

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

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Pharmacy Technician Objectives

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

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Per the American Psychological Association the most common source of stress is:

- A. Fatigue
- B. Family
- C. Work
- D. Sleep deprivation

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Which of the following is **not** a symptom of burnout

- A. Exhaustion
- B. Cynicism
- C. Inefficacy
- D. Boredom

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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

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Have you felt stressed in the past week?

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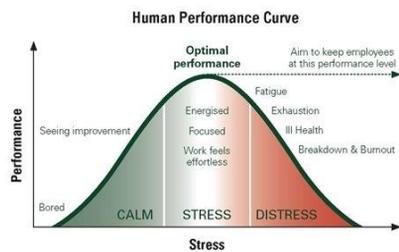
The most common source of stress is...

WORK!

American Psychological Association, 2017

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Figure 1: The Yerkes-Dodson Human Performance and Stress Curve



https://www.researchgate.net/figure/Yerkes-and-Dodson-stress-curve-1908_fig3_303946954

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How Stress Affects the Body

The role stress plays in the body.



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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.

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What is burnout?

- The experience of physical, mental and/or emotional exhaustion caused by an individual undergoing severe, prolonged 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



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“What started out as important, meaningful and challenging work becomes unfulfilling and meaningless” – Maslach & Leiter (1997)

Maslach, et al. *Ann Rev Psychol*, 2002; 52: 387-422

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The bottom line of burnout

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Maslach Burnout Inventory

- Self-Assessment time!

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MBI Human Services Survey
Christina Maslach & Susan E. Jackson

The purpose of this survey is to discover how various people working in human services or the helping professions view their job and the people with whom they work closely.

Because people in a wide variety of occupations will answer this survey, it uses the term recipients to refer to the people for whom you provide your services, care, treatment, or instruction. When answering this survey please think of these people as recipients of the service you provide, even though you may use another term in your work.

Instructions: On the following page are 22 statements of job-related feelings. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, write the number "0" (zero) in the space before the statement. If you have had this feeling, indicate how often you feel it by writing the number (from 1 to 6) that best describes how frequently you feel that way. An example is shown below.

Example:

How often:	0	1	2	3	4	5	6
Never		A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

How often: 0-6 Statement: _____

1. _____ I feel depressed at work.

If you never feel depressed at work, you would write the number "0" (zero) under the heading "How often." If you rarely feel depressed at work (a few times a year or less), you would write the number "1."
If your feelings of depression are fairly frequent (a few times a week but not daily), you would write the number "5."

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MBI Human Services Survey for Medical Personnel

Item number	Never	0	1	2	3	4	5	6
1	Never	A few times a year or less	Once a month or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

How often: 0-6 Statement: _____

- I have emotionally exhausted my work.
- I have used up all of the zest of the workday.
- I have negative attitudes (e.g., cynicism, indifference) toward my patients, staff, or other people in the job.
- I have made cynical comments to patients, staff, or other people.
- I have had negative attitudes about the work I am responsible for.
- Working with people all day is really a strain for me.
- I have any emotional or physical problems as a result of my job?
- I have had to take time off work.
- I have to constantly re-invent myself when people leave through the workday.
- I have become more cynical toward people since I took this job.
- I really dislike my job.
- I have very few goals.
- I have lost interest in my job.
- I have lost my sense of humor.
- I don't really care who happens to solve problems.
- Working with people already puts too much stress on me.
- I can usually count on a positive response from my patients.
- I have anticipated after working closely with my patients.
- I have anticipated being on the other side of the phone.
- I have had to do the end-of-the-day cleanup work.
- I have had to deal with a lot of patients or clients.
- I have had to deal with a lot of patients or clients.
- I have had to deal with a lot of patients or clients.

(Not for publication use only)

EE Total score: _____ DP Total score: _____ PA Total score: _____
EE Average score: _____ DP Average score: _____ PA Average score: _____

MBI - Human Services Survey for Medical Personnel - MBI-HS-MP (Copyright © 2011, 2014 Christina Maslach & Susan E. Jackson. For further information, or to request a permission to reproduce, please contact: www.mhi.org/contact-us)

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MBI – Human Services, Medical Personnel, and Educators Scoring Key

Emotional Exhaustion (EE) Subscale

Directions: Line up this scoring key with the MBI survey form. Sum the survey responses on EE items **1, 2, 3, 4, 13, 14, 16, and 20** that correspond to the unshaded areas on this scoring key. Enter this EE total score on the survey form. Divide the EE total score by the number of answered EE items for an EE average score. Research usually reports the average score.

MBI – Human Services, Medical Personnel, and Educators Scoring Key

Depersonalization (DP) Subscale

Directions: Line up this scoring key with the MBI survey form. Sum the survey responses on DP items **5, 10, 11, 15, and 22** that correspond to the unshaded areas on this scoring key. Enter this DP total score on the survey form. Divide the DP total score by the number of answered DP items for a DP average score. Research usually reports the average score.

MBI – Human Services, Medical Personnel, and Educators Scoring Key

Personal Accomplishment (PA) Subscale

Directions: Line up this scoring key with the MBI survey form. Sum the survey responses on PA items **4, 7, 8, 12, 17, 18, 19, and 21** that correspond to the unshaded areas on this scoring key. Enter this PA total score on the survey form. Divide the PA total score by the number of answered PA items for a PA average score. Research usually reports the average score.

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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 ambition. They cope by complaining.
2. **Under-challenge 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 incompetent or unable to keep up with the demands of their job. These employees tend to be passive and unmotivated.

