

Burnout in the Workplace: A Focus on Prevention





May 1, 2019







Training Resources Consulting WE WORK WITH 1.67+ MILLION WORKERS 10,000+ ORGANIZATIONS

ONTARIO'S PUBLIC & BROADER PUBLIC SECTORS: Education Healthcare Emergency Services Government First Nations





- 1. Burnout what is it and why is it an issue for Workplaces
- 2. Recognizing burnout
- 3. Prevention of burnout
- 4. Controlling burnout
- 5. Resources





Hazard – Psychological

Mental Health (Psychological Health)

 A state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community







Psychological Safety

The absence of harm and/or threat of harm to mental wellbeing that a worker might experience







Psychologically Healthy and Safe Workplace

 A workplace that promotes workers' psychological well-being and actively works to prevent harm to worker psychological health including in negligent, reckless, or intentional ways







A Canadian Spotlight on Stress

- General Social Survey 2010 stressful 73%
- Among these stressed workers, 37% reported that they were highly stressed
- Source of stress work for 62% (followed by time, finances, family, personal/other)







What kind of experiences cause stress?

At least three different types of stress associated with physical and mental health risks:

- Chronic routine stress
- Sudden negative change
- Traumatic stress









Burnout: what is it?

- Major psychosocial issue resulting from chronic stress
- Cumulative reaction to constant occ. stressors – misfit between worker and designated work (job)



• We cannot eliminate the work to be done but we can control the risk to injury

Burnout:



- Etiology
- Mismatch between expectations and processes or structures in workplace
- Workload
- Job Control
- Reward
- Community
- Fairness
- Values



Burnout - what is it?

- Also known as Burnout Syndrome (BOS)
- Characterized by emotional exhaustion, cynicism and a sense of professional ineffectiveness
- A Mental Health Issue Psychological response to hazards, impacts individual as well as workplace
- Inability to cope with emotional stresses at work or the excessive use of energy leading to exhaustion and feeling of failure
- The focus of this presentation is the *workplace factors* which may have potential to cause mental harm and what we can do as individuals and as an organization to mitigate or control the risk this harm

Burnout: Emotional Exhaustion (EE)



Decline in emotional & physical resources

- Meaning and purpose
- Attention
- Control
- Rational thinking
- Instincts
- Lack of energy
- Motivation
- Capacity to do work is diminished



Burnout: Cynicism / Depersonalization (DP)

Psychological state

- Detachment
- Lack of enthusiasm / determination
- Egocentric behavior
- $_{\circ}$ Loss of passion
- Impersonal treatment of people
- Anxiety



Burnout: Reduced Professional Achievement (PA)

- Inefficiency
- Low personal accomplishments
- Lack of self confidence
- Negative self assessment
- Dissatisfaction with achievements





Stress is the nonspecific response of the body to any demand for change

Eustress or positive stress, has the following characteristics:

- Is short-term
- Motivates, focuses energy
- Is perceived as within our coping abilities
- Feels exciting
- Improves performance

Distress or negative stress, has the following characteristics:

- Can be short- or long-term
- Causes anxiety or concern
- Is perceived as outside of our coping abilities
- Feels unpleasant
- Decreases performance



Stress Continuum

- Eustress "positive stress" to Burnout Syndrome (BOS)
- BOS "distress". Unable to cope with stressors over an extended period of time, leading to depletion of the body's defense mechanisms and ultimately physical and emotional exhaustion (Vahedian-Azimi et al., 2017)
- BOS Emotional exhaustion, depersonalization, and reduced personal achievement (redefined in 1996)



Mental Health Continuum Model



Adapted from the US Marine Corps.

R	Α	E	
Recognize	Assess	Control	Evaluate
 Workplace Inspections Hazard Identification Tools Job Hazard Analysis Observations Problems/ concerns of anyone Use your senses Review of Documents 	 Compare to a standard Risk assessment Identify how the individual might get harmed Identify the probability that the hazard is going to cause harm Identify how severe the hazard could be Identify hazard priority 	 Locations: At the Source Along the Path At the Worker Controls: Elimination Substitution Engineering Administrative Personal Protective Equipment (PPE) 	 The control is: Working as expected Has been communicated to affected workers Reduces the risk Reduces complaints, injuries, illnesses Does not create new hazards

R.A.C.E. Against Burnout

1	2	3	4
Recognize	Assess	Control	Evaluate
 Signs & Symptoms Identify H&S metrics Identify workplace stressors 	Determine current state; Mindful Employer, Stress Assess Surveys	Educating & training Structural changes to reduce workplace stress	Check the impact of controls Are they making the desired difference?

