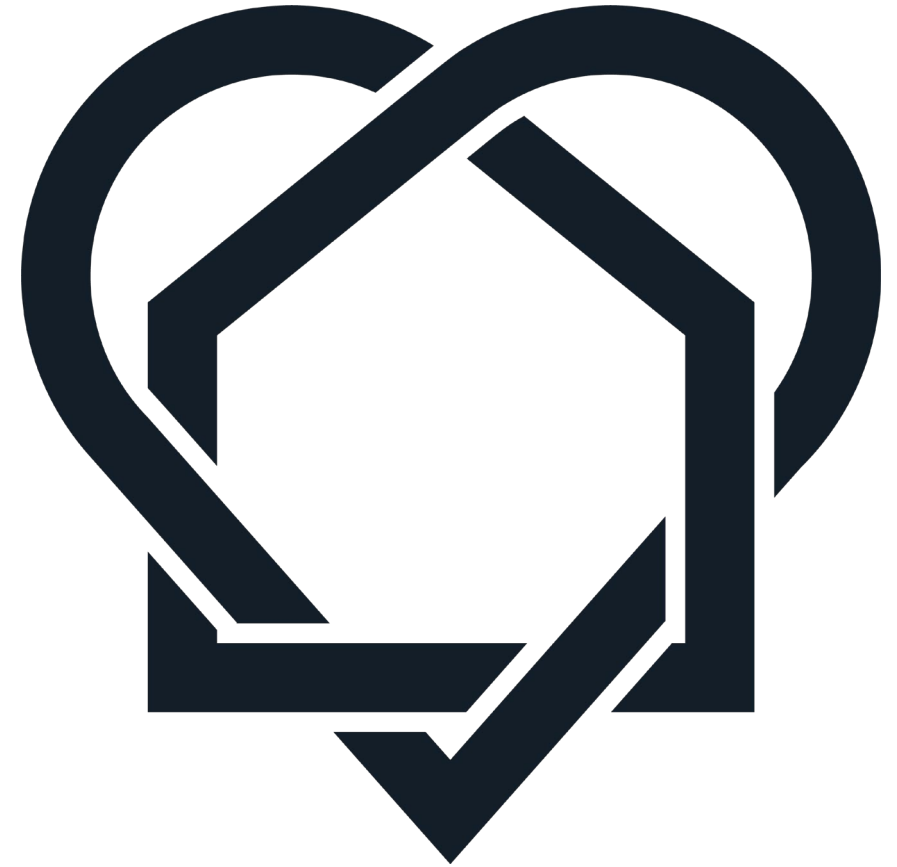


# Preventing Burnout Through Agency Policies

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Andrea D. Omojola, MPH, MDiv

