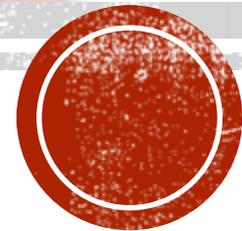


NURSE

Burnout

Jan Allison, RN, CHSP

Sr. Director of Regulatory, AMSURG



OBJECTIVES

1. Name common reasons for nurse burnout.
2. List early symptoms of nurse burnout and the impact it has on patient safety.
3. Describe how to avoid or remedy nurse burnout.



WHAT IS NURSE BURNOUT?

- “Phenomenon in which the cumulative effects of a stressful work environment gradually overwhelm the defenses of the teammates, forcing them to withdraw psychologically.”
- “A syndrome of depersonalization, emotional exhaustion and a sense of low personal accomplishment that leads to decreased effectiveness at work.”
- “A feeling of exhaustion, cynical attitude towards the job and the people involved in the job, through reduced personal accomplishment or work efficiency.”





SUDDENLY IT'S TIME TO SAY GOODBYE

Three out of four nurses cited the effects of stress and overwork as a top health concern in a 2011 survey by the ANA.

More than 40% of nurses who reported high burnout and job dissatisfaction intended to leave their jobs within the next year.

Problems of fatigue and burnout can lead to a chronic nursing shortage.



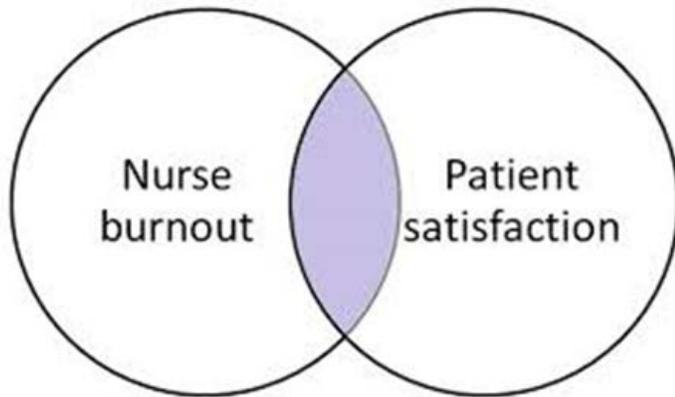
WHAT ONE NURSE FINDS STRESSFUL ANOTHER MAY NOT.

**Burnout is not
simply excessive
stress, rather it is a
complex human
reaction to stress.**

- Burnout can hit the best of nurses. Research suggests the best nurses - those detail oriented, perfectionist, deeply compassionate souls – are at highest risk for burnout.
- Because the realities of nursing don't always match up to their high standards, and the resulting stress and frustration, over time, leads the physical and mental exhaustion that is characteristic of burnout.



IMPACT BURNOUT HAS ON PATIENT SAFETY



- Lack of focus (fatigue, distractions) = medical errors, excessive mistakes, ineffective learning.
- Attitude (cynicism) = loss of compassion towards patients, treating patients with aggression or neglect.
- Horizontal hostility (bullying) = lack of staff speaking up with concerns resulting in poor patient safety culture.



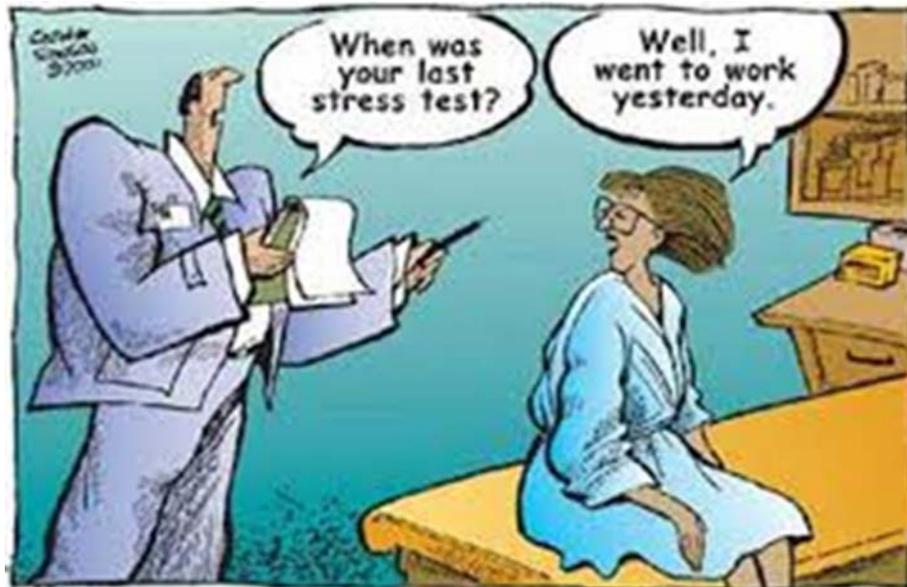
THE IMPACT BURNOUT HAS ON PATIENT SAFETY

Reduction in burnout	SSI Prevented	Cost Savings
-10%	744	\$15,082,953
-20%	1489	\$30,165,906
-30%	2233	\$45,248,859

- Using 2006 data on 161 Pennsylvania hospitals, researchers measured an association between nurse burnout and rates of surgical site infections (SSI). They then projected the total impact of reducing the proportion of burned-out nurses statewide.



