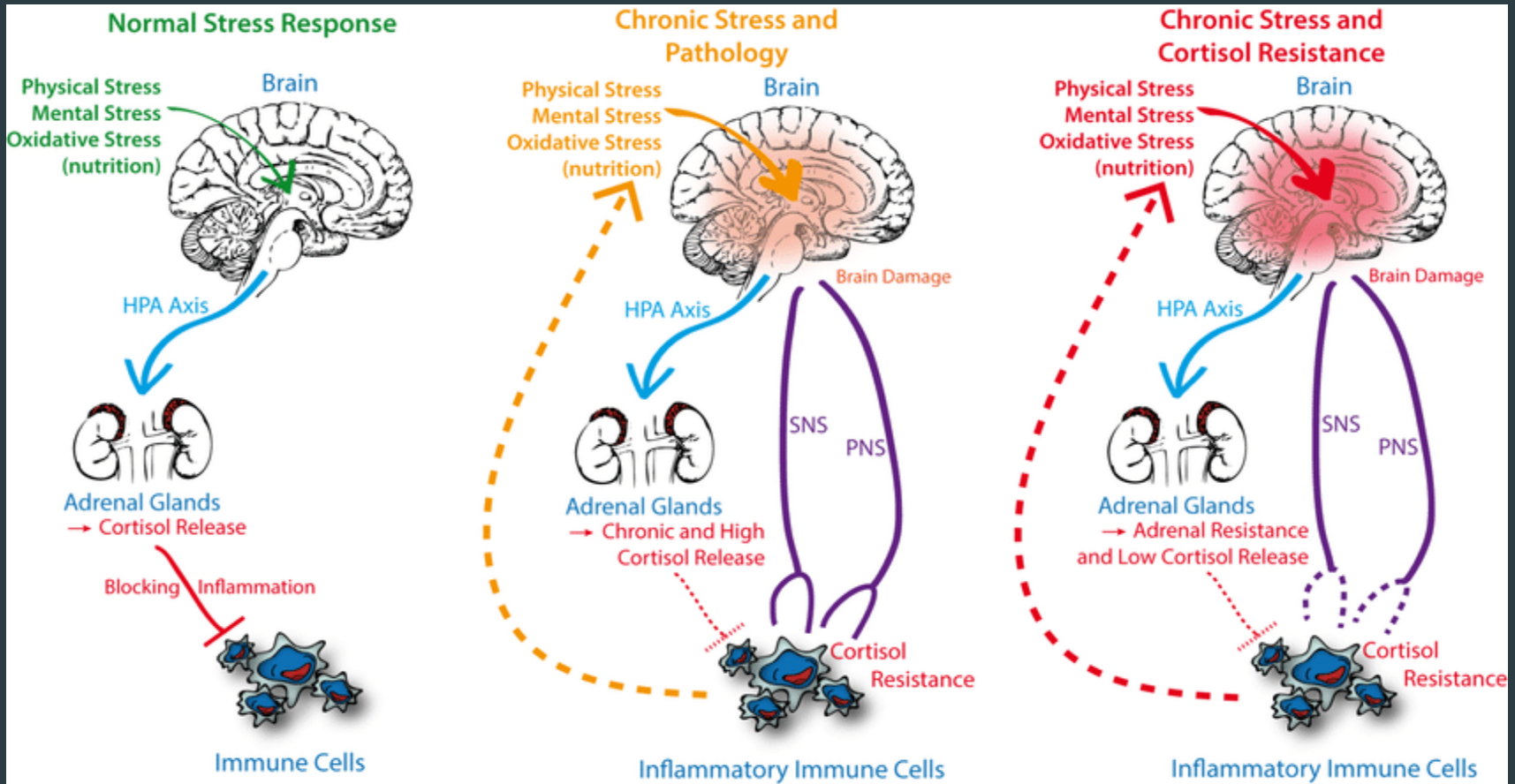
- ▶ Adrenaline - elevates your heart rate, blood pressure and boosts your energy supplies.
- ▶ Cortisol (primary stress hormone) - increases sugars (glucose) in the bloodstream, enhances your brain's use of glucose and increases the availability of substances that repair tissues.
 - ▶ Cortisol also curbs functions that would be non-essential or detrimental in a fight-flight situation.

Stress Response System



Long-Term Activation of Stress-Response System Effects:

- ▶ Anxiety
- ▶ Depression
- ▶ Digestive problems
- ▶ Headaches
- ▶ Heart disease
- ▶ Sleep problems
- ▶ Weight gain
- ▶ Memory and concentration impairment



Success requires effort.
Effort induces stress.
Stress can lead to burnout.

Gauging burnout

- ▶ Do you tire more easily?
 - ▶ Do you feel fatigued rather than energetic?
- ▶ Are people annoying you by telling you things like:
 - ▶ “You don’t look so good lately?”
- ▶ Are you working harder and harder and accomplishing less and less?
- ▶ Are you increasingly cynical and disenchanted?
- ▶ Are you often invaded by a sadness you can’t explain?
- ▶ Are you forgetting appointments, deadlines, personal possessions, etc.?
- ▶ Are you increasingly irritable? More short-tempered? More disappointed in the people around you?