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Burnout; how do we <u>Recognize it?</u>

In ourselves and our colleagues.... can be broken down into 3 Categories:

- Physical signs and symptoms
- Behavioral signs and symptoms
- Social signs and symptoms



Physical Signs & Symptoms of Burnout

- Exhaustion
- Sleep Disruptions
- Headaches, migraines
- Aches and pains without a discernible physical injury
- Eye twitching
- Heartburn/indigestion, nausea
- Increased susceptibility to illness; frequent colds, flu



Behavioral Signs & Symptoms of Burnout

- Cognitive Weariness
- Forgetfulness
- Judgement and/or Decision Making
- Anger or irritability

Social Signs & Symptoms of Burnout



- Withdrawing from social events/gatherings
- Not wanting to be around others
- Overindulgence

How do we <u>Recognize</u> Burnout in our Organizations?



- ↑ Absenteeism
- ↑ Presenteeism
- ↑ MSD's and other injuries
- ↑ grievances and or internal conflicts
- Employees with an exaggerated sense of responsibility
- Employees expressing inadequacy for accomplishments
- ↑ Errors



Recognition Continued

- \downarrow Quality of service / work
- ↓ Employee morale
- Turnover
- Individuals with poor self esteem or devaluing their accomplishments
- ↑ Mental health conditions such as depression and anxiety disorders



Factors Impacting on Changing Workplace

- Fast pace More demand, less control
- Shift work
- Client populations
- Insufficient/inadequate funding
- Low social support at work
- Interpersonal conflicts
- Low participation in decision making
- Exposure to suffering, trauma, dying patients





R.A.C.E Burnout	. Against	C PSHSA.ca		
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CCOHS – Mental Health

https://www.ccohs.ca/oshanswers/psychosocial /mentalhealth_risk.html

- Workplace Strategies for Mental Health <u>https://www.workplacestrategiesformentalhealth</u>.com/
- Mindful Employer

https://www.mindfulemployer.ca/

• Stress Assess – OHCOW

https://stressassess.ca/



CCOHS Resources



- https://www.ccohs.ca/oshanswers/psychosocial/mentalhealth risk.html
- https://www.ccohs.ca/oshanswers/psychosocial/mentalhealth address.html
- https://www.ccohs.ca/oshanswers/psychosocial/mentalhealth_intro.html

Workplace Strategies for Mental Health





When Your Boss is Stressing You Out

There are many practical strategies we can use to cope with this stress. But what happens when it is your boss who is stressing you out? Read more

ormentalhealth.com/When-Your-Boss-is-Stressing-You-Out



Learn about the National Standard – Civility and Respect

Civility and Respect means showing appreciation, care, and consideration for everyone, whether they're coworkers, supervisors, customers, or clients. Create a psychologically safe and healthy workplace using these tips from the National Standard.

Latest News

PRESENTED BY THE MENTAL HEALTH COMMISSION OF CANADA: SUBSTANCE USE AND MENTAL HEALTH ON CAMPUS ENGAGEMENT EVENT

The Mental Health Commission of Canada (MHCC), in collaboration with key partners and funders, invites you to a **Substance Use and Mental Health on Campus Engagement Event** to inform a new Standard for Psychological Health and Safety for Post-Secondary Students (PSS Standard).

Many post-secondary students experience

<u>https://www.workplacestrategiesformentalhealth.com/Search/Display</u> <u>Search</u>

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HOW CAN WE HELP YOU?





Stress Assess – OHCOW



Stress Assess – **OHCOW** StressAssess OHCOW OHCOW Personal Edition Francais (incomplete) TABS SPECTRUM GRAPH much better better Your Results same as See how your score compares to the average score collected from a representative sample of workers from Canadian organizations with more than five not as good as workers. Note that this is for your information only. Advice and ideas on how to take action to improve your psychosocial health and safety are provided, but decide whether these results represent a situation that needs to be addressed worse Quantitative work demands Tempo, work pace Emotional demands much worse Possibilities for development (skill discretion) Meaningful work Influence at work ... than the National average Predictability (sufficient information) Recognition Role clarity Role conflicts Quality of leadership Social support from colleagues Social support from supervisors Sense of community at work Insecurity over employment Insecurity over working conditions Organizational justice Vertical trust Satisfaction with work - job satisfaction Safety concerns Physical work environment concerns **Overall Health** Burnout Symptoms Stress Symptoms Threats of violence Undesired sexual attention Physical violence Bullying

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Prevention of Burnout, Controls

