BEATING BURNOUT:
AN INNOVATIVE APPROACH
TO AN OLD WORKPLACE ISSUE

PRESENTED BY:
DANIEL MYATT
AND
JUAN-CARLOS CALLEJAS
SRO HOUSING CORPORATION
LOS ANGELES, CA

Presentation Objectives:

▶ To help Case Managers and Service Coordinators recognize the hidden signs and early stages of basic burnout and "functional burnout."

▶ To enable Case Managers and Service Coordinators to identify the risks, causes, and consequences of workplace burnout.

▶ To empower Case Managers and Service Coordinators to apply an innovative, more practical, and personalized strategy to combat burnout.

DEFINING BURNOUT:
What Burnout Isn't…

1) <u>Burnout isn't something that afflicts mediocre Case Managers and Service Coordinators</u>.

● **Those whose sole objective is to earn a paycheck**

● **Those who thrive on doing as little work as possible**

● **Those unconcerned with truly impacting the lives of individuals who comprise their caseload.**

(This isn't a judgment call—but merely a means of determining who's most immune to burnout and who's most susceptible to it. In essence, never being burnt-out doesn't mean you're mediocre, lazy, or unconcerned on your job. However, by possessing such traits, one's immunity to burnout appears to decrease exponentially.)

DEFINING BURNOUT:
What Burnout Isn't… Continued

2) <u>Burnout isn't a Character Flaw or Sign of Weakness or Workplace Ineptitude.</u>

In fact, it happens to the best of us-- especially those dedicated to fields *(such as nurses, teachers, and social service workers)* where the emotional demands are exceptionally high.

SOURCE: "Preventing Occupational Stress in Healthcare Workers"
2013 by Ruotsalainen, Verbeek, Marine, and Serra

DEFINING BURNOUT:
What Burnout Isn't… Continued

3) Burnout isn't something you catch, like scabies, a cold, or the flu.

Dedicated Case Manager and Service Coordinators *"earn"* burnout by daily facing the daunting task of trying to make a positive difference in the lives of individuals who are oftentimes unwilling or simply unable to cooperate with your efforts to do so.

DEFINING BURNOUT:
Burnout Is…

What The Mayo Clinic defines as…
"A special type of job stress—a state of physical emotional, or mental exhaustion" that is often combined with doubts about one's professional competence and the overall value—and ultimate impact—of one's work.

DEFINING BURNOUT
Burnout Is…

Defined in a 2001 Annual Review of Psychology article (by Maslach, Schaufeli, and Leiter) as:

"A prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of exhaustion, cynicism, and inefficacy."

DEFINING BURNOUT:
Burnout Is…

"Used to describe a syndrome that goes beyond physical fatigue from overwork. Stress and emotional exhaustion are part of it, but the hallmark of burnout is the distancing that goes on in response to the overload..."

SOURCE: "The Truth About Burnout" 1997 – by Maslach and Leiter

DEFINING BURNOUT:
"The Distancing"

- **Noticing coworkers are hesitant around you.**
- **Not spending time with coworkers.**
- **Being cynical.**
- **Frequently losing your temper.**
- **Constantly being asked about your feelings.**
- **Disregarding how you treat coworkers or consumers.**

DEFINING BURNOUT:
"The Distancing" -Continued

- **Over-complaining to your partner.**
- **Not wanting to explain your job to people.**
- **Explaining your job with "fine."**
- **Constantly feeling overwhelmed.**
- **Rarely feeling like you're progressing.**
- **Forgetting your last accomplishment at work.**

DEFINING BURNOUT:
"The Distancing" *-Continued*

- **Inconsistent sleep patterns.**
- **Dreading that morning alarm for work.**
- **Being depleted after work.**
- **Dreading every Monday.**
- **Living like a vampire.**
- **Fantasizing about quitting.**

SOURCE: *"20 Warning Signs You're Burnt-Out at Work"* **by Steven Benna Business Insider 8-13-15**

DEFINING BURNOUT:
FACTORS WORKERS CITED AS LEADING TO BURNOUT

- **Work overload.**
- **Long or unpredictable hours.**
- **Too many responsibilities.**
- **Poor working conditions.**
- **Working at a too-rapid pace.**
- **Lack of occupational feedback and communication.**

DEFINING BURNOUT:
MORE FACTORS WORKERS CITED AS LEADING TO BURNOUT

- Contact Overload from frequent interactions with others to carry out job functions.
- Uncertainty about one's expectations at work.
- Conflicts between one's personal values and those of superiors/organization.
- Demands of the work place impacting one's personal life.
- Conflicts involving one's abilities –vs- organizational expectations.
- Lack of control over one's destiny as organizations become large and impersonal.

DEFINING BURNOUT:
EVEN MORE FACTORS WORKERS CITED AS LEADING TO BURNOUT

- Too many phone calls.
- Constant crises.
- Supervising too many people.
- Having broad, multifaceted job descriptions.
- Boring, tedious work that lacks variety.
- Working with difficult people without sufficient relief.

Burn-Out…*by the Numbers*

U.S. Workplace Stress Statistics

Percent of workers who say they are "always" or "often" under stress at work: 30%

Percent of workers who say stress has a negative impact on their personal and professional life: 48%

Percent of workers who say stress has caused them to fight with people close to them: 54%

Percent of workers who say they are alienated from a friend or family member because of stress: 26%

SOURCE: Statistic Brain Research Institute, American Institute of Stress, 4-27-15

Burn-Out…*by the Numbers*

We're #3!

