Staff Recognition and Prevention of Burnout:

“Working Smarter – Not Harder”

NPA Summer Conference
Saturday, June 4, 2016
Presenters:

Jeanne Madigan, RN  Home Care Coordinator, LifeCircles-PACE, Holland, MI

Kathy Younts, RN  Home Care Department Supervisor, LifeCircles-PACE, Muskegon, MI
"Frank just up and exploded. I hope I never get that burned out."
What’s at the end of that fuse?

“Burnout is a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who do ‘people work’ of some kind.”

(Maslach, Jackson, and Leiter, 1986, p.1)
Emotional exhaustion is a chronic state of physical and emotional depletion that results from excessive job and/or personal demands and continuous stress. It describes a feeling of being emotionally overextended and exhausted by one’s work.

(Wikipedia, 2016)
Depersonalization can consist of a reality or detachment within the self regarding one’s mind or body, or be a detached observer of oneself. Subjects feel they have changed, and the world has become vague, dreamlike, less real, or lacking in significance.

Wikipedia 2016
Reduced Personal Accomplishment:
As an outcome of exhaustion and cynicism, employees feel much less effective in their job, and performance decreases. They exhibit feelings of inadequacy in their role and worry that this inadequacy will be revealed.
Who is at Risk?

54.4% of all physicians reported symptoms of burnout in 2014, up from 45% in 2011.

Mayo Clinic Proceedings, 2015
BURNOUT RATES BY SPECIALTY

- Emergency medicine
- Urology
- Physical medicine and rehabilitation
- Family medicine
- Radiology
- Orthopedic surgery
- General internal medicine
- Neurology
- Dermatology
- Anesthesiology
- Mean burnout among all physicians participating
- Otolaryngology
- Internal medicine subspecialty
- General surgery subspecialty
- Pathology
- Obstetrics and gynecology
- General surgery
- Ophthalmology
- Neurosurgery
- Psychiatry
- Pediatric subspecialty
- General pediatrics
- Radiation oncology
- Other
- Preventive medicine/occupational medicine

Source: Mayo Clinic Proceedings—Dec. 2015
What about Nurses?

University of Akron researchers report that burnout among nurses results primarily from the reasons that most nurses are motivated to join the profession: the desire to help others, rather than by the enjoyment of the work itself.

American Sociological Association: August 19, 2014
We Burn Out, Too!

49% of RNs under the age of 30, and 40% of RN’s over 30 experienced high levels of burnout.

American Sociological Association, August, 2006
Am I Burned Out?

• Maslach Burnout Inventory (MBI) is the most commonly used tool to self-assess one’s risk of burnout.

• Professional Quality of Life Scale (PROQOL) handout. © Beth Hudnall Stamm, 2009. Professional Quality of Life Scale (ProQOL). www.proqol.org. This test may be freely copied as long as (a) author is credited.
Other Self Assessment Tools:

- Mind Tools Burnout Self-Test
- The Fried Quiz (Joan Borysenko)
- Psychology Today Burnout Test
- Job Burnout Quiz (About.com)
- Overcoming Job Burnout Quiz (Dr. Beverly Potter)

ProQOL Compassion Satisfaction/Compassion Fatigue Model

Professional Quality of Life

Compassion Satisfaction

Compassion Fatigue

Burnout

Secondary Trauma
Compassion Satisfaction

• The positive aspects of helping
  – Pleasure and satisfaction derived from working in care giving systems

• May be related to
  – Providing care
  – The PACE model
  – Interdisciplinary work with colleagues
  – Beliefs about self
Compassion Fatigue

• The negative aspects of helping
• The negative aspects of working in helping systems may be related to
  – Inability to provide adequate care
  – Inefficiencies in the system
  – Conflict with colleagues
  – Self doubt
• Burnout
• Work-related trauma
Burnout and Secondary Trauma Stress (STS):

- **Burnout**
  - Work-related hopelessness and feelings of inefficacy

- **Secondary Trauma Stress**
  - Work-related secondary exposure to extremely or traumatically stressful events

- Both share negative affect
  - Burnout is about being worn out
  - STS is about being afraid
Complex Relationships

Professional Quality of Life

Work Environment

Participant Environment

Personal Environment

Compassion Satisfaction (ProQOL CS)

Compassion Fatigue

Exhaustion

Frustration Anger

Depressed by Work Environment (ProQOL Burnout)

Traumatized by work

Secondary Exposure (ProQOL STS)

Primary Exposure
If your staff burns out, the fire is extinguished. IDT effectiveness is reduced, and participant care suffers.
Identifying Burn Out in Others

Common signs and symptoms of burnout in the work setting include:

- a decrease in general efficiency, tardiness at meetings, increased absenteeism
- high staff turnover, and low morale and job satisfaction

Emotional symptoms of burnout include:

- increased impatience and irritation
- increasing difficulty in empathizing with patients
- emotional and spiritual depletion
- a sense of being overwhelmed
- headaches, stomach problems, and more frequent use of food, alcohol, and/or tobacco.
Causes of Staff Burnout

- Lack of control
- Unclear job expectations
- Dysfunctional workplace dynamics
  - Mismatch in values
  - Poor job fit
- Extremes of activity
- Lack of social support
- Work-life imbalance

*According to the Mayo Clinic*
Preventing Burnout and Improving Job Satisfaction

- Consistent Values
- Long Term Focus
- Local Leadership
- Collaboration
- Speed and Agility
- Continuous Communication
- Opportunities for Development

Supporting Employee Goals

• Build a supportive atmosphere
• Help employees maintain balance
• Communicate a clear purpose
• Build self-belief
• Help people adapt to change
Developing Professional Goals

Goal-Setting Theory

- Include employees in goal setting
- Tie goals to work unit
- Set specific goals
- Ask supervisors to set their goals
- Hold performance meetings
- Ongoing feedback and coaching
- Ensure focus on relevant areas
- Align reward systems with results
Measuring professional goals

- Identification of professional goals with defined measurement to determine success.
- Defining steps to be taken to meet the goal, and how management will support these steps.
- Talk about goals often: annual reviews, job promotions, performance improvement plans, change in personal circumstances.
Improving Job Satisfaction

- positive attitude
- balanced lifestyle
- challenge
- a sense of purpose
- variety
- self awareness
- knowing your options
Measuring Staff Satisfaction

Satisfaction often = action

- **Program Engagement**: Committee *participation*, introduction of creative programming, suggestions for quality process improvements. *Engages* with program associations and others in similar job positions.

- **Community Engagement**: *participation* in community programming, *verbalization* of support for the mission of the work.

- **Ongoing Professional Education**: *actively* seeks educational opportunities, or creates them within the workplace. *Participates* in professional organizations.
Tips For a Positive Work Environment

• Report problems quickly and professionally
• Treat your coworkers with respect
• Get enough sleep
• Identify negative thoughts
• Work on your overall stress level
• Work toward a new job
• Set goals
• Alter your responsibilities
• Smile!
• Remember that a job is just a job
Helping Staff Adapt to Change

• Include staff in decisions for change that will affect their work.
• Communicate anticipated changes clearly, identifying the problem identified, intended change, and desired solution.
• Clearly identify expectations associated with change.
• Reevaluate the change at a designated time interval to determine success.
What if the change is out of our control?

Keep it Positive!

Example:

Plus: PACE enrollment process
Minus: Increased staff workload
Solution: Staff recognition/appreciation
“Banishing Burnout: Six Strategies for Improving Your Relationship With Work”*

Do these areas of work match with your personal preferences, work patterns, and aspirations? Do they match, mismatch, or suggest a major mismatch in any area?

#1 Workload:
The amount of work to complete in a day
The frequency of surprising, unexpected events

#2 Control:
My participation in decisions that affect my work
The quality of leadership from upper management

#3 Reward:
Recognition for achievements from my supervisor
Opportunities for bonuses or raises

Strategies, continued

#4 Community:
The frequency of supportive interactions at work
The closeness of personal friendships at work

#5 Fairness:
Management’s dedication to giving everyone equal considerations
Clear and open procedures for allocating rewards and promotions

#6 Values:
The potential of my work to contribute to the larger community
My confidence that the organization’s mission is meaningful

What can leadership do to help prevent burnout?

#1 Workload:
Assure each employee’s workload is fair and manageable on a daily basis.
Have a back up plan for work overload assistance

#2 Control:
Demonstrate quality leadership that allows employees to participate in
decisions that affect their work

#3 Reward:
Recognize individual staff and team achievements in reaching goals.
Provide opportunities for rewards.
What can leadership do to help prevent burnout?

#4 Community:
Support work friendships and positive interactions at work.

#5 Fairness:
Demonstrate dedication to giving each employee equal consideration. Have clear and open procedures for allocating rewards and promotions.

#6 Values:
Clearly identify the organizations’ mission, and allow everyone to be an active participant in contributing to the success of the organization.
Staff Recognition: A little goes a long way!

• Daily affirmations during IDT meetings.
• Bring out the cheerleader in all of us.
• Staff newsletter; Jean Day fund; family pic; Holiday Party
• Employee of the month
• Recognition does not always have to be public
• “Thank-you” is always appreciated
Bibliography


• Ermak, L. Beating burnout: nurses struggle with physical, mental and emotional exhaustion at work. (January 27, 2014) Retrieved May 16, 2016 from Lisa.Ermak@HollandSentinel.com

• Haegert, Stanley MD. Serve with enduring joy. http://servingwithjoy.com


As of 2010, the MBI is published and distributed by Mind Garden, www.info@mindgarden.com
