IDENTIFYING AND PREVENTING BURNOUT
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Pharmacist Objectives
- Identify symptoms of burnout, including the influence of burnout on professional practice and patient safety
- Evaluate potential workplace culture that can contribute or mitigate burnout symptoms
- Identify ways to build resiliency and improve workplace morale

Pharmacy Technician Objectives
- Evaluate the characteristics and risks associated with the development of burnout
- Given a scenario, apply strategies for managing burnout

Per the American Psychological Association the most common source of stress is:
A. Fatigue
B. Family
C. Work
D. Sleep deprivation

Which of the following is not a symptom of burnout
A. Exhaustion
B. Cynicism
C. Inefficacy
D. Boredom

Strategies workplaces can develop to prevent employee burnout are:
A. Increasing paid time off
B. Bringing in new employees at least twice a year
C. Avoiding employee task redundancy
Have you felt stressed in the past week?

The most common source of stress is...

WORK!

American Psychological Association, 2017

Stress versus Burnout

- **Stress**: a state of mental or emotional strain or tension resulting from adverse or very demanding circumstances.

- **Burnout**: physical or mental collapse caused by overwork or stress.

What is burnout?

- The experience of physical, mental and/or emotional exhaustion caused by an individual undergoing severe, protracted stress, typically in a workplace setting.
  - Can look slightly different depending on the individual.

- Typically, however, burnout elicits feelings of exhaustion, cynicism and inefficacy and some may experience certain feelings more than others.

- For many individuals exhaustion may feel like a complete depletion of energy; cynicism as irritability toward or a feeling of alienation from work; and inefficacy as a lowered sense of capability and morale.
“What started out as important, meaningful and challenging work becomes unfulfilling and meaningless” – Maslach & Leiter (1997)

Maslach Burnout Inventory

- Self-Assessment time!

Maslach Burnout Inventory for Medical Personnel

1. Emotional exhaustion
2. Depersonalization
3. Reduced personal accomplishment

Maslach Burnout Inventory – Human Services, Medical Personnel, and Educators Scoring Key

- Emotional Exhaustion (EE) Subscale
- Depersonalization (DP) Subscale
- Personal Accomplishment (PA) Subscale

The bottom line of burnout

Emotional exhaustion

Depersonalization

Reduced personal accomplishment
Three types of burnout in the workplace

1. Overload burnout
   - With overload burnout, people work harder and ever more frantically in search of success. They are willing to risk their health and personal life in pursuit of their goals.

2. Underchallenge burnout
   - Signs of under-challenge burnout include not feeling appreciated, boredom, and a lack of learning opportunities. Because these people find no passion or enjoyment in their work, they cope by distancing themselves from their job. This indifference leads to cynicism, avoidance of responsibility, and overall disengagement.

3. Neglect burnout
   - This subtype of burnout results from feeling helpless at work. People may feel that they are unable to keep up with the demands of their job. These employed tend to be passive and unmotivated.

Consequences of burnout

Burnout has effects beyond the wellbeing of the healthcare provider:
- Many studies have demonstrated that provider burnout is detrimental to patient care. For example, the number of major medical errors committed by a surgeon is correlated with the surgeon's degree of burnout and likelihood of being involved in a malpractice suit.
- Among nurses, higher levels of burnout are associated with higher rates of both patient mortality or dissemination of hospital-acquired infections.
- In medical students, burnout has been linked to dishonest clinical behaviors, a decreased sense of altruism, and alcohol abuse.
- High rates of physician burnout also correlate with lower patient satisfaction ratings.

Physical and Behavioral Symptoms of Burnout

- Increasing anger
- Frustration
- Suspicion and paranoia regarding colleagues' influences on one's own personal career ambitions
- Excessive rigidity and inflexibility in practice
- Appearance of characteristics of one who suffers from depression
- Emotional exhaustion leads to feeling apathetic and indifferent about work and these individuals may no longer be invested in situations that arise during their workday

Who was missing from the last slide?

Pharmacists!

Pharmacists and burn out

- The 2016 Pharmacist Salary Survey examined 3,085 pharmacists practicing in a variety of settings across the US, and found:
  - 72.5% of pharmacists are satisfied with their jobs
  - 63.4% of respondents reporting increased job stress over the previous year
- Nationwide survey found that 68% of pharmacists experienced job stress and role overload and 48% experienced work-home conflict
- Compared to pharmacists in other practice settings, pharmacists in independent and outpatient hospital pharmacies report the highest rates of satisfaction
- Pharmacists’ job satisfaction may vary according to practice setting

Workplace Culture: Strategies for Preventing Burnout

- Freudenberger, the psychologist who first described burnout, developed a set of strategies for preventing burnout syndrome in the 1970s
- These strategies remain applicable to the pharmacy workforce:
  - Guarding against rapid turnover in the hiring process
  - Avoiding task redundancy
  - Limiting professional work hours
  - Allowing employees to share and reflect on their collective experiences


3 Simple Stress Relieving Games – Make it a Game with your Coworkers!

- Stimulate your competitive side
  - Game 1: The Squeegee Breath
  - Game 2: It's Been Too Long
  - Game 3: The Treasure Hunt

Step 1: Make a list of prizes

- Prizes should be:
  - Treats or prizes that make you smile
  - Fun things you don’t give yourself very often
  - The more the better!

