



Building Teams and Preventing Burnout:



Strategies to Maximize Effectiveness of the Pediatric Rehabilitation Team

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Objectives

- Identify the stages of burnout.
- Describe individual and institutional strategies to prevent burnout.
- Understand the importance of building and maintaining positive relationships within teams.
- Demonstrate ways to improve teamwork and relationships among teams.
- Establish the connection between the quality of team relationships and burnout rates.

What is Burnout?



“Burnout” Defined

- Term first used in the 1970s by American psychologist, Herbert Freudenberger
- Christina Maslach’s Definition (1982): “Burnout is a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who do "people work" of some kind. It is a response to the chronic emotional strain of dealing extensively with other human beings, particularly when they are troubled or having problems. Thus, it can be considered one type of job stress. What is unique about burnout is that the stress arises from the social interaction between helper and recipient.”

3 Aspects of Burnout

Burnout is a State of Chronic Stress that Leads to:

1. Physical and emotional exhaustion
2. Cynicism and detachment or “depersonalization”
3. Feelings of ineffectiveness and lack of accomplishment

Emotional Exhaustion

Emotional exhaustion is characterized by a loss of psychological and physical energy; "as emotional resources are depleted, workers feel they are no longer able to give of themselves at the psychological level..."

Maslach

Depersonalization

Depersonalization is "a state in which the helping professional no longer has any sympathy, respect, or positive feelings for clients..."

McGee

Reduced Personal Accomplishment

Reduced personal accomplishment refers to “negative self-evaluation and a feeling of futility regarding one's role in the workplace.”

Schlenz

Compassion Fatigue

Compassion Fatigue has been defined as
“...a combination of physical, emotional,
and spiritual depletion associated with
caring for patients in significant emotional
pain and physical distress.”

