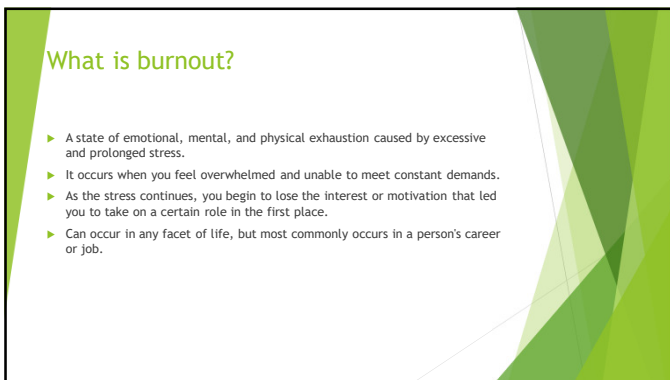




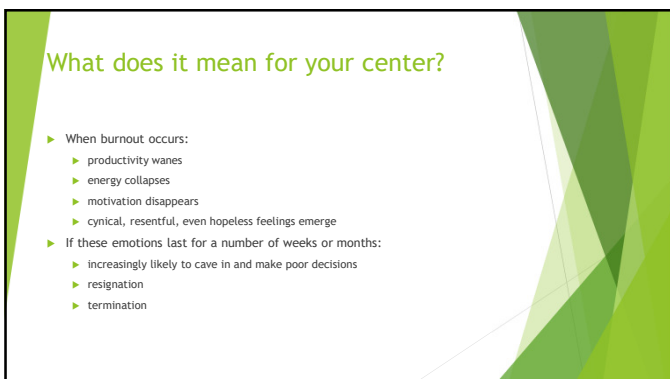
Staff Burnout

Marsha Anderson
2024 PATH Intl. Region 8/LSTEN Conference



What is burnout?

- ▶ A state of emotional, mental, and physical exhaustion caused by excessive and prolonged stress.
- ▶ It occurs when you feel overwhelmed and unable to meet constant demands.
- ▶ As the stress continues, you begin to lose the interest or motivation that led you to take on a certain role in the first place.
- ▶ Can occur in any facet of life, but most commonly occurs in a person's career or job.




What does it mean for your center?

- ▶ When burnout occurs:
 - ▶ productivity wanes
 - ▶ energy collapses
 - ▶ motivation disappears
 - ▶ cynical, resentful, even hopeless feelings emerge
- ▶ If these emotions last for a number of weeks or months:
 - ▶ increasingly likely to cave in and make poor decisions
 - ▶ resignation
 - ▶ termination

Does workplace stress matter?

- ▶ Job Stress carries a price tag for U.S. industry estimated at over \$300 billion annually as a result of:
 - Accidents
 - Absenteeism
 - Employee turnover
 - Diminished productivity
 - Direct medical, legal, and insurance costs
 - Workers' compensation awards as well as tort and FELA judgments




The American Institute of Stress


Does workplace stress matter?

- ▶ 83% of U.S workers suffer from work-related stress
- ▶ Almost 1 million Americans daily miss work due to stress
- ▶ Workplace stress affects 76% of U.S workers' personal relationships

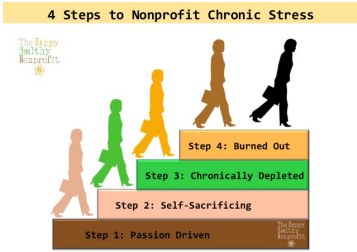
January, 2024



The American Institute of Stress



4 Steps to Nonprofit Chronic Stress



The Happy Healthy Nonprofit

The Happy Healthy Nonprofit

The Happy Healthy Nonprofit: The Nonprofit Burnout Assessment

Another resource:
Professional Quality of Life Scale (PROQOL)

► © B. Hudnall Stamm, 2009-2012. *Professional Quality of Life: Compassion Satisfaction and Fatigue Version 5 (ProQOL)*. www.proqol.org.

Compassion Fatigue

► "Compassion Fatigue is a state experienced by those helping people or animals in distress; it is an extreme state of tension and preoccupation with the suffering of those being helped to the degree that it can create a secondary traumatic stress for the helper." - Dr. Charles Figley

► <http://www.compassionfatigue.org>

Compassion Fatigue in the Workplace

► When Compassion Fatigue hits critical mass in the workplace, the organization itself suffers.