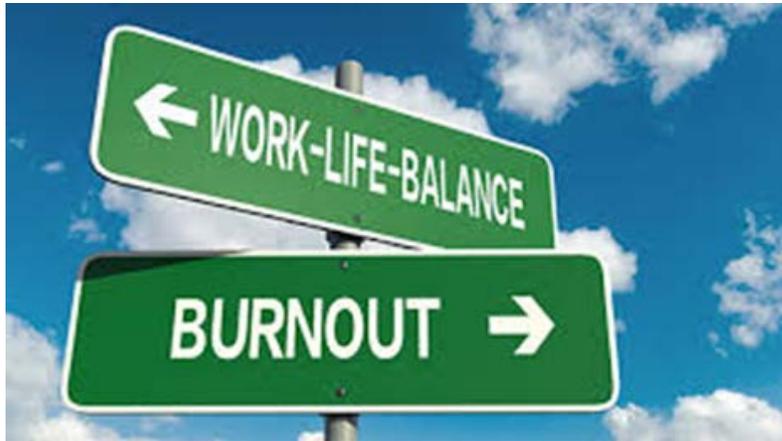
CONTRIBUTING REASONS FOR BURNOUT



- Inability to control one's work schedule or assignment, staffing shortages.
- Difficult employer/staff.
- Excessive workloads and overtime requirements - burnout has worsened over time. Workload of average nurse is greater today than previously due to more:
 - Technology
 - Documentation (bureaucratic tasks)
 - Electronic Records
 - Added nursing responsibilities (do more with less, cost cutting measures)



CONTRIBUTING REASONS FOR BURNOUT



- Rapidly changes demands at work or home – chaotic work life imbalance.
- Restructuring and changes in organizational hierarchy.
- Not enough sleep, changes in diet.
- Lack of professional fulfillment:
 - Lack of support/recognition and few rewards.
 - Underutilization of nurses abilities.
 - Lack of autonomy at the bedside.
 - Reduced advancement opportunities.
 - Low merit increases.
- Having to sacrifice safety to complete tasks/Workplace violence.
- Unmet Expectations.



SYMPTOMS OF NURSE BURNOUT



- Constant Fatigue (physical and emotional).
- Negative outlooks (work and personal life).
- Inability to express sympathy/empathy towards patients and teammates.
- Excessive mistakes.
- Dread going into work: frequent colds or illness/chronic tardiness/regularly asking to leave early.



SYMPTOMS OF NURSE BURNOUT

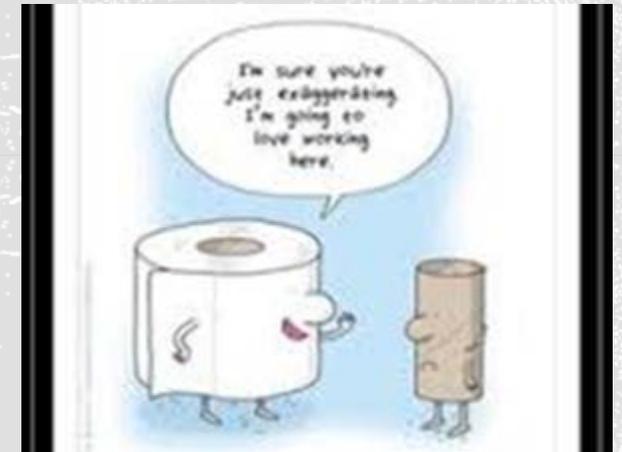


- Becoming detached from colleagues, problems with relationships.
- Compassion fatigue.
- Feelings of hopelessness and disempowerment.
- Easily frustrated, deadlines not met.
- Substance and alcohol abuse.



STAGES OF WORK RELATED BURNOUT

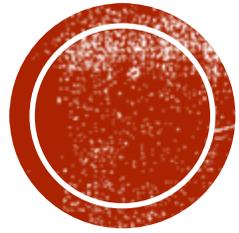
- **Stage One:**
 - Initial belief that new position or job will satisfy your expectations.
 - Have a positive outlook on your new position and believe that anything is possible and achievable.
- **Stage Two:**
 - Awareness that expectations were unrealistic.
 - Needs are not satisfied.
 - Rewards and recognitions are scarce.
 - Disillusionment and disappointment grow.
- **Stage Three**
 - Early enthusiasm and energy give way to chronic fatigue, irritability and other burnout symptoms (physical, psychological and social).



