"The pandemic has felt like a roller-coaster that none of us wanted to be on. The constant fear of the unknown has led to a fatigue so deep that no amount of sleep or caffeine will provide any relief. Still... we persist.

One day at a time, we are learning to adapt, survive, and in some ways even thrive. I believe it is hope that keeps us moving forward, even when we wish so desperately that we could go back."

- HPNA Member
Disclaimer & Disclosure
- Constant strain and stress can cause injury. Anxiety, Depression, high stress levels, and related conditions or symptoms should be discussed with your healthcare provider. This presentation is not intended to offer or replace medical advice for such conditions.
- Morgan McCall has no relevant financial relationships or conflicts of interest to disclose.

Objectives
Attendees will learn:
1. The definition and causes of burnout.
2. The definition and causes of compassion fatigue.
3. The signs and symptoms of burnout and compassion fatigue including physical, mental, emotional, and behavioral indicators.
4. General strategies and tools to cope with burnout and compassion fatigue.
5. How to create an individualized burnout prevention plan and compassion fatigue management.

Stress
- Recognizing the difference between levels of stress is very important.
- An optimal level of stress in your life results in positive outcomes.
- Stress can be productive and strengthen creativity.
Eustress

Eustress, or healthy stress, is moderate or normal psychological stress interpreted as being beneficial for the experiencer:
- Makes you more alert.
- Motivates/Stimulates you.
- Feels exciting; is usually short term
- Improves performance.

Distress

Distress, or unhealthy stress, has the following characteristics:
- Reduces efficiency.
- Causes anxiety and exhaustion.
- Can be short- or long-term.
- Decreases self-esteem.
- Decreases performance.
- Can lead to mental and physical problems.

Job Conditions That May Lead To Stress

**Design of Tasks**
- Heavy workload, infrequent rest breaks, long work hours, shiftwork
- Hectic and routine tasks that have little inherent meaning
- Do not utilize workers' skills
- Provide little sense of control

**Management Style**
- Lack of participation by workers in decision-making
- Poor communication in the organization
- Lack of timely feedback

**Career Concerns**
- Job insecurity and lack of opportunity for growth, advancement, or promotion
- Rapid changes for which workers are unprepared

**Work Roles**
- Conflicting or uncertain job expectations
- Too much responsibility
- Too many "hats to wear"

**Interpersonal Relationships**
- Poor social environment
- Lack of support or help from coworkers and supervisors

**Environment Conditions**
- Unpleasant or dangerous physical conditions such as crowding, noise, air pollution, or ergonomic problems
Recognizing Stress: Common Effects on the Body

- Headache
- General weakness
- Fatigue
- Sleep problems
- Recurrent colds and infections
- Aches, pains, and tense muscles
- Change in sex drive
- Gastritis and heartburn
- Unexplained symptoms
- Worsening of existing conditions
- Cardiovascular disorders, chest pain, and rapid heartbeat

Recognizing Stress: Common Effects on the Mind

- Poor mood, sadness, depression, and unexplained feelings of despair
- Excessive anxiety
- Insomnia
- Restlessness
- Lack of motivation or focus
- Feeling overwhelmed
- Irritability or anger
- Drug, alcohol, or tobacco abuse
- Social withdrawal

Common Types of Distress Among Healthcare Workers

- Morale Distress
- Compassion Fatigue
- Burnout
Moral Distress
- When one knows the right thing to do, but external constraints, conflict, dilemmas or uncertainty make it nearly impossible to pursue the right course of action
- Common among healthcare workers caring for critically ill patients
- Common Triggers:
  - End-of-life care
  - Inadequate staffing
  - Value conflicts
  - Challenging team dynamics
- Gauge level of distress

Moral Distress: Causes & Constraints

Strategies to Address Moral Distress
Compassion Fatigue
- Opposite of Compassion Satisfaction
- Physical, mental, and emotional weariness resulting from prolonged exposure to caring for those in significant pain or emotional distress
- How do we get there?
  - Exposure to suffering
  - Empathetic response & concern
  - Long-term exposure to suffering

Compassion Fatigue
- Do you find it difficult to feel hopeful on a regular basis?
- Does the stress of your patients' lives affect you personally?
- Do you find it difficult to process and recover from the daily trauma of your job?
- Are you left feeling that, no matter what you do for your patients, you aren't making a meaningful impact?
- Do you find it difficult to feel settled about your unfinished personal business?
- Do you ever find yourself withdrawing from family or friends?
- Has your use of drugs and/or alcohol increased recently?
- Have your sleeping patterns changed?
- Do you ever have flashbacks about former patients in your care?
- Are you able to leave your professional experiences at work, rather than bringing them home?
- Do you ever find yourself biding time regardless of adequate rest?

