

Burnout to Resiliency

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Objectives

- Describe symptoms/presentation of burnout/compassion fatigue
- Conclusions, implications and recommendations from a national nurses study on burnout

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Definition of compassion fatigue

Compassion fatigue defined as a combination of physical, emotional, and spiritual depletion associated with caring for patients in significant emotional pain and physical distress ([Anewalt, 2009](#); [Figley, 1995](#); Joinson [1992](#)) and is a form of burnout that affects individuals in caregiving roles.

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Definition of burnout

“...Burnout is used to describe a syndrome that goes beyond physical fatigue from overwork. Stress and emotional exhaustion are part of it, but the hallmark of burnout is the distancing that goes on in response to the overload...” (Maslach, 1997)

TYPES (ELEMENTS) OF BURNOUT

1. **EE** – Emotional Exhaustion
2. **LPA** – Lack of Personal Accomplishment
3. **DP** – De-personalization

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Elements of burnout

- Emotional exhaustion
- De-personalization
- (Lack of) personal accomplishment

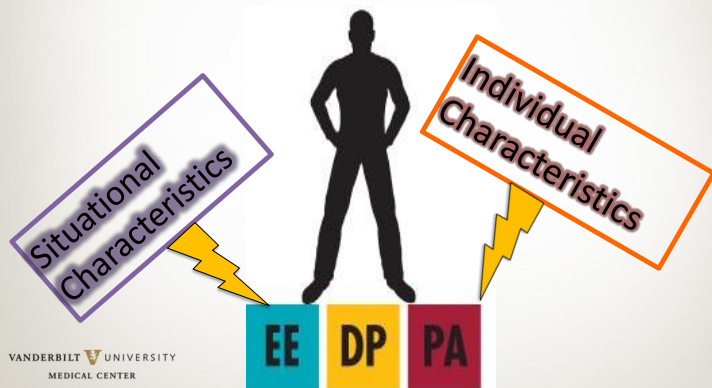
Maslach, C., Leiter, M. P., & Schaufeli, W. B. (2009). Measuring burnout. In C. L. Cooper & S. Cartwright (Eds.), *The Oxford handbook of organizational well-being* (86-108). Oxford UK: Oxford University Press.

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Maslach Burnout Inventory Human Services Survey (MBI-HSS)



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Rates of burnout in other professions

- Policemen report of burnout rates 30%
- 46% of Teachers(K-12) leave the profession within 5 years

Occupational Characteristics Leading to Burnout

Emotional stress of 'people work'

- Policemen
- ↑DP, ↓PA, ↓EE
- Medical Personnel
- ↓DP, ↓↓PA, ↓EE
- Teachers
- ↑↑↑EE, ±DP, ±PA

Impact of burnout

On individual level

- Leave profession or area of specialty
- Contributes to poor health outcomes

On institutional level

- Decreased morale/contagious negative attitudes
- Lose best and brightest
- Increased cost due to recruitment and re-training

Study Design

- Descriptive study
- Anonymous electronic survey
- Three groups: currently burnout, formerly burnout, never burnout
- Email invitation to membership of ASPAN sent from national office

Modified Maslach Burnout inventory

- Emotional Exhaustion –(scored for low-med-high)
- De-personalization –(scored for low-med-high)
- Lack of Personal Accomplishment (LPA) – (scored for low-med-high)

Valid and reliable tool with normative comparative data used since the 1980s
25 questions

Social-Support/Personal-Coping-Survey

- Tool created to measure the support both at work (from colleagues, peers, and supervisors, as well as work satisfaction) and at home (number of supportive people)
- Total of 22 questions

Hobby Data

- Examined hobbies in a checklist format
 - High, moderate or low Physical activity
 - Distraction (sedentary such as TV or movies)
 - Creative activities (art or music or cooking)

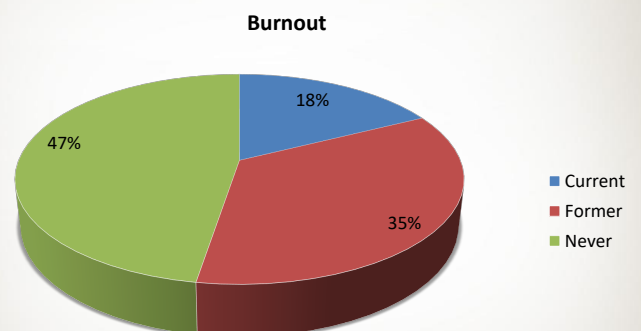
SF 12 Health satisfaction and function

- Valid and reliable tool in use since the 90s
- Reliably measures satisfaction and function of an individual's health
- Covers physical and psychological health