Anewalt & Figley

Signs of Emotional and Physical Exhaustion

Chronic Fatigue



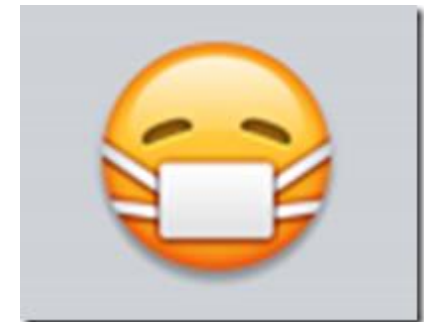
Insomnia



Forgetfulness & Difficulty Focusing



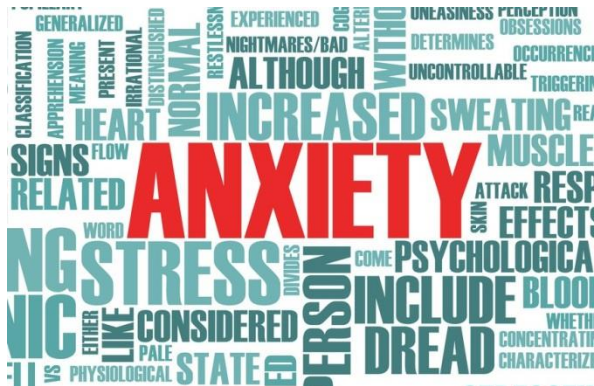
Increased Illness



Changes in Appetite



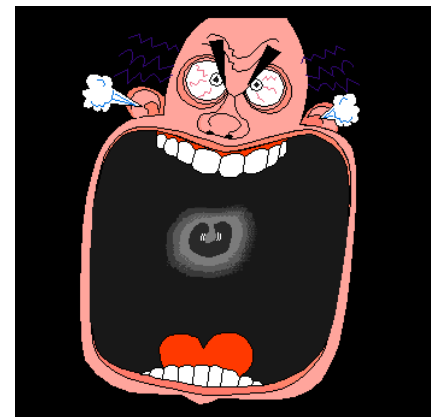
Increased Anxiety



Depression



Anger



Physical Symptoms

Chest pain

Heart palpitations

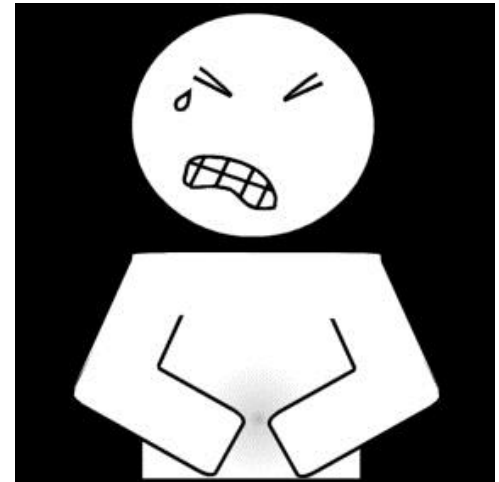
Shortness of breath

Gastrointestinal pain

Dizziness

Fainting

Headaches





*The signs of physical and emotional exhaustion can also be indicative of serious medical conditions. Any person exhibiting these symptoms should seek medical attention to rule out an underlying condition.

Signs of Cynicism and
Detachment
(Depersonalization)

Loss of Enjoyment



Pessimism



Isolation



Detachment



Signs of Ineffectiveness
&
Lack of Accomplishment

Feelings of Apathy



Increased Irritability



Poor Work Performance

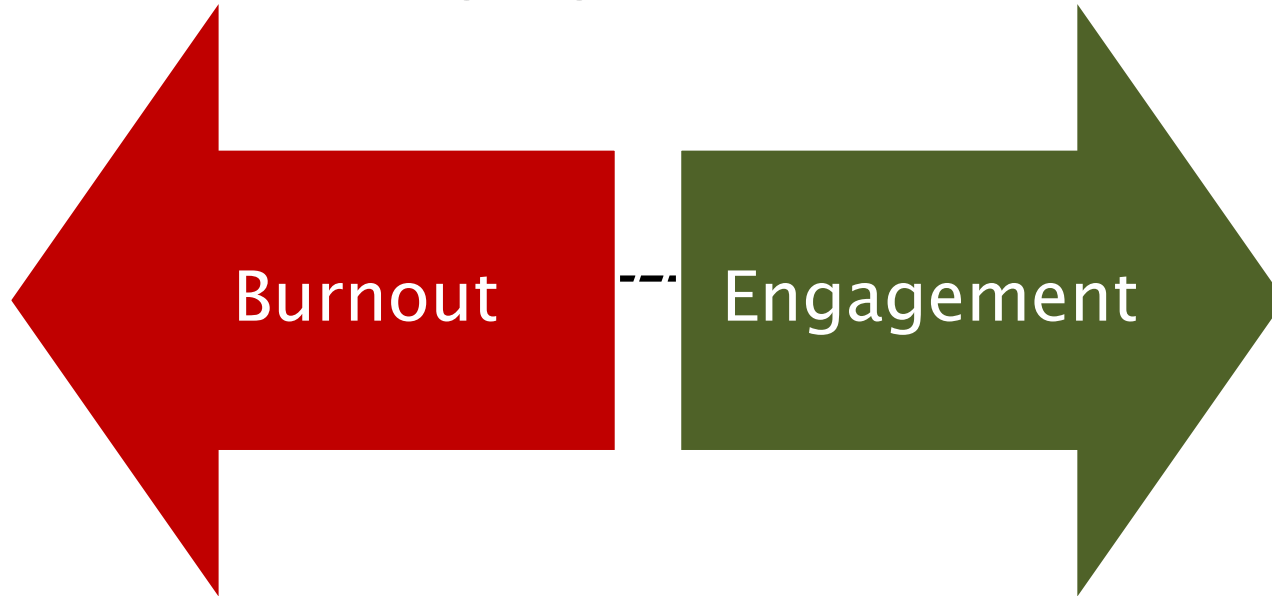
FIRED!