<https://www.inc.com/melody-wilding/3-types-of-burnout-according-to-psychologists-and-signs-youre-headed-for-trouble.html>

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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

Bridgeman, Bridgeman, Barone. Burnout syndrome among healthcare professionals. *Am J Health-Syst Pharm*. 2017; 74:e576-81.

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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 and dissemination of hospital-transmitted 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.

1. Strasser RL, Bush CH, Bachynski G, et al. Burnout and medical errors among American surgeons. *Am Surg*. 2015; 81(6):650-655. doi:10.7554/ASASIS16181010401

2. Bhatti RK, Bhambhani MK, Sengupta N, et al. Burnout and medical errors among Indian surgeons. *Indian J Surg*. 2011; 73:1467-1471. doi:10.1007/s12232-011-0211-08-005

3. Wang A, Wilson JL, Wilson J. Emotional exhaustion and workplace safety: a meta-analysis. *Accid Anal Prev*. 2016; 8:137-143. doi:10.1016/j.aap.2015.11.015

4. Coughlin P, Wilson JL, Wilson J. The impact of burnout on patient safety: a meta-analysis. *Accid Anal Prev*. 2016; 8:144-150. doi:10.1016/j.aap.2015.11.016

5. Cohen B, Mealer F, Smith A, et al. Burnout, quality of care, and patient safety among US hospitalists. *Ann Intern Med*. 2016; 164(11):718-724. doi:10.7554/AM.12818

6. Johnson RK, Strasser RL, Wilson J, et al. Burnout and medical error: a meta-analysis among US medical students. *Accid Anal Prev*. 2016; 8:151-156. doi:10.1016/j.aap.2015.11.017

7. Cohen B, Mealer F, Smith A, et al. Burnout, quality of care, and patient safety among US hospitalists. *Ann Intern Med*. 2016; 164(11):718-724. doi:10.7554/AM.12818

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Who was missing from the last slide?

Pharmacists!

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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 inpatient hospital pharmacies report the highest rates of satisfaction
- Pharmacists' job satisfaction may vary according to practice setting

1. Galbraith P. 2016 Pharmacy Salary Survey. <http://drugtopics.modernmedicine.com/drugtopics/news/pharmacy-salary-survey-2016?tag=0-1>

2. Moss CA, Chaudhry NI, Galbraith P, et al. Pharmacist job satisfaction: results from a national survey of pharmacists. *J Am Pharm Assoc*. 2004; 44:326-36.

3. Moss Y, Galbraith N, Hartmann CW. Pharmacist job satisfaction: variation by practice setting. *P T*. 2004; 29:184-90.

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Workplace Culture: Strategies for Preventing Burnout

- Freudenberg, 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*

Freudenberg HJ. Staff burn-out. *J Soc Issues*. 1974; 30:159-65.

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Risk Factor	Examples	Strategy or Strategies for Alleviating Risk
Workload	Job demands exceeding human limits; acute fatigue from a demanding work event (e.g., meeting a deadline, dealing with a crisis); limited time to rest, recover, and restore	Permitting time at the workplace to recover from a stressful event
Control	Role conflict, absence of direction in the workplace	Clearly defined roles and expectations from organizational leadership
Reward	Inadequate financial, institutional, or social reward in the workplace; lack of recognition from stakeholders (patients, managers, colleagues)	Identify suitable rewards to recognize achievements, provide opportunities to teach or mentor trainees
Community	Inadequate opportunity for quality social interaction at work; inadequate development in areas related to conflict resolution, provision of mutual support, professional closeness, or team building	Promote participation in professional organizations
Fairness	Perception of equity from an organization, organization leadership, or supervisor	Transparency in decision-making
Values	Organizational values are incongruous with an individual's personal values or beliefs; employees need to choose between work they want to do and work they have to do	Align personal expectations with organizational goals
Job-person incongruity	Personality does not fit or is misaligned with job expectations and coping abilities	Evaluate and align job responsibilities with personal and professional expectations

Bridgeman, Bridgeman, Barnes. Burnout syndrome among healthcare professionals. Am J Health-Syst Pharm. 2017; 74:e176-82.

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

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

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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*

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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



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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.

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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



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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?

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Game 2: "It's 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!

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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?

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Game 3: The Treasure Hunt

- **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

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When's the last time you set personal goals?

When's the last time you defined your values?

When's the last time you created a personal mission statement?

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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

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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.

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Core Values List

Authenticity	Contribution	Inner Harmony	Popularity
Achievement	Creativity	Justice	Recognition
Adventure	Curiosity	Kindness	Religion
Authority	Determination	Knowledge	Reputation
Autonomy	Fairness	Leadership	Respect
Balance	Fame	Learning	Responsibility
Beauty	Friendships	Love	Security
Boldness	Fun	Loyalty	Self-respect
Compassion	Growth	Meaningful work	Service
Challenge	Happiness	Openness	Spirituality
Citizenship	Honesty	Optimism	Stability
Community	Humor	Peace	Success
Competency	Power	Pleasure	Status
Influence	Wealth	Trustworthiness	Wisdom

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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 takes one judging or condescending statement to sever the trust of your patient
- A patient's goals could be very different than your goals

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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?

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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?

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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

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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?

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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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- C. Work
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Strategies workplaces can develop to prevent employee burnout are:

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- B. Bringing in new employees at least twice a year
- C. Avoiding employee task redundancy

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Questions?



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