Survey response rate

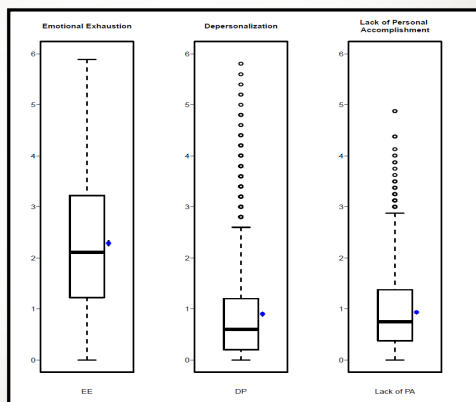
- ASPAN membership 15,000
- National office successfully emailed 13,429
- Opened the email 5,171
- Survey participants: 2,803
- Response rates:
 - 21% emailed
 - 54% opened

ASpan member participants



Survey data (normative control)

• = median
normative data



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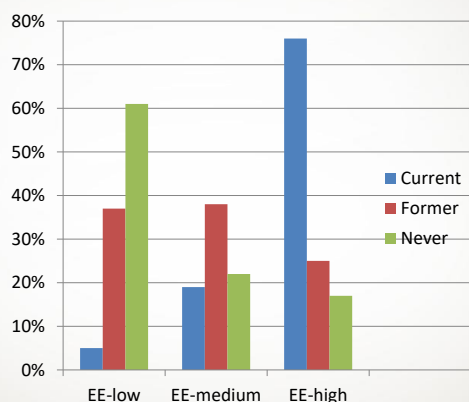
Burnout scores



	Burnout (N-493)	Former (N-981)	Never (N-1,329)
MBI Emotional Exhaustion (SUM)	27 35 42	13 20 26	8 14 22
MBI Depersonalization (SUM)	3 6 12	1 3 6	1 2 4
MBI Lack of personal accomplishment (SUM)	6 10 16	3 6 10.5	2 5 9
MBI overall SUM	41 53 65	21 31 42	13 22 33

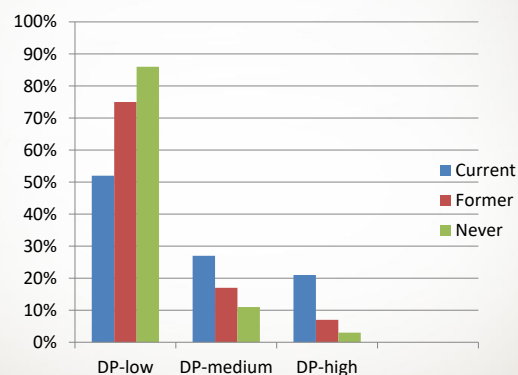
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Emotional Exhaustion



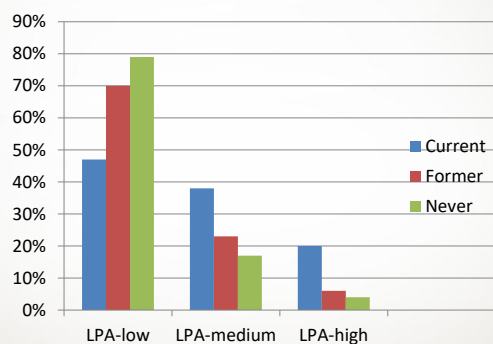
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Depersonalization



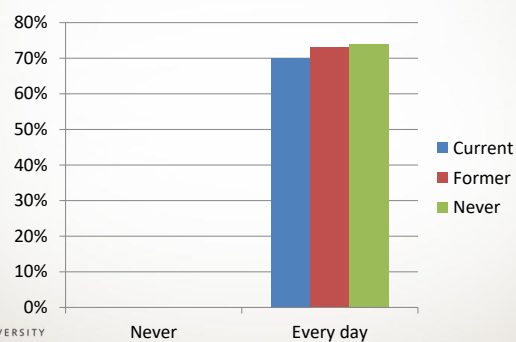
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Lack of Personal Accomplishment



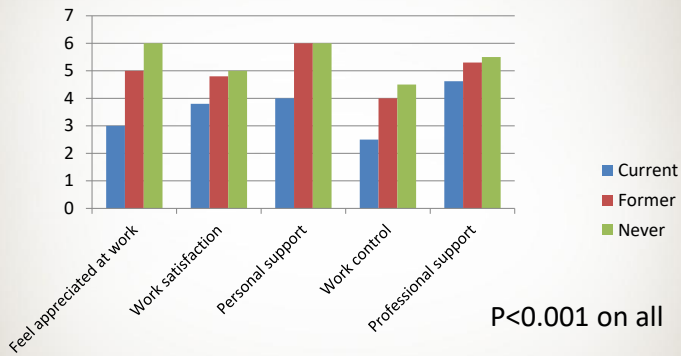
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I can easily understand how my patients feel about things.