- Individual Examples:
  - 5 minute walk outside
  - Ice cream sandwich
  - Read a chapter in a book for pleasure
  - A movie
  - Pedicure or manicure
  - A massage

Examples for a Group:
- 5 minute group walk outside
- Ice cream party
- Go off campus to lunch
- Go off site for coffee
- Highlight the team member with the most points in the monthly newsletter

Game 1: The Squeegee Breath

- Take a big breath – all the way up to the top of your lungs and head
- Hold full inhale for a 3 count and then exhale all the way down to the tips of your toes
- Imagine the stress, tension, or worry out with your breath
- Hold full exhale for 3 counts then allow your breath to resume its normal rhythm

What are daily activities or situations you are in that trigger a stress response?

Tomorrow, every time you are about to go into that situation do a squeegee breath beforehand.

Game 1: The Squeegee Breath

- Keep track of how many times you take a squeegee breath in your day – tick marks on a piece of paper, office board, or notes in your phone
- 3+ squeegee breathes in a day wins you a prize from your list!
- Keep track of your personal best – give yourself a reward each time you hit a new personal best
Game 2: “It’s been too long”

What is one relationship that is in need of your attention lately?

Someone you would like to connect with and it feels like it has been too long?

- Open your calendar... right now!
  - Schedule a **minimum of 15 minutes** in the next two weeks to connect with that person.
  - After your date with that person put a follow up date on each of your calendars

  **Make it a game:**
  - Give yourself a reward each time you:
    - Book a new date
    - Attend a date
    - Remember to book your next date - before the two of you part company!

Game 3: The Treasure Hunt

What is one thing you love about what you do?

Think back over the last month or so... what is one interaction you remember that made you smile and reconnected you with what you love about your career again?

- This works best if you take a moment to write this experience down
- Set an intention to experience this again in the day ahead... Seek it out and savor the moment when it happens
  - “Today I am going to look for a way to experience (fill in the blank)”

  **Make it a game:**
  - Track the days you “find treasure” with tick marks on a calendar
  - Reward yourself when you find treasure 2+ times a month

Goal Setting

- Burnout can occur when your work is out of alignment with your values, or when it's not contributing to your long-term goals. You can also experience frustration and burnout if you have no idea what your goals are.
- Next step: Identify your Values
What are Values?

- Qualities, characteristics, or ideas about which we feel strongly.
- Our values affect our decisions, goals and behavior.
- A belief or feeling that someone or something is worthwhile.
- Values define what is of worth, what is beneficial, and what is harmful.
- Values are standards to guide your action, judgments, and attitudes.

Core Values List

- Authenticity
- Achievement
- Adventure
- Authority
- Balance
- Beauty
- Compassion
- Challenge
- Confidence
- Community
- Competency
- Customer

- Diligence
- Honesty
- Industry
- Innovation
- Leadership
- Love
- Loyalty
- Meaningful work
- Maturity
- Peace
- Perseverance

- Purpose
- Quality
- Reliability
- Respect
- Responsibility

- Selflessness
- Service
- Significance
- Stability
- Summary
- Success
- Values
- Virtue

Values in Patient Care

- A patient who feels respected and heard may be more willing to follow your advice.
- Listening and truly hearing what your patient values increases your ability to earn their trust.
- Trust is integral to achieving successful outcomes.
- It may only take one judging or condescending statement to severely damage the trust of your patient.
- A patient’s goals could be very different than your goals.

What happens when you lose your values?

- Loss of Self-Esteem
- Loss of happiness
- Depression
- Eroding relationships both personal and professional
- Stress, Insomnia, Anxiety
- Physical illness
- Substance abuse
- Burnout?

Values – How do I know what they are?

- Imagine there is a memorial of you.
- Take a couple minutes and write down what you hope the following 3 people will say about you:
  - 1 – Your family, spouses, partners, significant others
  - 2 – Your friends
  - 3 – Your co-workers, your classmates
- As you review these statements, the words you hope they say – How are you shaping your life for that to be the truth? What choices are you making? How are you treating others? How are you showing up every day?

Values + Goals + Actions = Your LIFE

- Values give direction and consistency to behavior.
- Values help you know what to, and not to make time for.
- Values establish a relationship between you and the world.
- Values set the direction for one’s life.
- They are your touchstone – home base.
Creating your Personal Mission Statement

- What is important? What do you value?
- Where do I want to go?
- What does “the best” look like for me?
- How do you want people to describe you?
- What kind of legacy do I want to leave behind?

Mission Statement Guidelines

- **Keep It short.** You want this to be something you can sum up in a single sentence.
- **Don’t forget about others.** Yes, this is a personal mission statement, but it should be just as much about the people you want to impact as it is about yourself.
- **Share it with the most important people in your life.** Get feedback from important people in your life.
- **It’s good to make changes.** As you grow and continue learning, your mission might evolve.

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Questions?