- Chronic absenteeism
 - Spiraling Worker's Comp costs
 - High turnover rates
 - Friction between employees*
 - Friction between staff and management*
 - Inability for teams to work well together
 - Desire among staff members to break company rules

*this friction creates MORE stress!

Compassion Fatigue in the Workplace

- ▶ Additionally:
 - Outbreaks of aggressive behaviors among staff
 - Inability of staff to complete assignments and tasks
 - Inability of staff to respect and meet deadlines
 - Lack of flexibility among staff members
 - Negativism towards management
 - Strong reluctance toward change
 - Inability of staff to believe improvement is possible
 - Lack of a vision for the future

Compassion Fatigue in the Workplace

- ▶ Healing an organization
 - Time
 - Patience
 - Commitment
- ▶ Awareness critical
 - highest level of management → staff → volunteers
- ▶ Often, the mistrust that employees feel towards management is not unfounded.
- ▶ Non-profit work can present additional challenges such as low wages, lack of space, high turnover rate, and constantly shifting priorities.

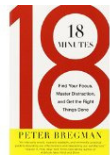
How to avoid burnout/compassion fatigue:

- ▶ **Authentic and Sustainable Self Care Begins With You:**
 - Be kind to yourself.
 - Enhance your awareness with education.
 - Accept where you are on your path at all times.
 - Understand that those close to you may not be there when you need them most.
 - Exchange information and feelings with people who can validate you.
 - Listen to others who are suffering.
 - Clarify your personal boundaries. What works for you; what doesn't.
 - Express your needs verbally.
 - Take positive action to change your environment.

How to avoid burnout/compassion fatigue:

- ▶ Schedule your day
- ▶ Unplug from work at a certain hour
- ▶ No work on the weekends (whenever your "weekends" are)
- ▶ Take a day off when you need it
- ▶ Productive people:
 - ▶ Prioritize Prioritization (reality of a task's level of importance—not preference for doing it—is what determines workflow)
 - ▶ Set goals with timelines
 - ▶ Set limits
 - ▶ Control technology - not the other way around
 - ▶ Take strategic breaks
 - ▶ Don't multitask
 - ▶ Make sleep a priority

Schedule your day



Authentic self-care

- ▶ Must continually commit to authentic self-care that includes:
 - ▶ Health-building activities such as exercise, massage, yoga, meditation
 - ▶ Eating healthy foods
 - ▶ Drinking plenty of water
 - ▶ Use natural healing products to care for and heal your body
 - ▶ Practicing the art of self-management. Just say no!
 - ▶ Developing a healthy support system: people who contribute to your self esteem, people who listen well, people who care
 - ▶ Organizing your life so you become proactive as opposed to reactive
 - ▶ Reserving your life energy for worthy causes. Choose your battles.
 - ▶ Living a balanced life: Sing, dance, sit with silence

DO ANYTHING,
BUT LET IT
PRODUCE JOY.
—MARCUS
REALLORRE

Create a self-care plan

Self-care Area	Personal Goals
Physical & Wellness	
Mind & Mindfulness	
Technology	
Emotional	
Spiritual	
Relationships	
Workplace	
Other	

Aliza Sherman & Beth Kanter 2016
HappyHealthyNonprofit.org

Self Care Practices, Plans, Policies



Distracted
Exhausted
Unhealthy
Stagnant



Mindful
Rested
Nourished
Fit



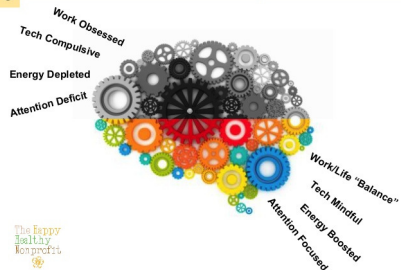
Focused
Energized
Productive
Motivated



Step 1: Passion Driven



5 Embrace Mindfulness: Change Your Brain



Let's Color!

6 Thought Habits of the Stressed

Cynthia Ackrill, M.D.