MOTIVATION

It's not that I'm lazy, it's that I just don't care.

Burnout – Engagement Continuum



Exhaustion	-----	Energy
Cynicism	-----	Involvement
Inefficacy	-----	Efficacy

Maslach Burnout Inventory – General Survey (MBI-GS)

- 16 item measure to evaluate burnout
- Measures the three dimensions of the burnout– engagement continuum
- Modified from original inventory to be appropriate for all employees (not just those providing direct patient care)
- The items are framed as statements of job-related feelings
 - “I feel burned out from my work”
 - “I feel confident that I am effective at getting things done”
- Rated on a 6-point frequency scale (ranging from never to daily)
- Burnout is reflected in higher scores on exhaustion and cynicism and lower scores on efficacy, while the opposite pattern reflects greater engagement
- Can be used at regular intervals as a “check-up” to gauge employee risk
- Can be useful to evaluate systemic issues if clusters of “at risk” employees arise

Maslach & Leiter's Research (2008)

Organizational Burnout Risk Factors

- Workload
- Control
- Reward
- Community
- **Fairness***
- Values
- Job-Person Incongruity

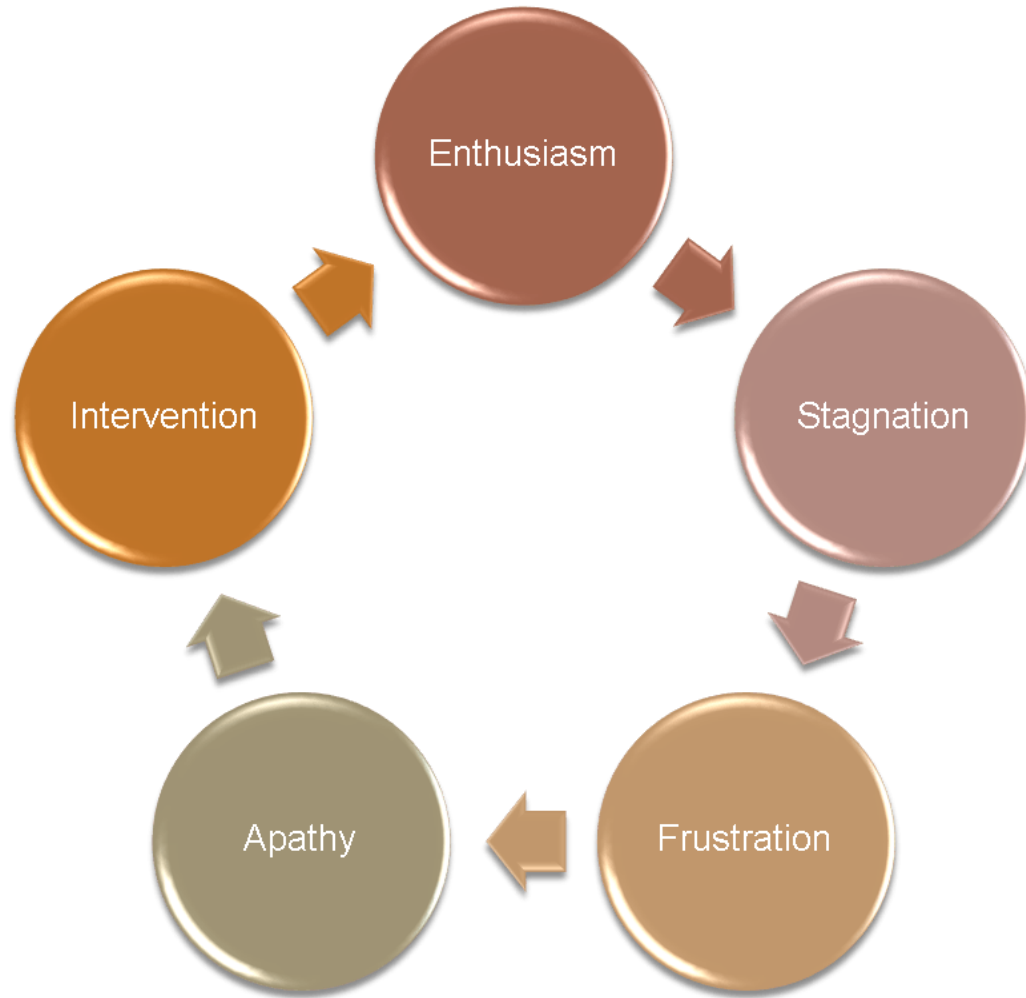
Causes of Burnout (Mayo Clinic)

