

Resiliency and Burn-Out: See the Signs in Your Organization

OhioHealth Employer Services

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Claudia
Director of HR, Car Manufacturer
LOVES her job

Given new projects at work
Excited to take them on

- ✓ Her ideas weren't well-received
- ✓ No recognition for the hard work
- ✓ Continued to get more work with little direction

Trying to be everything to everyone

- + Can't sleep
- + Skipping meals
- + Missing things at home
- + Frequently getting ill
- + Neck and shoulder pain



Annual physical showed high blood pressure which she's never had before

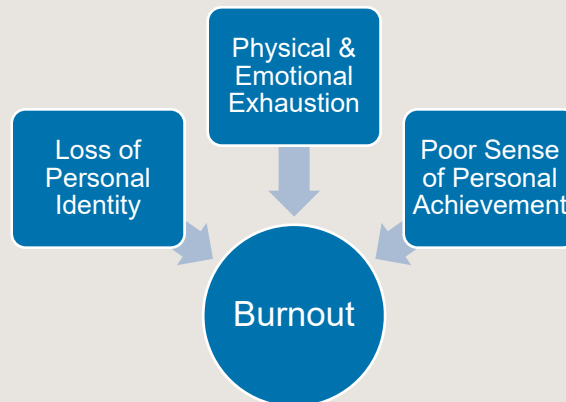
Poll the Audience

- + How many have evaluated their employee population for burnout?

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Burnout

is a **syndrome** conceptualized as resulting from chronic workplace stress that has not been successfully managed



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World Health Organization Makes Workplace Burnout an Official Diagnosis



Officially classified burnout in ICD-11 as follows:

“Burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed.

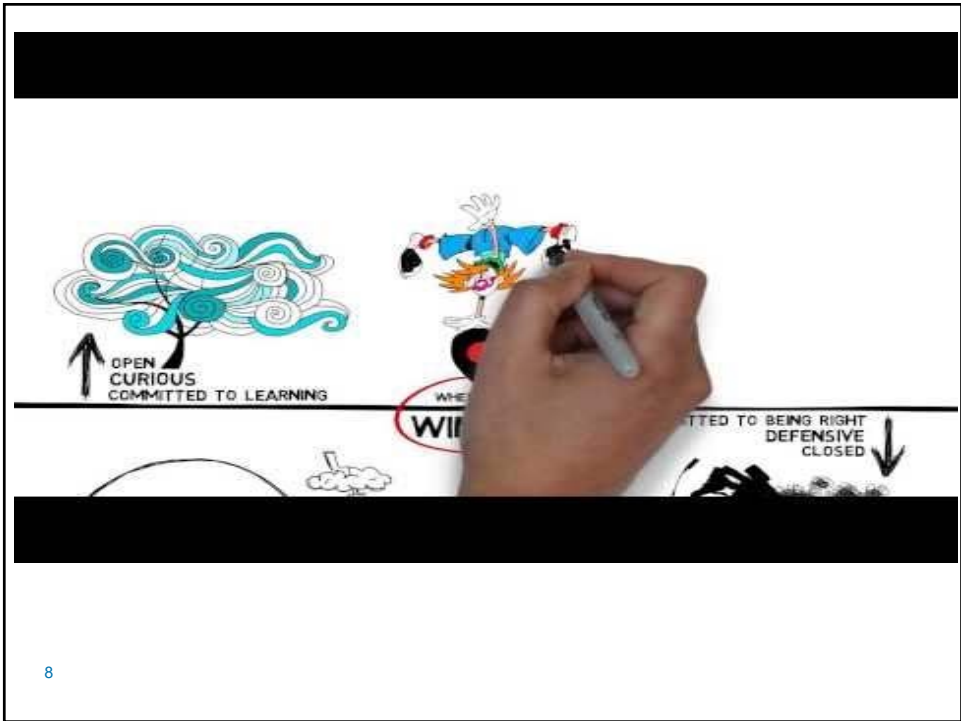
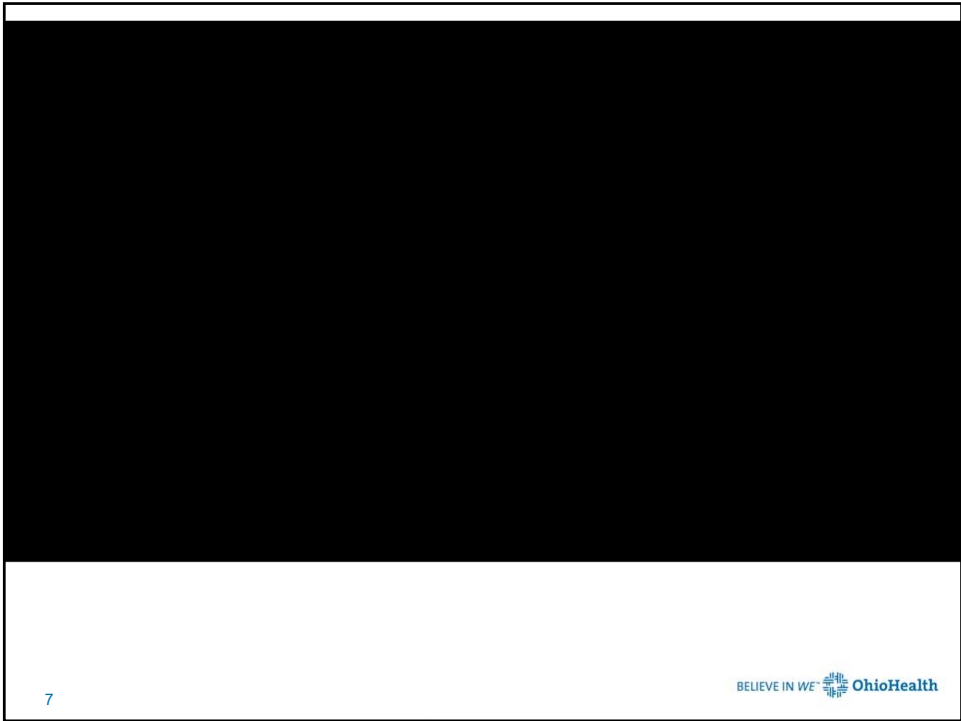
It is characterized by three dimensions:

1. Feelings of energy depletion or exhaustion
2. Increased mental distance from one’s job, or feelings of negativism or cynicism related to one’s job
3. Reduced professional efficacy

Resiliency

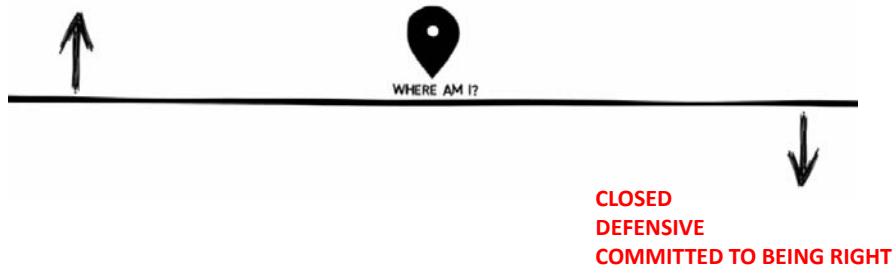
Resilience is the process of adapting well in the face of adversity, trauma, tragedy, threats or significant sources of stress





Resilience is an outcome of your efforts to shift yourself above the line

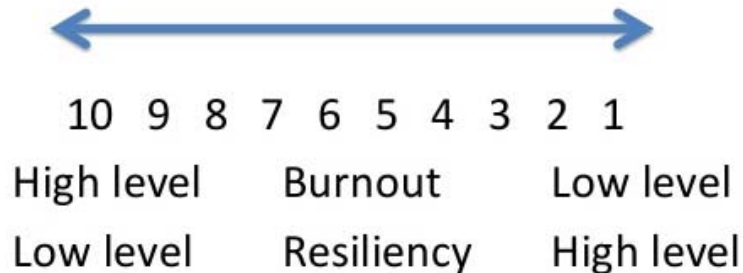
OPEN
CURIOUS
COMMITTED TO LEARNING



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The Burnout – Resiliency Continuum

Resiliency can be defined as “the capacity to adapt successfully in the presence of risk and adversity