Burnout
- World Health Organization's International Classification of Diseases-ICD recognizes burnout as an occupational phenomenon
- Syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed
- Characteristics:
  - Feelings of energy depletion or exhaustion
  - Increased mental distance from one’s job
  - Negative or cynical feelings related to one’s job
  - Reduced professional efficacy and productivity

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Causes of Burnout

While personal factors, like the amount of social support a clinician has and individual personality traits, play a role in the development of burnout, many clinicians suffer from burnout due to organizational and practice demands that exponentially increase the risk of burnout. These include workplace chaos, time pressures, reporting requirements, and workload, among others.

- Organizational Factors
- Learning Environment
- Practice Environment
- Society & Culture
- Personal Factors
- Rules & Regulations

Effects of Burnout

- Safety and Patient Outcomes
- Effects on Clinician Health & Well-Being
- Turnover & Reduction in Work Effort
- Health Care Costs

Facing Burnout

- Organizational Strategies
- Measure Burnout
  - Maslach Burnout Inventory- Human Services Survey (MBI-HSS) for Medical Personnel ($)
  - Coppenhagen Burnout Inventory
  - Oldenburg Burnout Inventory
  - Single Item Burnout Measure
- Individual Strategies to Promote Well-Being
Compassion fatigue, vicarious trauma, and burnout are very real conditions that can afflic health care providers, however, they are not inevitable. Prevention is key. Develop a strong social support system, find a unique hobby, practice good sleep hygiene, exercise daily, and eat a healthy diet. Taking a well-deserved vacation can help, too.

—Melissa DeCapua, DNP, PMHNP

Author of Modern Nurse

WORK-LIFE HARMONY

Work-Life Balance: Addressing Misperceptions

- Work-Life Balance does not mean an “equal” balance of time (50/50)
- There is no perfect, one-size-fits-all work-life balance to achieve
- The “right” work-life balance for you as an individual will change over time
- Work-Life Balance is not synonymous with work-family balance
What is Work-Life Balance?

- Meaningful DAILY achievement and enjoyment in all aspects of a person's life including work, family, friends, and self.
- To achieve a perfect harmony of these aspects, you must ensure that work does not overwhelm or dominate, and that it does not cause damage by way of negative stress.

Work Life Harmony

- Stop Searching for Balance: Doing this takes the pressure off attempting perfection. This gives you permission to do what pleases you, without an expectation of perfection in the moment.
- Be Present: If you’re at work, focus on the activity at hand and give it your all. When you’re with family, leave work matters out of the conversation. When you’re with friends, give them your attention to whatever you’re doing in that specific moment.
- Manage Your Time: Failing to plan is planning to fail.
- Stay Active: Baby steps if you don’t always have an exercise regiment.
- Rest: Foregoing regular sleep (7-8 hours) prevents your brain from making new memories, weakens your immune system, and slows down your brain’s ability to process information.

Stress Management

NEGATIVE Reactions
- Sacrificing and Denying your Own Needs
- Avoidance of feelings and people
- Staying Angry
- Becoming excessively argumentative
- Drugs/Alcohol
- Violence Towards Self or Others
- Stress Eating
- Overusing sick days
Improving Work-Life Harmony

**POSITIVE Reactions (Good Self-Care)**
- Exercise / Yoga / Physical activity
- Rest / bedtime routines
- Meditation / Prayer
- Mindfulness
- Proper nutrition/ hydration
- Self-awareness/being in the now
- Ask for help when you need it
- Laugh / Cry / Feel your emotions
- Use ALL your vacation time
- Take your break / lunch
- Emergency stress stoppers
- POSITIVE self-talk
- Create boundaries
- Meet with a mentor
- Confide in a friend/loved one
- Professional counseling
- Create a calm space
- Decrease stressful situations in your life
- Journal / self-affirmations
- Find an enjoyable volunteer activity
- Listen/watch inspiring music/programming
- Participate in a religious/spiritual service
- Alter your schedule / shift
- Find your JOY