- Lack of control
- Unclear job expectations
- Dysfunctional workplace dynamics
- Mismatch in values
- Poor job fit
- Extremes of activity (monotony or chaos)
- Lack of social supports
- Work-life imbalance



- Burnout is not a sudden occurrence.
- Employees need opportunities to develop positive coping skills.
- Managers need to be aware of symptoms and know their staff to be able to identify and be proactive.

Edelwich Stages of Burnout



Edelwich Stages of Burnout

1st Stage brings Enthusiasm for the goal

2nd Stage brings Stagnation as the system churns in repetition

3rd Stage is feelings of Frustration as the system seems to resist effort toward the goal

4th Stage is Apathy when the system has lost hope of achieving their goal

5th Stage signals Intervention which brings an opportunity to reignite enthusiasm and begin the cycle again

Institutional Strategies for Burnout Prevention

- Provide stress reduction classes (yoga, journaling)
- Create a space for relaxation
- Facilitate mentor and buddy programs
- Recognize excellence (recognition and rewards)
- Educate on signs/symptoms of burnout during orientation
- Monitor workload requirements, duties, and work-life balance (manager involvement)
- Utilize Burnout Inventory at regular intervals
- Refer for counseling resources
- Provide debriefing sessions following stressful events
- Initiate “Code Lavender”

Code Lavender

- First started by Earl Bakken at North Hawaii Community Hospital in Waimea in 2008
- A call for support that can be initiated by patients and employees for themselves, colleagues, friends, family members, or upcoming events
- Person must agree (or family member give consent) for code to be initiated
- Holistic support is provided in a timely manner (usually within 30 minutes)

Debriefing Sessions

- Debriefing is an information sharing and processing session conducted as a group conversation between peers following a critical event
- The session facilitator can be a therapist, counselor, or professional peer who helps the group process the information/event being discussed

7 stages of debriefing

- 1) Introductory Stage
- 2) Fact Stage
- 3) Case Review Stage
- 4) Feeling Stage
- 5) Reaction Stage
- 6) Learning Stage
- 7) Closure Stage

Individual Strategies for Burnout Prevention



Self-Care Strategies

- Eat a healthy diet and get adequate sleep
- Engage in physical activity
- Maintain social supports
- Cultivate hobbies
- Reframe circumstances in more positive ways
- Learn to regulate and process emotions
- Practice mindfulness and reflection

Self-Care Assessment

Takes into consideration many aspects of an individual's well-being:

- Physical
- Psychological
- Emotional
- Spiritual
- Workplace or Professional
- Work/Life Balance

Assessment available at :

www.ecu.edu/cs-dhs/rehb/upload/Wellness_Assessment.pdf

Could you be experiencing job burnout?

Ask yourself the following questions:

- Have you become cynical or critical at work?
- Do you drag yourself to work and have trouble getting started once you arrive?
- Have you become irritable or impatient with co-workers, customers or clients?
- Do you lack the energy to be consistently productive?
- Do you lack satisfaction from your achievements?
- Do you feel disillusioned about your job?
- Are you using food, drugs or alcohol to feel better or to simply not feel?
- Have your sleep habits or appetite changed?
- Are you troubled by unexplained headaches, backaches or other physical complaints?