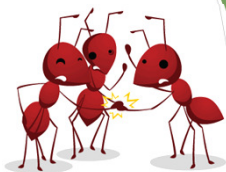
- ▶ Automatic Negative Thoughts
- ▶ What is your ratio?
 - ▶ Good thoughts vs. bad thoughts
- ▶ Catastrophizing
- ▶ Globalizing
- ▶ Resentment
- ▶ Should-ing

Automatic Negative Thoughts



- ▶ ANTs!
- ▶ Our brains are hard-wired to scan for negatives and threats
- ▶ OVER-PRACTICED SKILL
- ▶ Drains energy, brilliance and happiness
- ▶ Cynical
- ▶ 9 types of ANTs

9 types of ANTs




- ▶ Always/Never thinking
- ▶ Negative focus
- ▶ Fortune-telling (worst possible outcome)
- ▶ Mind reading
- ▶ Believing negative feelings
- ▶ Guilt (should, must, ought or have to)
- ▶ Negative labeling (self and others)
- ▶ Personalizing
- ▶ Blaming

How do we exterminate those ANTs?


▶ Recognize them, chart them, reframe the thought

ANT	Species	More balanced thought?
You never listen	Always/Never	I get frustrated when you don't listen but know you have listened and will again.
The boss doesn't like me	Mind Reading	I don't know that. Maybe he/she is having a bad day.
Everyone will laugh at my presentation	Fortune-Telling	I don't know that. Maybe they'll really like my presentation.
It's your fault we can't communicate	Blaming	I need to look at my part in the problem and look for ways I can make the situation better.
I'm stupid	Labeling	Sometimes I do things that aren't too smart, but I'm not stupid.



How do we exterminate those ANTs?

- ▶ Are the problems "all in your head?"
 - ▶ Yes, but not necessarily as you think
 - ▶ Not purely psychological
- ▶ Physiological
 - ▶ Good news! Research has shown that you can change the physiology (without drugs!)
- ▶ Brain controls behavior so optimizing its function can help most be more effective



Things you can control:

1. Your beliefs
2. Your attitude
3. Your thoughts
4. Your perspective
5. How honest you are
6. Who your friends are
7. What books you read
8. How often you exercise
9. The type of food you eat
10. How many risks you take
11. How you interpret situations
12. How kind you are to others
13. How kind you are to yourself
14. How often you say "I love you"
15. How often you say "thank you"
16. How you express your feelings
17. Whether or not you ask for help
18. How often you practice gratitude
19. How many times you smile today
20. The amount of effort you put forth
21. How you spend/invest your money
22. How much time you spend worrying
23. How often you think about your past
24. Whether or not you judge other people
25. Whether or not you try again after a setback
26. How much you appreciate the things you have

4 Brain Systems - Dr. Daniel G. Amen

- ▶ Deep Limbic System
- ▶ Basal Ganglia
- ▶ Prefrontal Cortex
- ▶ Cingulate System



Deep Limbic

- ▶ Center of brain
- ▶ Thalamic structures, hypothalamus and immediate surrounding structures
 - ▶ Full of functions critical for behavior and survival
 - ▶ Problem solving and rational thought
- ▶ Bonding and mood control center
 - ▶ For problem solving and rational thought to have an effect on the world, there must be passion, emotion and desire to make things happen
- ▶ Less active = positive, more hopeful
- ▶ Off kilter = struggle with moodiness and negativity, directly affects motivation

Figure AB-17: Limbic System (Cross-Coronal Section)

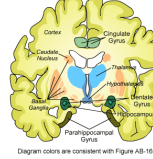


Diagram colors are consistent with Figure AB-16

Strategies

- ▶ Surround yourself with supportive, positive people
- ▶ Build people skills
 - ▶ Take responsibility
 - ▶ Don't take relationship for granted. Protect it.
 - ▶ Assume the best
 - ▶ Keep things fresh
 - ▶ Notice the good
 - ▶ Practice clear communication
 - ▶ Maintain trust
 - ▶ Deal with difficult issues
 - ▶ Make time

Not everyone thinks the way you think, believes the things you believe, nor acts the way you would act.

Remember this and you will go a long way in getting along with people.

