**Objectives**

- Explore factors that contribute to burnout in this population
- Discuss importance of staff retention and consequences of turnover
- Describe techniques to reduce burnout

**Today’s Topics**

- Burnout
- Staff retention
- Self-Care*
Burnout

What emotions do you associate with burnout?

Taking Care of You: Burnout

"Burnout" is the cumulative psychological strain of working with many different stressors. It manifests as a gradual wearing down over time.

Contributing Factors:
- Professional isolation
- Emotional drain from empathizing
- Difficult client population
- Long hours with few resources
- Ambiguous success
- Unreciprocated giving and attentiveness
- Failure to live up to one's own expectations for effecting positive change

Symptoms:
- Depression
- Cynicism
- Boredom
- Loss of compassion
- Discouragement

(US Department of Veteran Affairs)

Additional Factors

Physical and emotional stress
Environment
Job satisfaction
Job Stress

Job stress is associated with:

- Work hours
- Fear of mistakes
- Workload
- Volume
- Acuity
- Exhaustion

Job Satisfaction

Job satisfaction is a product of:

- The work environment
- Personal characteristics
- Organizational characteristics
- Manager characteristics
- Work outcomes

Social Climate

Social climate contributes to:

- Intent to stay or leave
- Frustration or excitement about work
- Work stress
- Job satisfaction or dissatisfaction
- Burnout
## Consequences of Burnout

- Interpersonal conflict
- Physical symptoms
- Compulsive activities
- Decreased productivity
- Negative emotions
- Staff turnover

## Impact of Burnout

[Image](https://www.plymouth.edu/healthy-psu/background/)

## What contributes to burnout in your role?

- ...

## What are protective factors?

- ...
Secondary Trauma

“Secondary Trauma” is when professional workers experience subclinical or clinical signs and symptoms of PTSD that mirror those experienced by trauma clients, friends, or family members. US Department of Veteran Affairs

Related Terms:
- Vicarious trauma
- Empathetic strain
- Compassion fatigue
- Secondary victimization

More About Secondary Trauma

- Physical/emotional reaction resulting from extended and/or close contact with others who have been traumatized or distressed
- Changes clinician’s view of him/herself
- Symptoms are similar to post-traumatic stress disorder (PTSD)
- Can develop from a single event or prolonged exposure
- Can be a consequence of wanting to help traumatized or distressed people

Risk Factors

- Helping professionals and family members
- Empathy
- Inadequate recovery time
- Unresolved personal trauma
- Isolation and system fragmentation
- Lack of resources
Symptoms of Secondary Trauma

- Emotional
- Workplace
- Physical

Emotional Symptom Examples
- Anger
- Sadness
- Prolonged grief
- Anxiety
- Depression
- Intrusive images
- Exaggerated startle response
- Low self esteem
- Emotional exhaustion
- Isolation
- Cynicism
- Irritability or mood swings
- Nightmares
- Drug/alcohol use

Physical Symptom Examples
- Headaches
- Stomachaches
- Lethargy
- Constipation
- Sleeping difficulty
- Change in eating habits
- Joint pain
Workplace Symptom Examples

- Avoidance of certain clients
- Missed appointments
- Tardiness
- Decreased motivation

Burnout Can Result in Turnover

Risk Factors for Turnover:
- Job Dissatisfaction
- High Workload
- Concern for Safety
- Newer Employees

The Cost of Turnover

Turnover is costly on many levels

Costs include:
- Advertising and recruitment
- Interviewing
- Orientation and training
- Overtime
- Use of per diem agency staff
- Decreased productivity
- Termination costs
Other Turnover Costs

- Human capital
- Decreased quality of services
- Loss of organizational knowledge
- Poor work environment
- Poor workplace culture/dissatisfaction
- Impact on safety
- Increased stress on other staff ➔ more turnover

Retention Strategies

- Determine job satisfaction factors
- Develop a clear plan to manage retention
- Maintain adequate staffing
- Ensure employees are taking breaks and time off
- Provide formal and informal support
- Team building

Staff Development

- Encourage professional growth
- Provide education and training
- Provide feedback
- Debrief after significant events
- Provide peer supervision – individual or group setting
  * At least 90 minutes every month
Benefits of Retention

- Decreased cost for recruitment
- Decreased overtime related to vacancy
- Decreased orientation cost
- Increased productivity
- Increased quality of services
- Improved recruitment
- Improved work environment and culture
- Improved job satisfaction
- Preservation of knowledge

Knowledge is Power

Recognize
- It is normal to be scared, shocked, outraged, horrified, saddened, or feel vulnerable as a result of a work experience

Share
- Ensure employees are aware of the symptoms of burnout and the need for self care

Support
- Use this knowledge to help yourself and your peers

Prevent Burnout and Secondary Trauma

Individual
- Nutrition / balanced diet
- Exercise
- Rest
- Social supports
- Have fun
- Delegate
- Ask for help
- Spiritual / faith life
- Connect with POSITIVE peers

Organization
- Effective and regular supervision
- Professional development on trauma
- Use reflective practice
- Limit-setting for staff who do not limit-set well
- Appreciate staff
- Build in humor and fun
- Debrief after major incidents
If burnout and/or secondary trauma are not attended to, employees may leave the workforce.

Resources:

- Substance Abuse and Mental Health Services Administration – [https://www.samhsa.gov/nctic/trauma-interventions](https://www.samhsa.gov/nctic/trauma-interventions)
- When Compassion Hurts – [http://www.beststart.org/resources/howto/pdf/Compassion_14MY01_Final.pdf](http://www.beststart.org/resources/howto/pdf/Compassion_14MY01_Final.pdf)

Discussion
References