Brandi Van Tress, MHPS





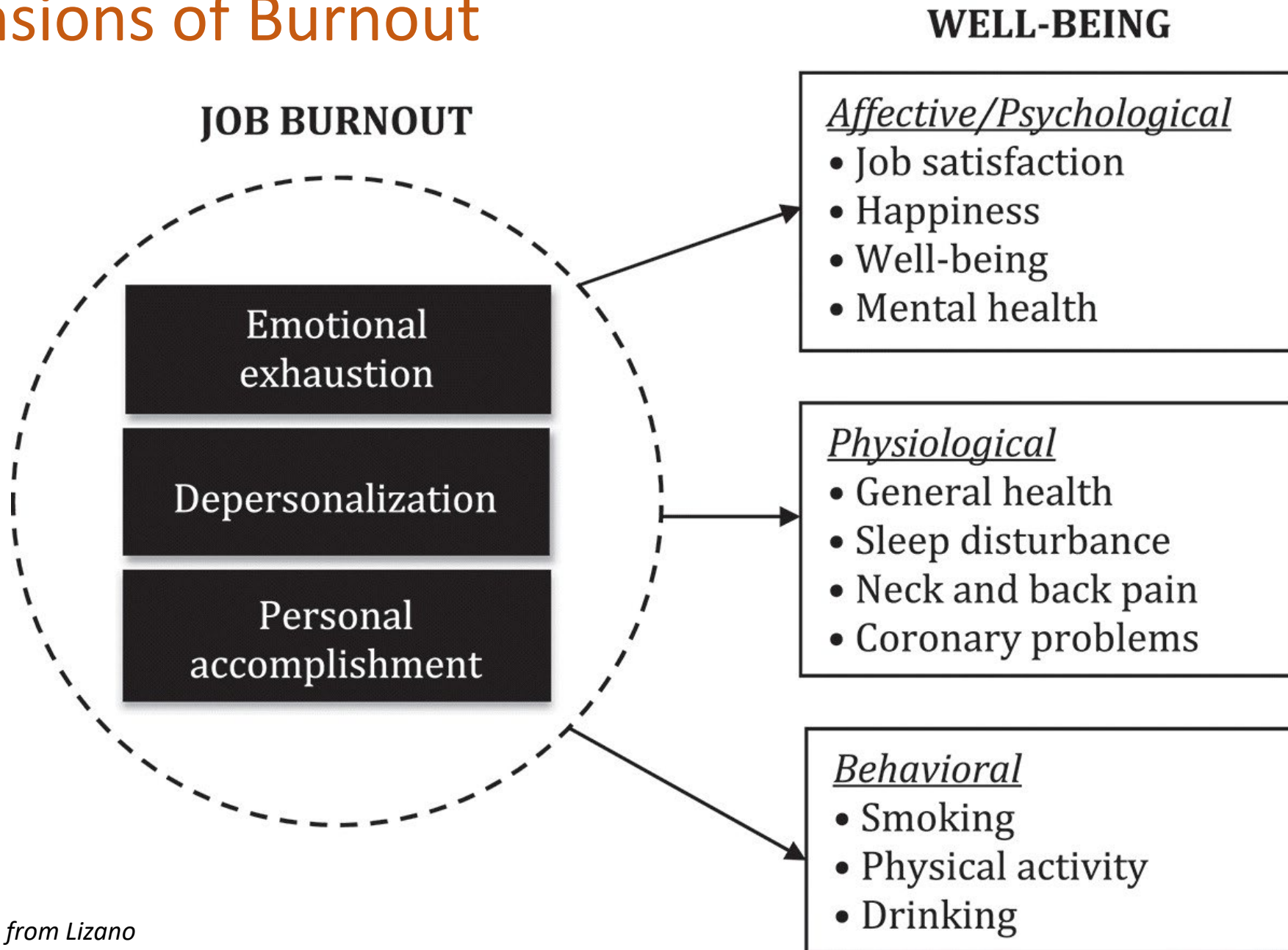
# What is Burnout?

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‘Burnout has been recognized as an occupational hazard for various people-oriented professions who deal with people who require an ongoing and intense level of personal, emotional contact...Within such occupations, the prevailing norms are to be selfless and put others' needs first; to work long hours and do whatever it takes to help a client or patient or student; to go the extra mile and to give one's all. Moreover, the organizational environments for these jobs are shaped by various social, political, and economic factors (such as funding cutbacks or policy restrictions) that result in work settings that are high in demands and low in resources.’ (Maslach, et. al., p. 103)



# 3 Dimensions of Burnout



\*Figure taken from Lizano



Put simply...

Burnout is a mental, physical, emotional state following a prolonged period of excessive stress (particularly at work).

**MENTAL**

**PHYSICAL**

**EMOTIONAL**





# STRESS vs BURNOUT

Overengagement •

Reactive or over reactive emotions •

Sense of urgency and hyperactivity •

Lost or diminished energy •

Leads to anxiety •

Physically tolling •



• Disengagement

• Blunted or distant emotions

• Sense of helplessness

• Motivation is lost or diminished

• Leads to feeling depressed

• Emotionally tolling



# Compassion Fatigue...A Symptom of Burnout

---

- Results from listening to client's traumatic stories. (Figley, 1995)
- Can emerge suddenly and without warning.
- May not be easily identified.
- Only affects those who work with traumatized victims.
- Is about being "afraid" (Stamm, 2009-12)
- Linked to stressors in the occupational environment. (Maslach, 1982)
- Emerges gradually over time.
- Easily identified.
- Can affect any profession regardless of client group.
- Is about being "worn out" (Stamm, 2009-12)