--Among the 10 US Occupations with the Highest Burnout Rates

Social Worker/Social Service Workers

The painful realities faced on a daily basis while working with consumers in Social Services impacts our personal lives, resulting in burnout that causes personal distress and a condition described by the National Institutes of Health as *Secondary Traumatic Stress syndrome.*

(Which we'll discuss later)

SOURCE: *"Which Professionals Are Prone to Burnout?"* By Mary Gormandy White M.A., SPHR

If You're Burnt-Out and You Know it Clap your Hands!

Utilizing the Personalized Burn-Out Self-Assessment Tool

What the Self-Assessment Results Mean

**Utilizing Creative Role-Play to Introduce the
"_Three Hidden Hindrances
to Remaining Burn-out Free_"**

1. Being an "*Accommodationist*"

  a. The downside of accommodating excessive talkers on the job.

  b. The dark side of accommodating known workplace thieves (thieves of your time and productivity).

Utilizing Creative Role-Play to Introduce the
"Three Hidden Hindrances
to Remaining Burn-out Free"

2. Being a "*Nascent No-Sayer*"

a. Are you in the embryonic/early stages of learning how to say No? (Better learn fast!)

b. How not being able to say No can result in a fast and furious form of burnout.

Utilizing Creative Role-Play to Introduce the
"Three Hidden Hindrances
to Remaining Burn-out Free"

3. Being an "*Under Pressure Performer.*"

a. An ode to those who function best when operating in "*last-minute"* mode.

b. Why working under pressure results in burnout.

Let's Give a Hand to All Our Role-Play Participants!!!

The innovative approach, practical tools, and strategic steps for beating burnout
(that you've all been waiting for!)

1. Becoming a more "Selfish"
   Case Manager/Service Coordinator

a. *Looking out for and taking care of #1 (otherwise known as putting on your oxygen mask first!).*

b. *Approaching your Service position less passively (and doing so without guilt!).*

c. *Doing away with the misplaced sense of martyrdom experienced by many who consider their work their "mission" or "calling."*

The innovative approach, practical tools, and strategic steps for beating burnout
(that you've all been waiting for!)

2. <u>Setting Boundaries, Saying No, Shutting Down Shop, and Calling it a Day</u>!

*a. Coming to a sobering realization: **You cannot – and will not – save the world!***

b. Knowing your limits – or, creating some.

c. Not falling prey to flattery or "No One Does it Better Than Me" syndrome.

The innovative approach, practical tools, and strategic steps for beating burnout
(that you've all been waiting for!)

3. <u>Recognizing the very real–but often overlooked–impact of workplace trauma in regard to burnout</u>

a. Taking home the trials and tribulations of the people we serve.

b. Mourning the loss of deceased clients – sometimes without **even realizing we are in mourning.**

c. The regular *"wear and tear"* of working in the "*trenches"* – and how it (truly) affects us all.

"Secondary Traumatic Stress"

"…is the emotional duress that results when an individual hears about the firsthand trauma experiences of another. Its symptoms mimic those of post-traumatic stress disorder (PTSD).

Individuals affected by secondary stress may find themselves re-experiencing personal trauma or notice an increase in arousal and avoidance reactions related to the indirect trauma exposure.

They may also experience changes in memory and perception; alterations in their sense of self-efficacy; a depletion of personal resources; and disruption in their perceptions of safety, trust, and independence."

SOURCE: "Secondary Traumatic Stress: A Fact Sheet for Child-Serving Professionals" 2011 National Center for Child Traumatic Stress

---

The innovative approach, practical tools, and strategic steps for beating burnout
(that you've all been waiting for!)

4. Overcoming Functional Burnout

a. Being burnt-out but still productive and apparently okay – (not!).

b. Finding one's workplace a joyless, dreaded, dreary space in which to be.

c. Recognizing and overcoming this most common affliction with the handy "*Functional Burnout"* kit!

Our Structured Forum on the topic of Workplace Burnout

Featuring… You!!!

◊ An opportunity to share *your* experiences with burnout.

◊ An opportunity to share *your* advice in effectively beating and avoiding burnout.

◊ An opportunity to receive valuable suggestions and advice based on the collective wisdom and experiences of your fellow Case Managers/Service Coordinators.

Our Structured Forum on the topic of Workplace Burnout

Six Rules for the Room

1) Feel Free to Participate (We Realize Everyone Has Something to Add!)

2) Offer Only Constructive Criticism (the Courteous & Respectful Kind!).

3) Be Brief and to the Point (So Everyone Who Wants a Turn Can Get One!)

4) Observe Our Three-Minute Rule (Yes, There's a Three-Minute Rule!)

5) Stay on Topic ("Just the Facts, Mam – or Sir!" No Life Stories!)

6) Speak Up! Be Loud and Clear! (Don't Be Shy--You're Among Friends!)

"Let's Give 'Em Something to Talk About!"

THANK YOU FOR YOUR ATTENTION, PARTICIPATION, AND INPUT!

THANKS TO NACM, TOO!