The Importance of Building and Maintaining Positive Relationships within Teams





**“ALONE WE CAN
DO SO LITTLE;
TOGETHER WE
CAN DO SO MUCH.”**

- Helen Keller

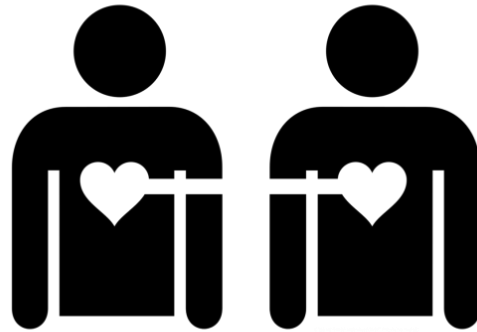
What is Teamwork?

“Cooperative or coordinated effort on the part of a group of persons acting together as a team or in the interests of a common cause.”

(<http://www.dictionary.com/browse/teamwork>)



RELATIONSHIPS



According to the Gallup Organization, people who have a close friend at work are “seven times more likely to be engaged in their jobs.”

Close Work Relationships

Close relationships in the workplace:

- Fulfill social needs
- Foster friendships
- Increase positive interactions
- Create happier employees
- Increase productivity



Benefits of Close Workplace Relationships

- Increased job satisfaction
- Employees cope better with changes
- More creativity
- Increased freedom
- Career advancement
- Good for customers

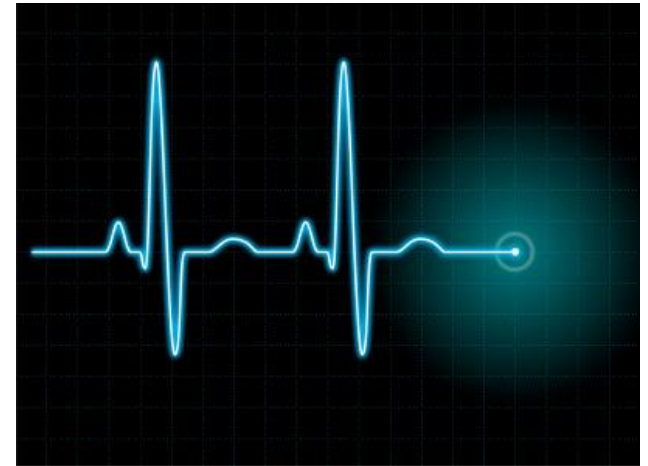
Tips for Building Good Team Relationships

- Prioritize development of excellent communication skills
- Identify your own needs
- Schedule time for relationship building
- Focus on your own emotions
- Take time to appreciate others
- Foster a positive attitude
- Be mindful of your boundaries
- Avoid office gossip
- Practice active listening



Impact of Teamwork in Healthcare Setting: WHO

- Improves the quality of patient care
- Lowers the cost of medical services and hospital stays
- Reduces medical errors
- Improves the care of chronically ill patients



Incorporating
Positive Teamwork:
Our Experience at
Good Shepherd



Good Shepherd's Common Cause

- Enhance lives
- Maximize the function of our patients
- Inspire hope
- Promote the dignity and well-being of patients with expertise and compassion



Team Based Interviewing

- Multidisciplinary team members participate in interviews of prospective employees
- Team input is considered to ensure that a candidate is a “good fit”
- Team based approach is explained to prospective employees during the interview process
- Staff feel valued and have improved sense of control of their workplace environment



Daily Huddle Meetings



- 30 minute meeting each morning for all staff
- Brief update provided on each patient's medical status, behavior changes, social issues
- Provides opportunity for team to relay important information and/or voice concerns and seek advice
- Prevents staff from feeling “out of the loop”

“Game Plan” Meetings

- Occur twice weekly
- Entire treatment team attends and contributes to discussion on each patient
- Team members report...
 - Progress with therapy disciplines
 - Nutritional changes
 - Medical updates
 - Behavioral/social changes
- Brainstorming and problem solving is encouraged
- Plan of care decisions are made as a *team*