- **Stage Four:**
 - Despair is dominant.
 - Life seems pointless.
 - Pessimistic attitude.
 - Exhaustion both physical and mental.
 - Possibility of health decline.
- **Stage Five:**
 - Overcoming symptoms of burnout.

STAGES OF BURNOUT





BURNOUT QUESTIONNAIRE

The following burnout questionnaire provides an insight into a nurse's susceptibility to burnout.

Answer the following questions with one of the following five responses: Always, Unsure, Sometimes, Rarely, Never

BURNOUT QUESTIONNAIRE

1. I feel secure in my job.
2. I look forward to going to work each day.
3. I am confident that I am able to be efficient and effective in my work.
4. I am interested in the people I meet in my job.
5. When problems arise at work, I feel able to work with them constructively.
6. I have the same opportunities for training and promotion as my colleagues.



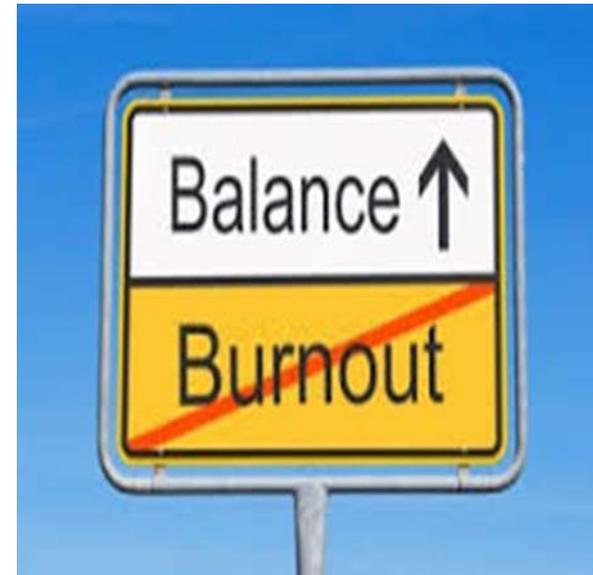
PROTECTING STAFF FROM BURNOUT

- Survey current situation.
 - Discuss 'burnout', take survey.
 - Develop a plan to address the situation.
- Give a 2 minute positive and specific detailed recognition of a teammate's performance once a month.
 - Monthly newsletter with celebrations and kudos from the month past.
 - Celebrate birthdays, anniversaries, education and graduations.
 - Provide occasional simple tokens of appreciation
- Free lunch.
- Build group cohesiveness through encouraged team support, regular training, discussions and in-services.
- Vary professional responsibilities.
- Take a break.



PROTECTING STAFF FROM BURNOUT

- Regularly observe for signs of stress in teammates.
 - Provide sufficient physical presence on unit – give a helping hand.
 - Address problems as they arise and do not brush aside.
 - Demonstrate awareness of staffing issues.
- No tolerance for workplace bullying.
 - Managers who play favorites.
 - Cliquishness among teammates.
 - Attempts to sabotage work.
 - Backbiting, publicly criticizing co-workers.



PROMOTE A CULTURE OF PATIENT SAFETY

*Behaviors that demonstrate accountability for following rules
and speaking up when rules have been breached.*

Drive safe practices.



PROMOTING A CULTURE OF PATIENT SAFETY

Teammates should feel free to speak up without retaliation when observing:

- Broken Rules.
- Mistakes.
- Lack of Support.
- Incompetence.
- Poor Teamwork.
- Disrespect.
- Micromanagement.

Establish time for promoting open communication:

- Active participation by leaders, teammates and physicians.
- Discuss and solicit input on barriers to patient safety.
- Establish expectations of accountability in keeping patients safe.
- Identify challenges to doing the right thing all of the time.
- Share what will be done differently to ensure patient safety.
- Make a commitment to preventing healthcare harm.



HOW TO REDUCE OR REMEDY BURNOUT FOR SELF

- Assess personal triggers for burnout and address them specifically.
- Make self-care a priority.
 - Sleep/diet/exercise.
 - Focus on daily purpose.
 - Reassess values.
 - Forgive, try acceptance.
 - Learn to pace/prioritize/balance.
 - Celebrate – mentally list achievements.
- Pursue continuing education - instills a sense of purpose.
- Speaking up – with concerns.
- Cutting back - saying 'No' to extra assignments or committee appointments.

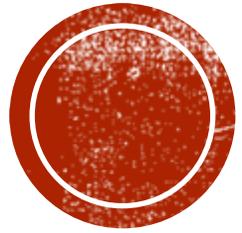


RESOURCES: EMPLOYEE ASSISTANCE PROGRAMS

Provide for the following and create awareness of, encourage participation and ensure access:

- Health and Wellness Coaching.
- Life Coaching and Assertiveness Training.
- Psychological Counseling.
- Work/Life Balance Coaching.
- Peer Coaching.





QUESTIONS?

Jan.Allison@amsurg.com