# Common Symptoms Of Burnout

---

- Fatigue
- Insomnia
- Forgetfulness
- Increased illness
- Loss of enjoyment
- Isolation
- Pessimism
- Feelings of apathy/hopelessness
- Irritability
- Lack of productivity or poor performance





# Common Causes Of Burnout

---



1. Identifying too strongly with your work, so that you lose work-life balance.
2. Possessing a high workload or overtime.
3. Attempting to take care of everything for everyone else.
4. Working in a “helping” profession that can require more mental and emotional labor.
5. Having little or no control over your work.
6. Experiencing monotony in your job.



**"It's not the load  
that breaks you down,  
it's the way you carry it."**

**- LOU HOLTZ -**



*Express Yourself  
by alison day*



“

Too many people still wear  
their burnout as a badge of honor:  
this needs to change.

---

@lisamadaschi\_coaching



Balanced



Burnout



# Balance Takes Focus On 2 Elements

---

## 1. Organizational CULTURE

- The overall values, expectations, guiding beliefs, norms and practices that define who we are
- Sometimes unspoken rules or ways of being within the organization

## 2. Organizational POLICIES


- The written and enforced (hopefully) rules of engagement for your organization



# Open Door's Organizational Culture

---

- Relationships are the cornerstone of how we started and where we are going.
- We value connection and people over *paper* which means
  - Maintaining connection beyond the work ("multiplex relationships")
  - Reminding people they are more than what they do
  - Checking in regularly (can't say "good")
  - Embracing fun both on and off the clock
  - Celebrating thresholds (See *The Culture Code*)