Refresher of what it is

Characterized by emotional exhaustion, cynicism / depersonalization and a pervading sense of professional ineffectiveness

Prevention of Burnout, Control



The methodologies we use to prevent a physical injury <u>can and should be applied</u> for the prevention of a mental injury or illness

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Control Measures



Hierarchy of <u>Controls for the Prevention</u> of Burnout



Redesigning tasks or environments, encouraging participation, time management, team building, creating flexible working conditions and increasing personal support

Along the Path

Health promotion, relaxation techniques, stress and conflict management skills, assertiveness training, screening for early symptoms and exposures, mindfulness and resilience training, improving communication

At the Worker

Counselling services (Rational Emotive Behavior Therapy (REBT), EAP, rehab. programs, return to work initiatives, stress management services

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At the Source, Along the Path and at the Worker

	individual	organizational
vel	At the source Coping and appraisal skills (resiliency)	At the source Changing the culture, climate, work structure, workload management & organization
prevention level	Along the path Wellness, relaxation techniques (mindfulness)	Along the path Awareness, Mental Health 1 st Aid training, screening (surveys)
br	At the worker Therapy, counselling, medication, support	At the worker EAP, WSIA recognition of chronic stress, return to work

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Workplace Support: Opportunities



- involvement and influence
- workload management
- engagement
- work/life balance
- psychological protection from violence, bullying, and harassment
- protection of physical safety; and
- other chronic stressors as identified by workers
- * CSA Z1003 clause 4.3.4.2

- psychological support
- organizational culture
- clear leadership and expectations
- civility and respect
- psychological job demands
- growth and development
- recognition and reward





Resilience

- Ability to 'bounce back' after an adversity
- Individual and organizational
- 'Bounce forward' after adversity and develop new strengths that contribute to the organization







Building Resilience – in Organizations and Individuals

- Low resilience more likely to exhibit illness, disability, higher absence and turnover, and reduced engagement and productivity.
- Employees can be resilient by imposing resiliency building program that are:
 - o Self-regulation
 - Efficient problem solving
 - Self-efficacy
 - Social support







Create a respectful workplace

- A disrespectful or uncivil workplace can result in reduced employee productivity, poor engagement, conflict and complaints. This may escalate to violence and can contribute to accidents, incidents and injuries.
- Harassment and bullying contribute to psychological injuries, including stress disorders, anxiety and depression.
- If not addressed, disrespectful behavior can become pervasive, resulting in a 'toxic workplace' that can undermine employee recruitment, labor relations and customer confidence.







Enhance Mental Health Knowledge

- Anti-stigma interventions
- Use of 'contact-based education', in which individuals with experiences of mental illness are invited into the workplace to share their stories and employee are given the opportunity to ask questions and engage in discussion







Coordinated RTW

 A key role for the RTW Coordinator is to facilitate communication between managers, health care providers and employees, coaching each of these key players and ensuring they are having the critical conversations needed to identify and resolve problems preventing work return







Culture of Psychological Safety

- Shared commitment to the importance of promoting and protecting the psychological well-being and safety of employees by taking actions to identify and address risks
- Psychological Safety culture may be enhanced by:
 - Ongoing leadership commitment
 - Two-way communication
 - Learning approach
 - Employee involvement
 - Attitude towards blame





Path to Burnout







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Evaluating Controls





Evaluating Controls

- Evaluating the effectiveness of control strategies can include short term and long term objectives:
- Short Term:
 - Has the hazard been adequately controlled?
 - Is the control easy to maintain?
 - Are there any concerns or problems?
 - Have any new problems or hazards been created?
- Long Term:
 - Number of psychological cases reported?
 - Severity of psychological injuries or injuries?



Take away messages...

- I understand why workers and emergency responders are so susceptible to Burnout
- I know the signs and symptoms of Burnout as well the situation and health
- I can talk to my colleague if I notice he/she is displaying some signs or symptoms of burnout
- There are things I can do in my workplace and people I can influence to make structural changes to reduce the likelihood of burnout
- I understand what <u>I</u> can do in the workplace to help prevent burnout.





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https://www.healthy-worker.ca/

Healthy Worker

We work, we care for and support our family, and we care for ourselves. We commit to juggling these roles in life, but doing so often puts us in overwhelming situations and constantly managing conflicting priorities.