-Arthur Fromer-



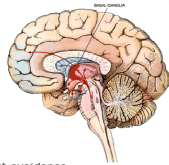
Strategies continued

- ▶ Recognize the importance of physical contact
- ▶ Surround yourself with great smells
- ▶ Build a library of wonderful memories
- ▶ Do more physical exercise
- ▶ Watch nutrition



Basal Ganglia

- ▶ Front bottom fold
- ▶ Controls "Idle"
- ▶ Overactive = anxiety, panic fearfulness and conflict avoidance
- ▶ Underactive = ↓ concentration and fine motor control




Strategies

- ▶ Kill Fortune-Telling ANTs
- ▶ Use guided imagery (sit quietly and imagine your happy place)
- ▶ Use diaphragmatic breathing (breathe with your belly)
- ▶ Use meditation
- ▶ 18/40/60 Rule
- ▶ Learn how to deal with conflict
- ▶ Watch nutrition




Prefrontal Cortex



- ▶ Front tip of the brain
- ▶ Most evolved part
- ▶ Responsible for focus, planning, controlling impulses, making decisions
- ▶ Underactive = decreased ability to supervise self, problems with attention span, focus, organization and follow-through


Strategies



- ▶ One Page Miracle
 - ▶ What do I want for my life?
 - ▶ Focus on what you want, not what you don't want in
 - ▶ Relationships
 - ▶ Money
 - ▶ Work
 - ▶ Myself
 - ▶ Focus on more on what you like than what you dislike
 - ▶ Have meaning and excitement in your life
 - ▶ Get organized and/or get help when you need it

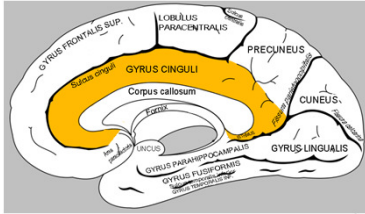
Strategies

- ▶ Don't be another person's stimulant (those who seek conflict for stimulation of their brain)
 - ▶ Don't yell
 - ▶ Their voice goes up, yours goes down
 - ▶ Take a break if situation getting out of control
 - ▶ Use humor to diffuse the situation (NOT sarcasm or angry humor)
 - ▶ Be a good listener
 - ▶ Say you want to understand and work on situation but you can only do so when things are calm
- ▶ Try Mozart for focus
- ▶ Watch nutrition



Cingulate System

- ▶ Interior front tip of brain
- ▶ "Gear Shifter"
- ▶ Overactive = stuck in loops of thoughts or behaviors



Strategies

- ▶ Notice when stuck, distract yourself and come back to issue later
- ▶ Think through answers before automatically saying NO
- ▶ When you feel stuck:
 - ▶ Write out options
 - ▶ Seek other's counsel
- ▶ Memorize and recite the Serenity Prayer
- ▶ Don't try to convince someone else who is stuck
 - ▶ Take a break
- ▶ Try making paradoxical requests ("reverse psychology")
- ▶ Exercise
- ▶ Watch nutrition



All together now...

- ▶ Note: these four systems are all intricately connected
- ▶ Affecting one will likely affect the others



Back to the 6 thought habits of the stressed...What is your ratio? -Cynthia Ackrill, M.D.



Whatever you do, **DO NOT** think about zebras!

Back to the 6 thought habits of the stressed...What is your ratio? -Cynthia Ackrill, M.D.

- ▶ Positive vs. Negative thoughts
 - ▶ Think of the automatic negative thought pathways as well-worn ruts in the neural pathway; we have to travel the new positive pathways over and over to wear a new rut - a new, more effective habit.
 - ▶ www.positivityratio.com
 - ▶ Take the Test tab
 - ▶ 3 : 1 to balance the power
- ▶ Exceeding the ratio is the key to happiness, productivity and effectiveness



Catastrophizing



- ▶ Ability to forecast the worst possible scenario has helped us avoid demise for millennia
- ▶ When advanced to an automatic habit, it interferes with our well-being
- ▶ Since our thoughts have the power to drive our physiology, repeatedly sending our imaginations to the dark side repeatedly rings the stress system alarm.
- ▶ Drains our energy by adding inappropriate stress
- ▶ More prone to this habit when tired or under stress

Globalizing



- ▶ Allowing a small failure in one supposedly isolated arena of life to spread self-doubt into other domains
 - ▶ Spilled coffee on new shirt so the staff meeting is certainly going to be terrible
- ▶ Act locally
 - ▶ If a sigh or an "ugh" is coming on, ask yourself:
 - ▶ Is my reaction to another event coloring my attitude?
 - ▶ What is really true?
 - ▶ How can I clean up my thoughts and emotions to more efficiently and effectively deal with the real situation at hand?
- ▶ Feeling positive? Let that go Global!