**“What we know matters, but who we are matters more.”**

—BRENÉ BROWN





THE LOCALS

OPEN DOOR

IN GOD WE TRUST

CREW

WALK

WALK

WALK

WALK







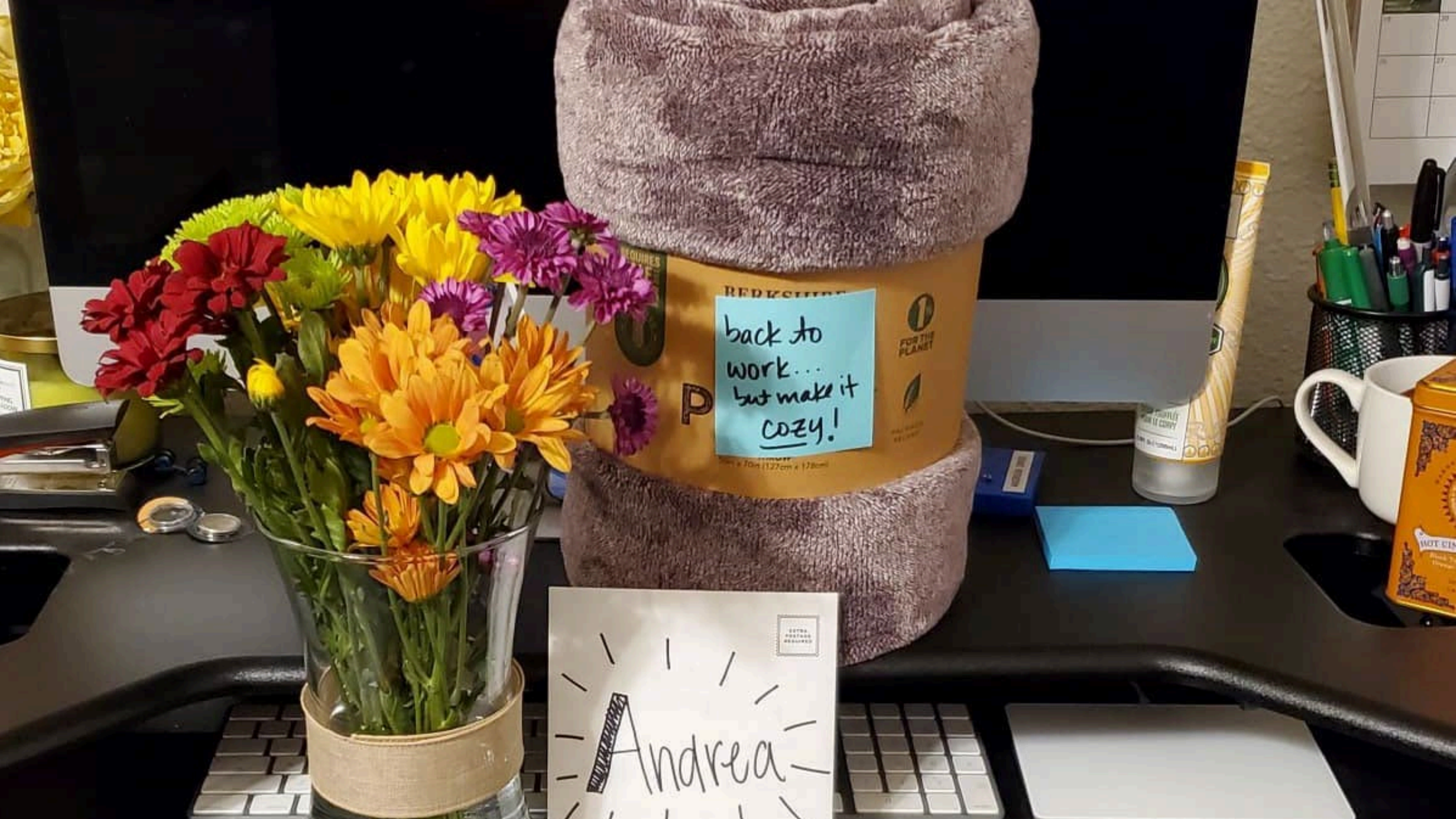




back to  
work...  
but make it  
cozy!

EXTRA  
POSTAGE  
REQUIRED

Andrea

















BUILD A  
POSITIVE  
CULTURE,  
STARTING  
WITH  
*yourself.*

#LEADERSHIPPODCAST

(@CRAIGGROESCHEL)

## Open Door's Organizational Culture

---

- We're not competing with one another or jockeying for position
- Vulnerability is encouraged from the top down
- **Leaders are asked to set the tone.**



BUILD  
POSIT  
CULT  
STAR  
WITH  
*you*

#LEADERSHIPPODCAST



or's  
ional Culture

competing with one  
jockeying for

ty is encouraged  
p down

**e asked to set the**



# Are You In Burnout?

---

- You have to ask questions and ask it regularly.
- Regular check-ins are a must starting with “How are you feeling?” and expect/be ready to deal with real answers.
  1. Do you have trouble getting to work and getting started when you are there?
  2. Are you irritable or impatient in your work interactions?
  3. Do you use food, drugs, or alcohol to feel better or feel numb?
  4. Are your sleep habits changing?
  5. Do you have any unexplained headaches, stomach issues, or other physical issues?
  6. Do you have a sense of dread about work ?
- Quarterly or ongoing assessment of some kind is important.
- Example of a tool:
  - ProQOL Health Measure





The  
CENTER for  
VICTIMS of  
TORTURE

*Center for Victims of Torture (CVT) (2021). Professional Quality of Life: Health Worker, Version 1. This test may be freely copied as long as (a) the author is credited, (b) no changes are made, and (c) it is not sold. Partially funded by the United States Government*

Accessible at <https://proqol.org/proqol-health-measure>





### PROFESSIONAL QUALITY OF LIFE SCALE FOR HEALTH WORKERS

As a health worker working in difficult humanitarian or pandemic situations, you have direct contact with the lives of your patients and beneficiaries. As you may have found, your compassion for those you help can affect you in positive and negative ways. Below are some statements about your experiences as a health worker, both positive and negative.

Consider each statement about your **current work situation**. Circle the number that most accurately reflects how frequently you have experienced these things in the **last 30 days**.