Learn More 🚽



PSHSA – Burnout Blogs

Public Services Healt & Safety Association	PSHSA.ca	Training ~	Consulting & Support	 Services 	Resources v About Us	s v Newsroom	Type and hit enter	. 9
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THURSDAY, JULY KIM SLADE	19, 2018							
voice shouting out According to an an	•	ay, boredom is	often thought of as a resu		ou should pay attention – that r and burnout as a result of doin		AR.	
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on a Friday night a molasses, or neve are always pushing or stress. The Wor Signs of Bu	yourself to exceed ex d Health Organization				u are experiencing these, you		ntion:	

https://www.pshsa.ca/blog/if-your-inner-voice-screams-im-bored-payattention/





Resources



Mental Health Resources by Topic

Topic	Subtopic		Resources
		PSHSA Resources	Other Resources
Chronic Mental Stress	WSIB Chronic Mental Stress Policy	PSHSA's response to WSIB's Chronic Mental Stress policy consultation https://www.pshsa.ca/newsroom/pshsa- response-wsib-chronic-mental-stress-policy- consultation/	WSIB – Chronic Mental Stress Policy http://www.wsib.on.ca/WSIBPortal/faces/WSIBManualPage cGUID=15-03- 14&rDef=WSIB RD OPM&fGUID=835502100635000498& a rLoop=2162065747414000& afrWindowMode=0& afrWind wld=12w4eoyswu_1#%40%3FcGUID%3D15-03- 14%26 afrWindowld%3D12w4eoyswu_1%26 afrLoop%3D2: 62065747414000%26rDef%3DWSIB_RD_OPM%26_afrWindo wMode%3D0%26fGUID%3D835502100635000498%26 adf.o rl-state%3D12w4eoyswu_25 WSIB – Chronic Mental Stress FAQ See above link
	Chronic Mental Stress / Resiliency at work	Chronic Mental Stress and Resiliency – Key concepts and actions for employers. Dr. Ash Bender. https://www.pshsa.ca/product/chronic- mental-stress-and-resilience-key-concepts- and-actions-for-employers/ Webinar: Burnout in the Workplace https://www.pshsa.ca/product/burnout-in- the-workplace-a-focus-on-prevention- october-23-2018-from-1200pm-to-100pm- webinar/	Webinar: OEA – Mental Stress – the New Landscape





CCOHS Resources



- <u>https://www.ccohs.ca/oshanswers/psychosocial/mentalhealth_risk.html</u>
- <u>https://www.ccohs.ca/oshanswers/psychosocial/mentalhealth_address.html</u>
- <u>https://www.ccohs.ca/oshanswers/psychosocial/mentalhealth_intro.html</u>



Free E-learning tools

- Being a Mindful Employee: An orientation to Psychological Health and Safety in the Workplace – a course for anyone interested in learning more about how you can contribute to positive mental health at work.
- Assembling the Pieces Toolkit online course recommended for employers, senior leaders, human resource managers, and occupational health and safety professionals who are working to implement the Standard.



Free E-learning tools



<u>https://www.mentalhealthcommission.ca/English/online-training-psychological-health-and-safety</u>



Workplace Strategies for Mental Health

• Workplace Strategie • for Mental Health An initiative of the Great-West Life Centre for Mental Health in		About Contact Media Fra	nçais Q t more
PSYCHOLOGICAL MANAG HEALTH AND SAFETY WORKPLAC		JOB-SPECIFIC FREE TRAINING STRATEGIES AND TOOLS	
Improve psychological health and Support employee success when r		ALL TOOLS AND RESOURCES ARE FREE. USE THEM TO HELP MAKE A DIFFERENCE.	
Work and Volunteering: Being Supportive by Accepting Support We all need to feel that who we are and what we do matters. Having a purpose can help us through tough times as well as make the good times feel even better by giving us something to focus on outside of our own challenges. Read more	Learn about the National Stand Growth and Development When a workplace values growth and development, workers are supported wit their goals, including people skills, emoti skills, and job skills. Create a psychologic safe and healthy workplace using these to from the National Standard.	The Mental Health Commission of Canada (MHCC), in collaboration with key partners and funders, invites you to a Substance Use and Mental Health on Campus Engagement Even to inform a new Standard for Psychological Health and Safety for Past-screendary Students	

<u>https://www.workplacestrategiesformentalhealth.com/Search/Display</u>
 <u>Search</u>

"Beyond Silence" Training for Workplace Mental Health Champions

"Beyond Silence"

Evidence-based workplace mental health training program customized for healthcare and EMS workers



- Focus on building skills to promote early intervention and support for mental health at work as well as psychological health and safety in the workplace
- PSHSA will be offering 8 training programs over the next two years and evaluating the impact

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Your Health. Your Safety. Our Commitment.

Thank you!



Public Services Health & Safety Association on LinkedIn



youtube.com/PSHSA



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