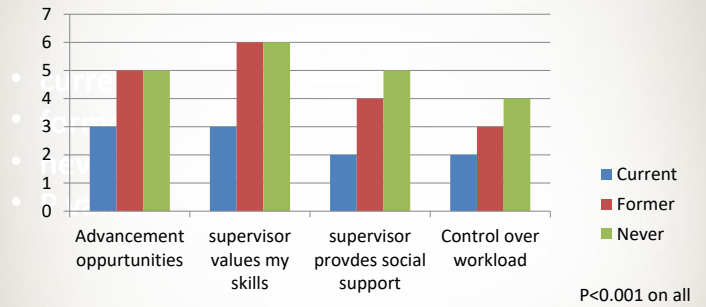


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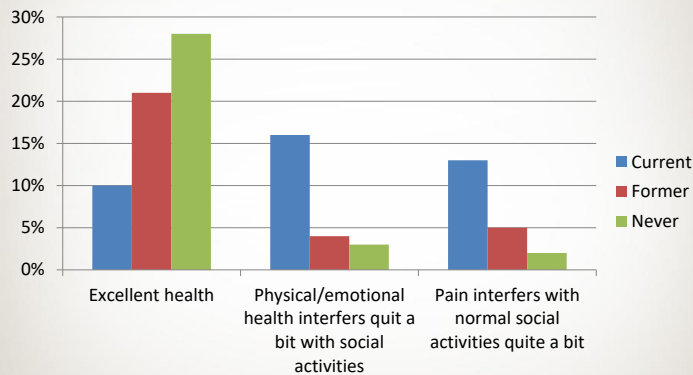
SSPC (work)



Select work support questions



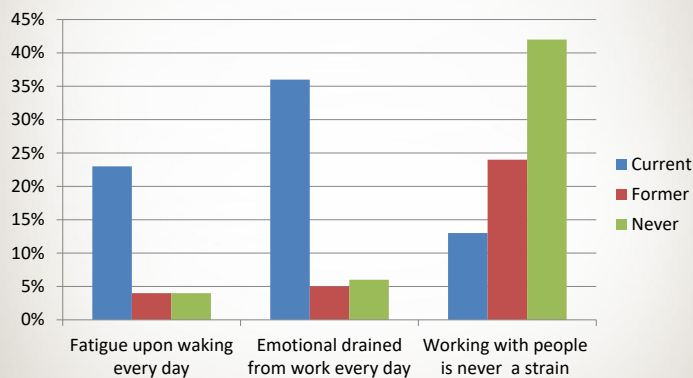
General health implications



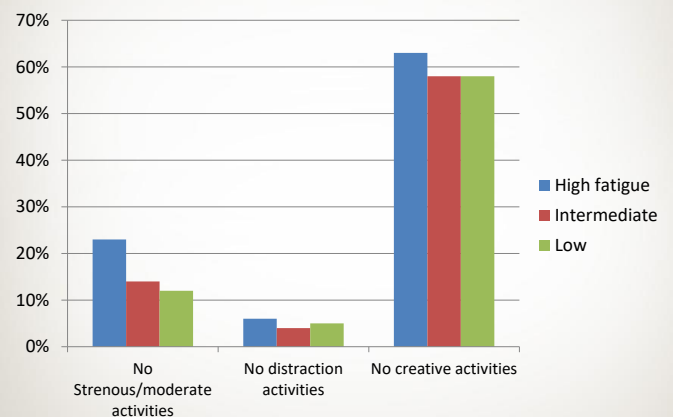
Physical Health implications (fatigue)



Psychological implications (fatigue)

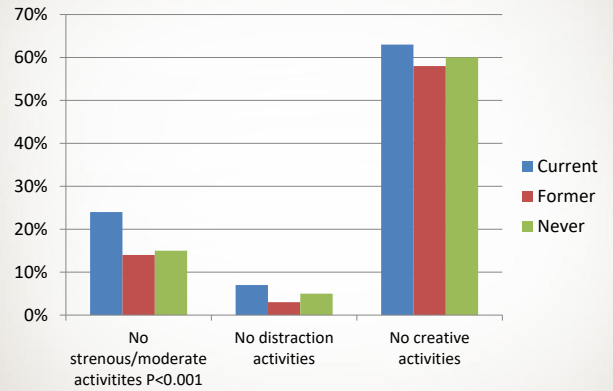


Hobbies/activities & fatigue



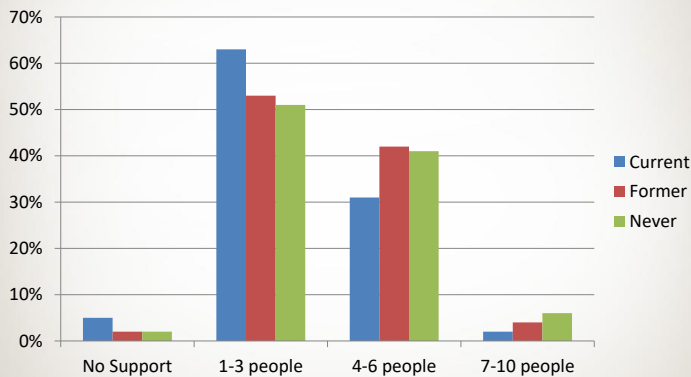


Hobbies/activities & burnout



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Personal support and burnout