	Never	Rarely	Sometimes	Often	Very Often
1. I am happy that I choose to work in healthcare.	(1)	(2)	(3)	(4)	(5)
2. At times I have had to do things that go against my personal values.	(1)	(2)	(3)	(4)	(5)
3. Because of my work, I have unwanted, distressing thoughts.	(1)	(2)	(3)	(4)	(5)
4. I have seen things at work that I believe to be morally wrong.	(1)	(2)	(3)	(4)	(5)
5. I feel supported by my colleagues.	(1)	(2)	(3)	(4)	(5)
6. I feel energized by working with my patients.	(1)	(2)	(3)	(4)	(5)
7. I often find myself thinking about my patients when I am with my family.	(1)	(2)	(3)	(4)	(5)
8. Administrative procedures and rules make my job too hard.	(1)	(2)	(3)	(4)	(5)
9. At times, I have been unable to provide the care that I believe should have been provided.	(1)	(2)	(3)	(4)	(5)
10. I think that I have been affected by the suffering I see at work.	(1)	(2)	(3)	(4)	(5)
11. My family supports me in my work in healthcare.	(1)	(2)	(3)	(4)	(5)
12. Because of my work, I feel anxious about many things.	(1)	(2)	(3)	(4)	(5)
13. The people who make the decisions that affect my job care about my wellbeing.	(1)	(2)	(3)	(4)	(5)
14. At times, I have felt ashamed of the choices I have made at work.	(1)	(2)	(3)	(4)	(5)
15. I am unhappy at work.	(1)	(2)	(3)	(4)	(5)
16. I feel depressed because of the suffering I see at work.	(1)	(2)	(3)	(4)	(5)
17. I am unhappy because I have observed health workers doing things that I believe are unethical.	(1)	(2)	(3)	(4)	(5)
18. My manager cares about my personal wellbeing.	(1)	(2)	(3)	(4)	(5)
19. My workload seems endless.	(1)	(2)	(3)	(4)	(5)
20. My workplace is an extremely harsh place to work.	(1)	(2)	(3)	(4)	(5)
21. I feel satisfied by my work in healthcare.	(1)	(2)	(3)	(4)	(5)
22. Because of my work, I have very little time for a personal life.	(1)	(2)	(3)	(4)	(5)
23. I have people who I can talk to about my struggles at work.	(1)	(2)	(3)	(4)	(5)
24. I believe I can make a difference through my work in healthcare.	(1)	(2)	(3)	(4)	(5)
25. I have close friends who support me in my work.	(1)	(2)	(3)	(4)	(5)
26. I avoid activities or situations that remind me of patients' suffering.	(1)	(2)	(3)	(4)	(5)
27. I am proud of what I can do to help.	(1)	(2)	(3)	(4)	(5)
28. I feel responsible that I have not always been able to help people.	(1)	(2)	(3)	(4)	(5)
29. My work exhausts me.	(1)	(2)	(3)	(4)	(5)
30. I feel that my work in healthcare makes the world a better place.	(1)	(2)	(3)	(4)	(5)



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## HOW DO I GET MY PROQOL HEALTH SCORES?

Scores on a measure such as the ProQOL-HEALTH should be treated as one piece of information about your quality of life. It is useful to compare the results of the ProQOL-HEALTH with your own experience of your personal and working life, as well as observations that others close to you have made about your health and happiness. Many health workers find it useful to complete the ProQOL-Health on a regular basis and compare current and past scores. In other words, you can use your past scores as a comparison for how you are doing today. Others find it useful to discuss their scores with trusted colleagues, friends and supervisors.

The ProQOL-Health is still under development. We are still collecting data so that you can compare your scores to those of other health workers doing similar work. The indicators of low, medium and high levels should be used only as a rough guide.

## COMPASSION SATISFACTION

Copy your number of your responses (“Never” =1, “Rarely” = 2, and so on) for these six questions on to this table and then add them up. Write the total in at the bottom. Then find your score in the table on the right to see if you have low, average or high compassion satisfaction.