Gauging burnout

- ▶ Are you seeing close friends and family members less frequently?
- ▶ Are you too busy to do even routine things like make phone calls, read reports or send out your Christmas cards?
- ▶ Do you feel disorientated when the activity of the day comes to a halt?
- ▶ Are you suffering from physical complaints?
- ▶ Is joy elusive?
- ▶ Are you unable to laugh at a joke about yourself?
- ▶ Does sex seem like more trouble than it's worth?
- ▶ Do you have very little to say to people?

P.E.P.S.I - what is enough?

- ▶ (P) rogress:
 - ▶ The idea that you are not advanced enough
- ▶ (E) fficiency:
 - ▶ The idea that you are not productive enough
- ▶ (P) erfection
 - ▶ The idea that you are not beautiful enough
- ▶ (S) atisfaction
 - ▶ The idea that you are not content enough
- ▶ (I) nnovation
 - ▶ The idea that you are not novel enough

Most people do not recognize burnouts
approaching until it is:

TOO LATE

12 stages of burnout

1. The Compulsion to Prove Oneself
2. Working Harder
3. Neglecting their Needs
4. Displacement of Conflict
5. Revision of Values
6. Denial of Emerging Problems

12 stages of burnout

7. Withdrawal
8. Odd behavioral changes
9. Depersonalization
10. Inner emptiness
11. Depression
12. Burnout Syndrome

Burnout depression is different from clinical depression in burnout depression is usually temporary and focused on one area of the person's life rather than generalized. This type of depression also correlates to a strong sense of anger instead of being tied to guilt. The anger comes from a place of frustration from finding yourself burned out and unproductive. You become indifferent, hopeless and exhausted believing that the future holds nothing for you. Life loses meaning.

Types of Burnout

- ▶ Frenetic
- ▶ Under-challenged
- ▶ Worn-Out
- ▶ Fatigue
- ▶ Generosity
- ▶ Brown-Out
- ▶ Residual
- ▶ Perfectionist
- ▶ Phoenix

Tools to Evaluate Burnout/Stress

- ▶ Maslach Burnout Inventory (MBI)
 - ▶ Medical Personnel, Human Services Workers, Educators, General, and Students -
 - ▶ <https://www.mindgarden.com/117-maslach-burnout-inventory-mbi>
- ▶ Holmes and Rahe stress scale
 - ▶ <https://www.stress.org/holmes-rahe-stress-inventory>
- ▶ Copenhagen burnout Inventory
 - ▶ Client-related, work-related, personal

Be a D.R.A.G.O.N.

- ▶ (D) e-load Priorities
 - ▶ Embrace JOMO
 - ▶ Reduce Reactivity
 - ▶ Condense Workload
 - ▶ Delete It, Defer It, Delegate It, Diminish It
 - ▶ Simplify your timelines

Be a D.R.A.G.O.N.

- ▶ (R) econfigure Focus
 - ▶ Fix your compass
 - ▶ Audit your time expenditure
 - ▶ Audit your energy expenditure
 - ▶ Craft your Ideal 168 hours

Be a D.R.A.G.O.N.

- ▶ (A) ssemble Boundaries
 - ▶ Know when to say NO
 - ▶ Perfect the Art of “NO”
 - ▶ Create Non-negotiables
 - ▶ Know when to stop working

Be a D.R.A.G.O.N.

- ▶ (G) ain Mastery of Stress
 - ▶ Separate Eustress from Distress
 - ▶ Take Breaks or Be Broken
 - ▶ Balance Optimism with Realism
 - ▶ Anticipate Stress

Be a D.R.A.G.O.N.

- ▶ (O) Overcome Overachievement
 - ▶ Do Fewer things really well
 - ▶ Prioritize momentum over goals
 - ▶ Double-down on your strengths

Be a D.R.A.G.O.N.

- ▶ (N) uture Resilience
 - ▶ Incrementally step outside your comfort zone
 - ▶ Practice Non-Zero Days
 - ▶ Make Self-Compassion a Habit
 - ▶ Make meaning of your Experiences (Cultivate Self-Awareness)

Employer Responsibilities

TIPS TO PREVENT & COUNTER BURNOUT AT WORK

1. Be Realistic When Assigning Tasks
2. Schedule Breaks
3. Keep Reasonable Work Hours
4. Be Flexible
5. Don't Spread Your Team Too Thin
6. Provide Adequate Resources
7. Equip Your Team With Proper Tools
8. Create a Supportive Culture
9. A Team That Plays Together Stays Together
10. Give them a voice
11. Be fair
12. Recognize success

“Success requires Effort
Effort induces Stress
Stress can won't lead to Burnout

BURN BRIGHT
NOT OUT”

References

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