

Beating Burnout at Work: Strategies for You & Your Team

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It's Been A Lot



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**Burnout Rates
in Healthcare
(Pre-Pandemic)**
Taking Action Against Clinician
Burnout: A Systems Approach to
Professional Well-Being (2019)
NAM; Chou, Li & Hu (2014). BMJ
Open

Nurses & Physicians
35-54%

**Medical Students &
Residents** 45-60%

Physician Assistants
61.8% (n=68)


Medical Technicians
31.9% (n=216)

Administrative Staff
36.1% (n=374)

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I Fought the Law & the Law Won

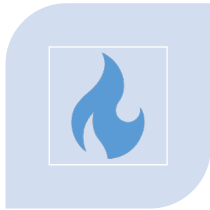


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Is It Stress or Is It Burnout?

Christina Maslach & Michael Leiter (2005). Stress and Burnout: The Critical Research, in *Handbook of Stress, Medicine, and Health, 2nd Ed.*



CHRONIC EXHAUSTION
(LOST ENERGY)



CHRONIC CYNICISM
(LOST ENTHUSIASM)



INEFFICACY
(LOST IMPACT)

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Burnout is a Systemic Issue Requiring Holistic Strategies that Address Causes
(Me & We Approach)

(Shanafelt & Noseworthy (2017). Mayo Clinic Proceedings; Taking Action Against Clinician Burnout (2019)– NAM)

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Individual Factors That Influence Stress

Experience

Thinking patterns (productive & counterproductive)

Ability to prioritize

Organizational skills

Personality traits

Coping strategies

Relationship-building skills

Priorities and values

Willingness to delegate

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Core 6 Drivers of Burnout at Work

(Baker & Demerouti (2017). J. Occ. Health Psychol.; Christina Maslach & Michael Leiter)

1. Unmanageable workload
2. Lack of recognition
3. Unfairness
4. Lack of leader/colleague support
5. Values disconnect
6. Low or no autonomy (flexibility & control)

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What Do You Need More of To Feel Like You Are Able to Be at Your Best at Work?

(YMCA Work Well Workplace Report (2021). Insights to Impact.

August 2020

- Flexible work arrangements
- Clearer communication from leaders
- Team connection opportunities
- Clearer role expectations

October 2021

- Better work-life balance
- More manageable workload
- To feel personally appreciated
- Clearer communication from leaders

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The Role of Leaders

Mayo Clin Proceed. 2015;90:432-440; Dyrbye et al. Acad. Med 95(9): 1428-1434; Mayo Clin Proceed 95(4): 698-708

- ✓ Holds career development conversations with me
- ✓ Inspires me to do my best
- ✓ Empowers me to do my job
- ✓ Is interested in my opinion
- ✓ Encourages employees to suggest ideas for improvement
- ✓ Treats me with respect and dignity
- ✓ Keeps me informed about changes taking place at work
- ✓ Encourages me to develop my talents and skills

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Each 1 Point Increase in Leadership Score

Mayo Clin Proceed. 2015;90:432-440; Dyrbye et al. Acad. Med 95(9): 1428-1434; Mayo Clin Proceed 95(4): 698-708

Burnout

Reduced burnout by 7%

N = 42,000 employees

Job Satisfaction

Increased Job Satisfaction by 11%

N = 42,000 employees

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Creating a Positive Culture in Healthcare (“PRIMED”)

(Model created by Paula Davis – Beating Burnout at Work (2021))

- Psychological Safety & Psychological Needs
- Relationships
- Impact
- Mental Strength
- Energy
- Design

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Build Psychological Safety


(Edmondson & Lei (2014). Annu. Rev. Org. Psych.)


Without Worry of Being...


- Talked about
- Embarrassed
- Singled out
- Penalized
- Thought less of


The Belief That You Can...

 Be yourself

 Ask questions

 Take good risks

 Raise problems

 Disagree

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Ideas to Operationalize

(Edmondson (1999); Edmondson & Lei (2014))

- Be accessible and approachable
- Attentiveness (e.g. look up from your phone/computer)
- Acknowledge the limits of your knowledge
- Give each person a say; seek out contributions/ideas
- Limit side conversations; cliques; gossip
- Small attentive courtesies (e.g., check in)



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Limit Overthinking/Ruminating

Nolen-Hoeksema (2003); Johnson & Whisman (2013); Reivich & Shatte (2002)

- Play a "mental game" to distract/change the channel of your thinking
- Mental games must be hard and fun; require your full attention; can be done within a few minutes
 - a. Math games
 - b. Category games
 - c. Recite upbeat song lyrics
 - d. The alphabet game



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Capitalize on Wins to Build Strong Connections


Gable, et al. (2004), J. Personal. & Soc. Psych.; Karen Reivich



<u>Active Constructive Responding</u>	<u>Active Destructive</u>
JOY MULTIPLIER	JOY THIEF
<u>Passive Constructive</u>	<u>Passive Destructive</u>
FAUX LISTENING	CONVERSATION HIJACKER

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More TNT's (Tiny Noticeable Things) That Help

- Say a thank you “plus”
- Offer in-time feedback
- Keep people informed of changes
- Talk about small wins and successes
- Provide a rationale/explanation for projects, goals, & vision
- Clarify confusing/missing info related to goals/tasks

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Connect with Paula




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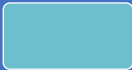
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Measure Self & Team Stress Levels

HBR (2021)

Scale of 1 to 5 (1 is lowest; 5 is highest)

Over the past week...

- How overwhelmed did you feel?
- How effective did you feel?
- How productive did you feel?
- How much fun did you have?

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Some Final Thoughts about Burnout

- Pay attention to transition points: back to work, new roles, promotions; new to the organization
- Watch assumptions: Younger professionals can have high rates of burnout; burnout isn't personal weakness
- High burnout and high engagement can co-exist; this group can be a source of high turnover intention
- Burnout existed prior to COVID; COVID highlighted the issue. Burnout is not a momentary issue
- Burnout is the individual manifestation of a workplace systems/culture issue
- You can't yoga your way out of burnout
- Burnout is more of a leadership issue than a mental health/well-being issue

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