

CAREGIVER BURNOUT CONSORTIUM

The [Limeade Institute](#), in partnership with several healthcare organizations co-created the Caregiver Burnout Consortium to discuss new research, present case studies and share best practices around tackling employee burnout. All healthcare groups are welcome to join the series of quarterly webinars.

Unique Stages of Burnout and Recovery

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OUR EXPERTS



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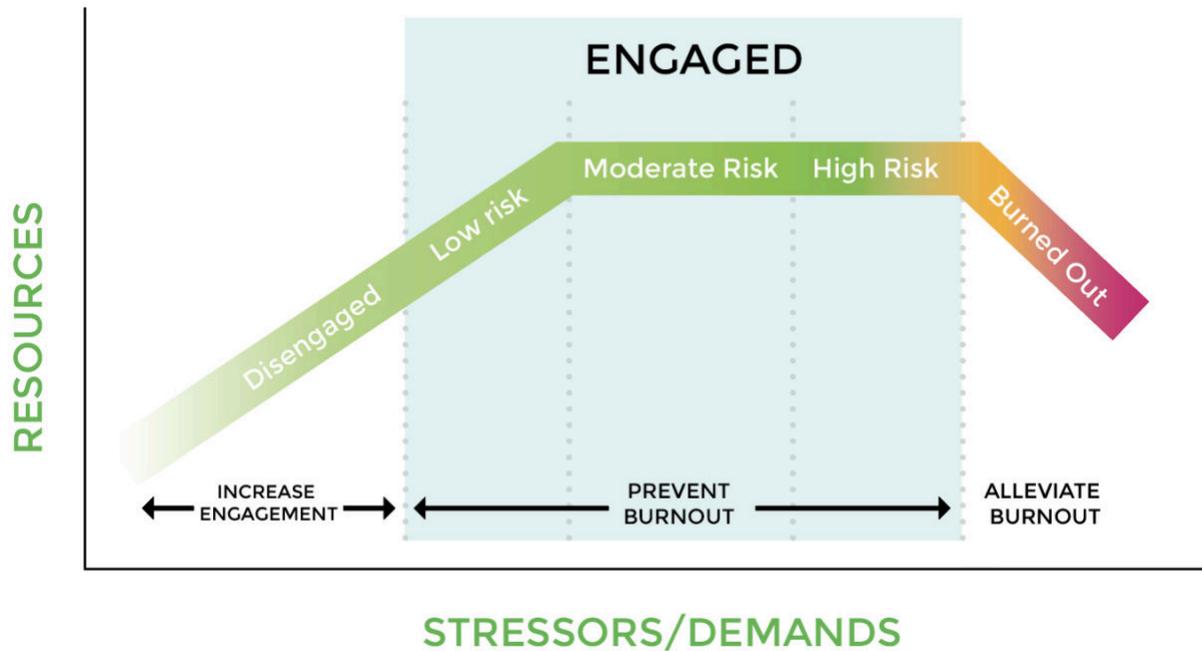
HOW WE DEFINE BURNOUT

Burnout happens when a highly engaged employee begins to have low well-being without any support from their manager or organization. Caregivers tend to be at the intersection of feeling engaged and mission-driven but also over-stressed and under-supported. They are at risk for burnout, which leads to exhaustion, cynicism, inefficacy and poor patient care.

PART 1: UNIQUE PHASES OF BURNOUT AND RECOVERY

Dana Auten, Burnout Research Specialist, Limeade Institute

PHASES OF BURNOUT MODEL



- Burnout exists in different phases
- Employees may experience different symptoms and risk levels of burnout
- In the model above, burnout risk exists on a continuum of balanced demands and resources
- Engagement is high when employees are experiencing moderate demands and have necessary resources to manage those demands
- As resources fall and demands rise, risk for burnout increases
- When demands rise to a level where one's resources are inadequate, burnout occurs

RECOVERY

Recovery refers to **processes and activities** through which individuals replenish key **resources** in order to return to their pre-stressor states.

Recovery can happen during work or outside of work.

Recovery experiences include detachment, relaxation, mastery, social and physical activities.

What are resources?

Resources are objects, personal characteristics, conditions or energies acquired and conserved to respond to stress and/or build a collection of future resources.

Resources:

- Can be personal, organizational, emotional, physical or cognitive
- Help us respond to demands
- Need to be replenished and sustained to avoid burnout
- Are replenished by recovery
- Include examples such as resilience, optimism, self-efficacy and active coping to meet goals

Job Stressor Detachment — mentally letting go of work

- Job stressors make it difficult to recover and can impair well-being
- Recovery from work buffers negative impacts of stressors on well-being
- Detachment from work is one of the most powerful recovery experiences and helps replenish resources
- Organizations must enable employees with time and tools to recover from work — studies show that recovery time and detachment from job stressors can improve well-being and productivity

Detachment, Relaxation, Mastery — 3 ways to replenish resources and recover

Detachment means mentally letting go of work during non-work time. It means not thinking about work, not reflecting on what happens there and avoiding constant check-ins via email or phone.