1. \_\_\_\_\_
6. \_\_\_\_\_
21. \_\_\_\_\_
24. \_\_\_\_\_
27. \_\_\_\_\_
30. \_\_\_\_\_
- Total:** \_\_\_\_\_

**The sum of the Compassion Satisfaction questions is:**

**Which makes my Compassion Satisfaction level:**

12 or less	Low
From 13 to 23	Average
24 or more	High

## PERCEIVED SUPPORT

Copy your number of your responses (“Never” =1, “Rarely” = 2, and so on) for these six questions on to this table and then add them up. Write the total in at the bottom. Then find your score in the table on the right to see if you have low, average or high perceived support.

5. \_\_\_\_\_
11. \_\_\_\_\_
13. \_\_\_\_\_
18. \_\_\_\_\_
23. \_\_\_\_\_
25. \_\_\_\_\_
- Total:** \_\_\_\_\_

**The sum of the Perceived Support questions is:**

**Which makes my Perceived Support level:**

12 or less	Low
From 13 to 23	Average
24 or more	High



## BURNOUT

Copy your number of your responses ("Never" =1, "Rarely" = 2, and so on) for these six questions on to this table and then add them up. Write the total in at the bottom. Then find your score in the table on the right to see if you have low, average or high burnout.

8. \_\_\_\_\_  
 15. \_\_\_\_\_  
 19. \_\_\_\_\_  
 20. \_\_\_\_\_  
 22. \_\_\_\_\_  
 29. \_\_\_\_\_  
**Total:** \_\_\_\_\_

The sum of the  
Burnout  
questions is:

Which makes my  
Burnout level:

12 or less	Low
From 13 to 23	Average
24 or more	High

## MORAL DISTRESS

Copy your number of your responses ("Never" =1, "Rarely" = 2, and so on) for these six questions on to this table and then add them up. Write the total in at the bottom. Then find your score in the table on the right to see if you have low, average or high moral distress.

2. \_\_\_\_\_  
 4. \_\_\_\_\_  
 9. \_\_\_\_\_  
 14. \_\_\_\_\_  
 17. \_\_\_\_\_  
 28. \_\_\_\_\_  
**Total:** \_\_\_\_\_

The sum of  
the Moral  
Distress  
questions  
is:

Which makes my  
Moral Distress level:

12 or less	Low
From 13 to 23	Average
24 or more	High

## SECONDARY TRAUMATIC STRESS

Copy your number of your responses ("Never" =1, "Rarely" = 2, and so on) for these six questions on to this table and then add them up. Write the total in at the bottom. Find your score in the table on the right to see if you have low, average or high secondary traumatic stress.

3. \_\_\_\_\_  
 7. \_\_\_\_\_  
 10. \_\_\_\_\_  
 12. \_\_\_\_\_  
 16. \_\_\_\_\_  
 26. \_\_\_\_\_  
**Total:** \_\_\_\_\_

The sum of the  
Secondary  
Traumatic Stress  
questions is:

Which makes my  
Secondary  
Traumatic Stress  
level:

12 or less	Low
From 13 to 23	Average
24 or more	High



## WHAT DO MY PROQOL HEALTH SCORES MEAN?

The ProQOL-Health is still under development. We are still collecting data so that you can compare your scores to those of other health workers doing similar work. Use the Scoring Instructions on Page 3 to determine your scores and write them into the spaces below. The indicators of low, medium and high should be used only as a rough guide. Many health workers find it useful to complete the ProQOL-Health on a regular basis and compare current and past scores. In other words, you can use your past scores as a comparison for how you are doing today. Others find it useful to discuss their scores with trusted colleagues, friends, supervisor, or mental health provider.



### **Compassion Satisfaction** \_\_\_\_\_

Compassion satisfaction is the pleasure you derive from the feeling of being effective in your work as a health worker. For example, you may feel like it is a pleasure to help others through your work. You may feel positively about your colleagues or your ability to contribute to the work setting or the greater good of society. Higher scores suggest greater satisfaction from your ability to be an effective health worker.