Resentment

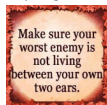


- ▶ Instead of predicting mayhem in the future, we lose energy replaying the past, still wanting to rewrite history
- ▶ Sometimes we even resent ourselves and past choices
- ▶ We get stuck here because
 - ▶ We didn't like the way things turned out
 - ▶ We can't let it go

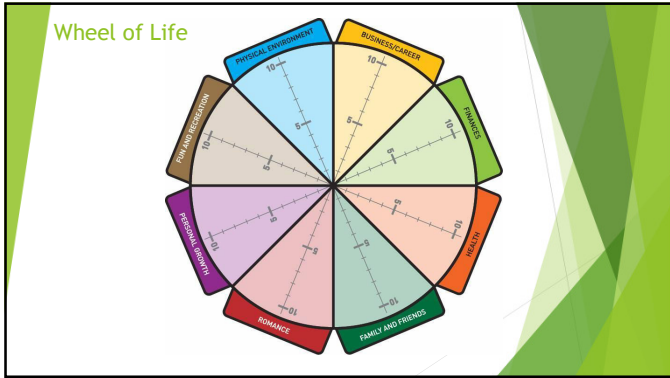
Should-ing



- ▶ 60,000+ thoughts/day
- ▶ How many times a day do you use the word should either out-loud or silently?
- ▶ Creates measuring and comparing
- ▶ Feeds your inner critic



- ▶ How different is it to do something because you want to vs. because you should?
- ▶ Try reframing from "I should..." to "I get to..."



Breaking the thought habits of the stressed = Self-care

Taking Care of YOU

Stress-Busting Strategies to Help You Avoid Burnout

- 1. TAKE AWAY TENSION: POUND SOME PUNCH
- 2. DON'T OVER-APPLY: TAKE A BREAK
- 3. GET LUCKY: HANG ON: Pick up yourself hanging down in the mood
- 4. EXPERIENCE A SERIES OF BOUNCES
- 5. APPRECIATE THE BEAUTIFULNESS OF THE CHALLENGE YOU MEET
- 6. KEEP A JOURNAL
- 7. LEAVE OUT AN ACTIVITY THAT MAKES YOU FEEL COMPLETE

LET GO OF PERFECTIONISM

- 8. PUT ON SOME MUSIC
- 9. CONSIDER THE ACTIVITIES BEHIND OTHERS' BEHAVIOR
- 10. NURTURE ANOTHER PERSON
- 11. GET ENOUGH SLEEP
- 12. FEEL YOUR BODY RIGHT
- 13. CALL A FRIEND

BROOKES
LIFE'S TOO SHORT TO LIVE LIKE THIS

PERFECTIONISM: Can't Stop, Stop Planning, Stop Planning, Stop Planning, Stop Planning, Stop Planning

Avoid Perfectionism

"THE PURSUIT OF EXCELLENCE IS GRATIFYING AND HEALTHY. THE PURSUIT OF PERFECTION IS FRUSTRATING, NEUROTIC, AND A TERRIBLE WASTE OF TIME."
-EDWIN BLISS

do what you can
where you are
with what you have.

Surround yourself with people you enjoy

I LIKE TO HANG OUT WITH PEOPLE WHO MAKE ME FORGET TO LOOK AT MY PHONE.

7 Tech Wellness

Dr. Man Harung MD.

What are your strategies to combat stress and/or burnout?

- ▶ For yourself?
- ▶ For your staff?

Remember...

THINK POSITIVELY
NETWORK WIDELY
EXERCISE DAILY
EAT HEALTHY
WORK HARD
STAY STRONG
BUILD FAITH
WORRY LESS
READ MORE
BE HAPPY
FEEL BEAUTIFUL
LOVE PASSIONATELY
RELAX COMPLETELY
LIVE FULLY

www.YouMindClub.com

And when that seems impossible...

Every time you are able to find some humor in a difficult situation, you win.

Questions?

Spending time with a horse is the best solution to any problem!



Thank you for your time today!