People who manage to detach from work, on average, report lower levels of psychological strain, physical complaints and exhaustion and improved outcomes including vigor, proactivity and work-life balance.

Hulsheger, Walkowiak, & Thommes, 2018; Sonnentag & Fritz, 2007; Sonnentag et al., 2010; Sonnentag, Venz, & Casper, 2017

Relaxation as a recovery experience refers to engaging in activities that require low effort, do not invoke strong emotions and do not require high levels of physical, cognitive or emotional energy. Examples of relaxing activities include mindfulness practices, gentle yoga or stretching, listening to music and reading.

People who manage to relax tend to experience better moods during their work week, fewer physical complaints and improved health.

Fritz & Sonnentag, 2006; Fritz et al., 2010; Jain et al., 2007; Sianoja, Syrek, de Bloom, Korpela, & Kinnunen, 2018; Sonnentag & Fritz, 2007; Sonnentag et al., 2010; Sonnentag, Venz, & Casper, 2017

Mastery activities are slightly different than detachment and relaxation. They are challenging and motivating opportunities outside of work that require more effort but can build confidence, help learn a new skill or gain mastery outside of work — a different way to boost resources.

People who participate in mastery activities tend to experience lower levels of exhaustion, less need for recovery and reduced work-family conflict.

Hahn, Binnewies, Sonnentag, & Mojza, 2011; Sawhney, Jennings, Britt, & Sliter, 2018; Sonnentag & Fritz, 2007; Sonnentag et al., 2010; Sonnentag, Venz, & Casper, 2017

Physical and Social Activities

- Spend time outdoors
- Do physical activity
- Get enough sleep
- Go somewhere green
- Be among family and friends

PART 2: BURNOUT AND RECOVERY ARE ORGANIZATIONAL ISSUES

The primary causes of employee burnout start with the organization — and so should recovery.

Recovery — Organizations

- Acknowledge that organizations play a role in burnout prevention and recovery
- Establish a culture that supports recovery
- Educate employees on recovery and provide voluntary trainings into HRM practices
- Provide adequate conditions to encourage recovery
- Leaders must understand that people thrive when they know their company cares

Recovery — Managers

- Help employees develop and adhere to recovery routines, even scheduling time after a big deadline for your team to eat lunch together is a good start
- Remember people recover differently
- Incorporate recovery moments for employees to restore resources
- Set recovery norms by role-modeling behaviors that encourage work-life integration
- Set holistic check-ins
- Remind people that it's not taboo to ask for help or admit they're struggling with stress and work overload

Recovery — Individuals

- Recognize the importance of recovery and how it can help you be more productive and increase life satisfaction
- Decrease time spent on work-related activities during non-work time
- Aim to include recovery activities in your routine on a daily basis
- Seek help if you need it by checking in with your manager or HR representative
- Remember that recovery is necessary for quality work performance
- Don't feel guilty for spending time on recovery because it benefits you, your team and your organization

PART 3: AUDIENCE Q&A

Q: For employees feeling overwhelmed at work, what kind of recovery activities or strategies would you recommend they use at work?

- Take short breaks, even 5 minutes to yourself or a quick walk around your desk area can help you feel better equipped to deal with job stressors
- Socialize with your co-workers — interpersonal resources and social support are some of the most important components of burnout prevention and recovery
- Schedule recovery time on your calendar for a few minutes before or after important meetings or deadlines
- Build rapport with your manager or a colleague you trust in order to foster open dialogue about your role, responsibilities and company culture

Q: What are effective ways to get leadership buy-in to make burnout reduction an organizational goal?

- Provide leaders with research and data that shows the importance of employee well-being and engagement and how burnout affects employee satisfaction and retention
- Empower managers with tools and actions they can take to encourage employee well-being
- Understand that human beings are not limitless in terms of the demands they can handle before burning out — we need to respect people's limits
- Start thinking about burnout in your own organization — using your current engagement survey, get smarter about how stress and engagement come together and start measuring it, and then take action to find ways to help employees reduce stress and remain engaged at work
- Ask yourself and your leaders if you've had people on your "high potential" list who have left your organization due to burnout — the cost of turnover (financially and emotionally for your leaders) can be great and can help make a case for working toward burnout prevention and recovery

Q: Are there some recovery examples or scenarios that Limeade leverages to support recovery and prevent burnout?

- Limeade has a burnout risk indicator built in to our product that we use for our own employee population
- We do a lot of work around employee-manager relationships by encouraging regular, holistic check-ins with leaders and their teams
- We schedule recovery activities and time blocks on calendars for socialization, relaxation, detachment, and mastery activities — these include designated break rooms, employee support groups, encouraging employees to spend time working or relaxing outdoors and in green areas near the office, scheduling team offsites and outings for employees to connect through work activities and social activities and more
- We weave inclusion efforts throughout our work calendar and are intentional about employees feeling included
- As company leadership, we try to lead by example

Thank you for joining us for the third Caregiver Burnout Consortium webinar. We'll [post details](#) for the next meeting soon.