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Top 5 Reasons for Burnout

- Unfair treatment at work
- Unmanageable workload
- Lack of role clarity
- Lack of communication and support from manager
- Unreasonable time pressure



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Source: Gallup study, 2018

Biggest Drivers of Employee Burnout

Deloitte study of 1,000 professional



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SIGNS of BURNOUT

@journey-to-wellness

- Headaches + muscle tension
- Trouble with sleep patterns
- Feeling overwhelmed + cynical + frustrated + unfulfilled
- "Sunday night blues" before work
- Sense of apathy or over-complaining
- Feeling depleted after work
- Irritability or losing your temper

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Physical Consequences

- + Type 2 diabetes
- + Coronary heart disease
- + Cardiovascular disorders
- + GI issues
- + Respiratory problems
- + Musculoskeletal Pain
- + Headaches
- + Prolonged fatigue
- + Obesity
- + Serious injuries
- + High cholesterol

Psychological Consequences

- + Depression
- + Anxiety
- + Mental disorders
- + Increased use of anti-depressants

@journey-to-wellness

Professional Outcomes

- Job dissatisfaction
- Absenteeism
- New disability pension
- Presentisms

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Employer Consequences of Burnout

- ✓ Absenteeism
- ✓ Turnover
- ✓ Increased healthcare costs

\$125 billion to \$190 billion a year in healthcare spending in the U.S. is attributed to burnout.

- *Harvard Business Review*,
Apr 2017

- Each case leads to the loss of 29 working days
- According to polls in the USA, burnout is the reason for staff turnover in 20-50% of cases
- The consequences of burnout cost the world \$300 billion annually. This amounts to \$1000 for every resident of the USA.

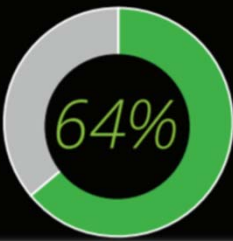
A study of 8,838 employees found that burnout was associated with a 40% increased risk of developing coronary heart disease

Their study found that the 20% participants with the highest burnout scores had a 79% increased risk



87%
of professionals say they have
passion for their current job

YET...



of professionals say they frequently feel
stressed or frustrated at their current job

18%
everyday

32%
few times
a week

15%
once a week



77%
of professionals have experienced
burnout at their current job

51%
more than once

84%
among those not passionate
about their job

Millennials are the Most Burned Out Generation



Nearly half

of millennials say they have left a job specifically because they felt burnt out vs. 42% of all respondents

84%

of millennials say they have experienced burnout at their current job vs. 77% of all professionals

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Deloitte Burnout Survey, 2018

Burnout Evaluations



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Maslach Burnout Inventory

Human Services Survey for Medical Personnel

Authors: Christina Maslach & Susan E. Jackson

22 items, measures burnout and its 3 components

1. Emotional Exhaustion
2. Depersonalization
3. Personal Accomplishment

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Mayo Well-Being Index

Invented by
MAYO
CLINIC


- + Nationally-validated 7-9 item series of yes-no questions that address several domains of wellness
- + The WBI score correlates with quality of life, fatigue, recent suicidal ideation, burnout, likelihood of reporting a recent major medical error, recent suicidal ideation, and meaning in work
- + Can use on individual level as often as you want, with immediate feedback and results
- + We used for free as part of IRB study for residents (limited to one study, 12 month period)
- + Virtual tool with real-time feedback

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YOU CAN DO ANYTHING
BUT NOT EVERYTHING.

What To Do About Burnout

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What employees say help prevent or alleviate burnout....



flexible
work options



health and
wellness programs



paid time off
for mental health
or recuperation days

...vs. what companies are offering

32%

paid
family leave

30%

flexible
work options

28%

employee
assistance programs

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Strategies

- + Organize casual group meetings over coffee or lunch to encourage open discussions and collaboration
- + Bank overtime for later
- + Offer employee wellness programs and education sessions...and time to participate
- + Provide tools needed for their jobs – IT, simple logins, online forms

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Discussions

What to do with the data?

What is invasive to ask and act on? Is it taboo?

How do we, HR/employer, get comfortable with this conversation?

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Questions
&
Discussion

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