Game Plan Attendees Include

- Medical staff – Physicians, Neuro-psychologist, Physician Assistant, Nursing Supervisor
- Therapy Staff
(Occupational Therapy, Physical Therapy, Speech Therapy, Therapeutic Recreation, Respiratory Therapy)
- Care Manager
- Registered Dietitian
- Behavioral Health Counselor



Impact

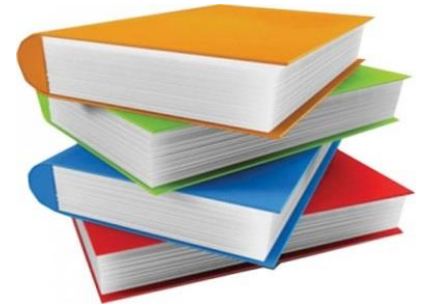


- Staff feel their input is valued
- Promotes interdisciplinary respect, relationship building, and understanding
- Problem solving is not siloed by discipline
- Staff know there is time set aside for interdisciplinary problem solving
- The value of the team process is worth the sacrifice in productivity.



Mandatory Education Day

- Annual training event
- Employees are celebrated
- Networking with coworkers
- Various themes
- Snacks and free lunch
- Giveaways and raffle prizes



Annual Staff Development Day



- A day of learning and fun with coworkers
- Team building activities
- Snacks, lunch, and giveaways
- Different theme each year

Get to Know Your Team

Personality Types

Extroversion(E)	Introversion (I)
Sensing (S)	Intuition (N)
Thinking (T)	Feeling (F)
Judging (J)	Perceiving (P)

“When people differ, a knowledge of type
lessens friction and **eases strain**.
In addition, it reveals the value of differences.
No one has to be good at everything.”

~Isabel Briggs Myers



Staff Appreciation

- Bravo Cards
- Employee of the Season
- Monthly Staff Luncheons



Team Talk Meetings

- Facilitated by Pediatric Counselor
- Intended for staff support
- Provides staff an outlet to express their needs and brainstorm what is working/not working for team members
- Group generates solutions to improve job satisfaction



My Observations: Working with a Team Based Approach

- Every team member brings a different knowledge base to the table.
- Positive changes are implemented when teams feel empowered to advocate for change.
- When a team member feels that they have a voice to make changes, they are more involved and motivated to not let other team members down.
- When team members have positive relationships with each other, it increases their job satisfaction.



Can Positive Teamwork Decrease Burnout Rates in Healthcare?

In his work, Dragan Mijakoski found that:

“...Teamwork was related to lower levels of burnout. The more that Healthcare workers experienced teamwork (e.g., support from colleagues, working together as a team, offering help to colleagues), the less they experienced burnout. Teamwork also predicted higher level of satisfaction with the job.”

Conclusion: ***YES!***

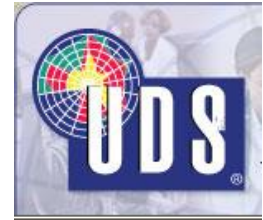
“Teamwork protects workers from emotional exhaustion, depersonalization, and disengagement.”

Majakoski



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- To obtain CEUs for today's event, each participant must have attended the full presentation and complete an online evaluation in order to download a certificate.
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- A certificate of attendance may be requested via the survey.

[surveymonkey.com/r/
IPRCwebinarsurvey](https://surveymonkey.com/r/IPRCwebinarsurvey)

Questions?



IPRC
International
Pediatric Rehabilitation
Collaborative

Discussion Questions

1. What is my organization/work unit currently doing to prevent or deal with burnout? Are there areas for improvement?
2. Are any individuals in my work unit exhibiting signs/symptoms of burnout? Where do I fall on the burnout-engagement continuum?
3. How can we encourage improved work-life balance?
4. How well does my unit work as a team? How could we improve our cohesiveness?

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