POSTIVE Reactions (Good Self-Care)
- Exercise / Yoga / Physical activity
- Rest / bedtime routines
- Meditation / Prayer
- Mindfulness
- Proper nutrition/ hydration
- Self-awareness/being in the now
- Ask for help when you need it
- Laugh / Cry / Feel your emotions
- Use ALL your vacation time
- Take your break / lunch
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Manage Your Time Better
- Knowing what tasks must be done first is key
- Make lists, color code, do what works for you!
- Plan your day!
- Remember-
  "Failing to plan is planning to fail"
- Setting goals
  - Realistic, measurable, with a timeline
- Protect Your Time
  - Limit commitments

Urgent AND Important
**Do First Today**

Important but Not Urgent
**Do later today/ early tomorrow**

Less important/ Not Urgent
**Do once tasks above are done**

Not important/ Not Urgent
**Do Last**

Transitioning Home
Do you practice shedding your professional role as you transition from work to home?
- Listen to music to and from work
- Silence if you need to decompress
- Leave your badge in your car
- Put away your stethoscope, work devices (unplug) if not on call
- Change out of your work clothes and into something comfortable
- Exercise and diversions
- Engage in spiritual/religious activities such as prayer, meditation, reading scripture, poetry, mantras, and journaling
- Develop Stronger Relationships with Others (Seek Support Here): Family/Friends, Faith community/Pastors, Spiritual/religious leaders, Manager, Professional Mentor

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Setting Healthy Professional Boundaries

- Social Relationships versus Professional Relationships
  - Social: any non-professional relationship developed & maintained in your personal life
  - Voluntary, no time frame, no payment, no formal knowledge preparation, orientation, or training
  - Professional: time-limited and focused on providing specific services for another, typically for a fee
  - Directed towards a goal, and once the goal is met, the relationship ends
- It is the responsibility of the professional to maintain boundaries
- Keeping Things Professional—guides positive relationships with our patients and our colleagues
  - Important to utilize your skills within your scope of practice
  - Delegate when appropriate
  - Say no when appropriate

Team Health

- A positive work environment is key
- You spend as much time if not more with co-workers than with family, make it a good time!
- Work out conflict when it first arises
- Build each other up, support each other
- Team building
- We rise and fall together!

Attributes of Healthy Teams

- Clear roles with a mutual purpose
- Shared team values
- Established lines of accountability
- Strong leadership
- Established team health activities
- Demonstrated respect of individuals and the team
- Clearly stated performance expectations
- Open communication
- Engaged team members
Maximizing Team Health & Resilience =
Maximizes Potential

- Define the Team’s Mission and Culture
  - Define and review the team’s mission, purpose and expectations. Define the purpose and priorities of the team, including the populations on which the team will focus. Lack of clarity on team priorities can lead to individual team members questioning their purpose or role.
  - Create an open culture. Encourage and reinforce interdisciplinary professional respect. Promote each other’s strengths and clearly establish roles so everyone on the team shares expectations. Ensure each team member’s voice and discipline perspective is heard.

- Build Resilience and Team Health into the Team’s Processes and Strategic Plan
  - Make resilience part of a regular evaluation of the team and check in regularly.
  - Value the importance of the team’s emotional health. Promote emotional health as “everyone’s responsibility,” which includes mutual support among team members, seeking help from outside team wellness consultants, and team members taking responsibility for their own emotional wellness.

Foster Connection and Communication

- Assess and highlight each other’s strengths so everyone can contribute their best.
- Look out for each other. Establish a “buddy” system. Attend to early signs – avoid group meetings, self-separation from the group, lack for behavior changes and social isolation. Be mindful during times of team transition (new team members, new leadership, new programs) and increased workload.
- Build professional growth opportunities into the work. Working together to achieve individuals’ professional goals helps team members develop and offers new things that will benefit the team. Allow all disciplines equal access to projects, committees, and initiatives.
- Stay connected through in-person or other means.

Celebrate Joy and Share Grief

- Recognize individual team member’s contributions and team accomplishments.
- Recognize and acknowledge loss, suffering, or intensely emotional cases as a team.

Establish Program Expectations and Limitations

- Know the program limitations.
- Recognize the unique team health needs in unique service sites.

The Bottom Line: Achieve & Enjoy

- Identify stressors.
- React appropriately – commit to change where needed.

- When was the last time you Achieved AND Enjoyed something at work?
- What about Achieved AND Enjoyed with your family, your friends?
- And how recently have you Achieved AND Enjoyed something just for YOU?
References


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