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Activities

- Strenuous physical activities correlated with fatigue and drained status
- Fatigue and drained status correlated with burnout
- Distraction activities same across the board
- No difference with multiple activities/hobbies

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Finding Resiliency



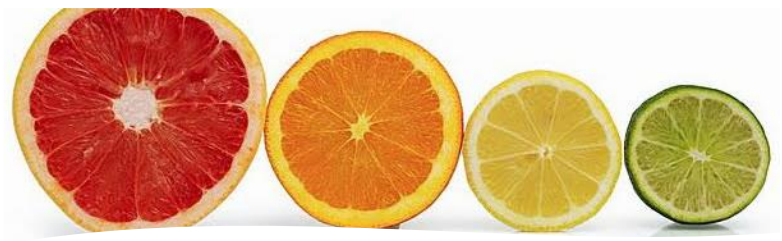
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SIBO-What
Improved
Burnout?

- Up to 40% changing work environment
- Only 27% would recommend changing work environment
- Time off (vacation) or structured "me" time
- Seeking out & participating in educational or social activities
- Talking with others/pets

Finding Resiliency through regression analysis

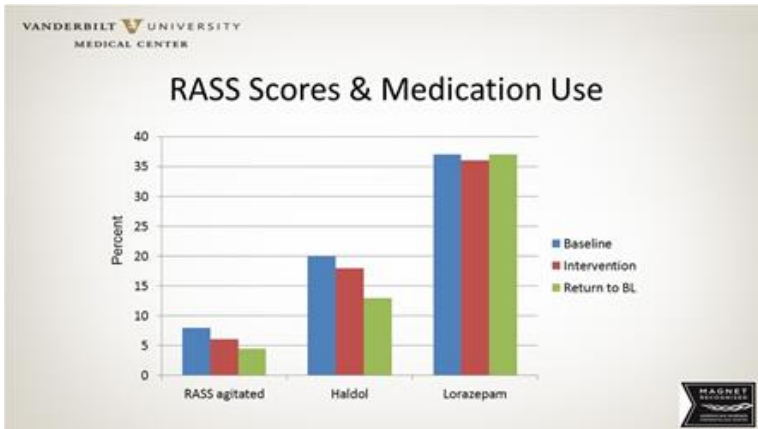
- Age, tobacco* and alcohol* appear protective (*Surrogate for increased social behavior {alcohol}, and smokers more likely to take a break at work to smoke?)
- Regular mindful, creative, or moderate/strenuous activities increased resiliency
- Number of supportive people (≥ 4) increased resiliency
- Perceived support at work, opportunities for advancement and control over work or workload increased resiliency



Aromatherapy and Perceived Stress at VUMC

- VUMC HR PSS decreased during and post aromatherapy
- Replicated with same findings in:
 - VUMC Neonatal intensive care unit staff
 - Multiple VUMC walk-in clinics
 - Palliative care unit in addition to patient benefits measured

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VUMC Palliative Care Unit



The Institution
Increase perceptions of organizational justice



The Individual
Make self a priority

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What can we do to reduce burnout?

Individual level

Be mindful of how those burnout perceive their relationship with work now

Make Self-Care a Priority

Institutional level

Offer support, opportunities for professional growth and recognition for our colleagues

Ensure breaks and meals and adequate time off between shifts

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Take Away Message

- Those experiencing burnout are less likely to engage with coworkers (fatigue and less trustful of colleagues)& feel unappreciated/unsupported by supervisors-so colleagues need to be mindful of this when communicating
- Burnout has physical and mental health implications (fatigue, pain)
- Creative/Mindful activities and Strenuous/moderate physical activities can decrease burnout and fatigue
- Regardless of burnout status nurses maintain empathy for patients

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Final thoughts

.. while having too much to do can cause stress, it doesn't necessarily cause burnout ...

...More often, burnout happens when people feel out of control. If employees are working in a chaotic environment where it's not clear who is in control, they can burn out...

...Other critical factors that contribute to burnout are a lack of recognition and reward, a lack of community and support in the workplace, or an absence of fairness...

...The biggest contributing factor in burnout, however, is a mismatch in values. "When there are value problems or conflicts, you see greater instances of burnout" ...

Excerpted from <http://www.friedsocialworker.com>

A mismatch in the workplace sparks employee burnout Review of The Truth About Burnout (Christina Maslach)

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