### **Perceived Support** \_\_\_\_\_

Perceived support is your sense of having access to effective assistance when you need it. Support can take many forms including carrying out tasks for us when our own capacity is overwhelmed, offering useful advice, working with us to solve difficult problems, distracting us from the stressors in our work, or offering emotional support and empathy for our struggles. Higher scores suggest feeling well supported by others, an important component of overall quality of life.

### **Burnout** \_\_\_\_\_

Burnout refers to feelings of hopelessness and exhaustion that make it difficult to be effective at work. These feelings typically start slowly and get worse over time. People struggling with burnout often have very high workloads, have few opportunities for rest, or are working in unsupportive environments. They often feel unappreciated or that their efforts make no difference. Higher scores suggest a higher level of burnout.

### **Secondary Traumatic Stress** \_\_\_\_\_

Secondary Traumatic Stress (STS) is about your work-related, secondary exposure to traumatically stressful events such as witnessing terrible suffering, violence or death. STS often starts suddenly following particularly difficult experiences. People struggling with STS often struggle with upsetting and uncontrollable memories, constantly thinking about bad experiences, avoiding activities that remind them of bad experiences, being afraid for no reason, and having difficulty sleeping. High scores suggest a higher level of secondary traumatic stress.

### **Moral Distress** \_\_\_\_\_

Health workers are sometimes faced with difficult situations and choices. At times we are forced by circumstance, or instructed, to act in ways that conflict with our personal values, beliefs and morality. It is these parts of our work that may result in lasting inner turmoil that can negatively affect our quality of life. Moral distress of this kind is associated with feelings of guilt, shame and resentment. Higher scores suggest higher levels of moral distress.



**If you have concerns about your emotional health, please talk to a trusted colleague, supervisor, friend or family member, or with a mental health professional.**



# Open Door's Policies of Care

- Set clear written expectations of balance



# Setting Clear Expectations

---

department.

## B. Expectation of Employees

1. **Loyalty** – Strive to protect the integrity of the organization and other staff members. Have your teammates' backs and always present a united front and in times of difficulty, work to make this *front* a reality.
2. **Personal and Spiritual Growth** – In all things, honor God. Seek God first for yourself and then live and serve out of the overflow.
3. **Be Incarnational** – Be among the people and invest in the life and community, becoming *like* and being *with* the people.
4. **Honesty** – Verbalize concerns to senior staff. Promote growth and unity by showing grace and truth. Show integrity for yourself, the staff, and the organization at all times.
5. **Excellence** – Work hard. Avoid laziness. Serve God and others in every part of your life with your whole self.
6. **Healthy Boundaries** – Make every effort to spend time with family and friends. Remember your primary ministry is at home; keep your priorities in order.
7. **Positive Attitude** – Remember to enjoy your work, have fun, and avoid public displays of negativity. Instead, address concerns in private and with senior staff members.
8. **Mistakes** – Mistakes are guaranteed; make them, learn from them, and move on to a better future.

## C. Issue Resolution Procedure

1. If you feel there is an issue that needs resolution, please follow the process outlined below:
  - a) If the issue is of a personal matter, first discuss directly with the person involved.



# Open Door's Policies of Care

- Set clear written expectations of balance
- Use tools for easier process management (ex. Upkeep)
- Modified work week
- Self-care Hour (on the clock)





# Clocking Time

---

- We modified our work week.
  - 35/37.5 – 40 hours per week
- One hour of self care on the clock each week.
  - Time to slow down, reflect, push reset

**\*\*side note Lunch breaks\*\***



# Open Door's Policies of Care

- Set clear written expectations of balance
- Use tools for easier process management (ex. Upkeep)
- Modified work week
- Self-care Hour (on the clock)
- Generous Personal Time Off (PTO) benefit
- Sabbatical Time



# Paid Leave Categories

---

- Annual Vacation Leave (20 days)
- Official & Floating Holidays (8 days)
- Sick Leave (10 days)
- **Mental Health Leave** (5 days)
- Parental/Family Leave (6 + weeks)
- Compassionate, Professional Development, Ministry Activity, School Conferences/Activities, Voting, & Special Leave (as needed)
- Flex Time (as needed)



# Open Door Sabbaticals

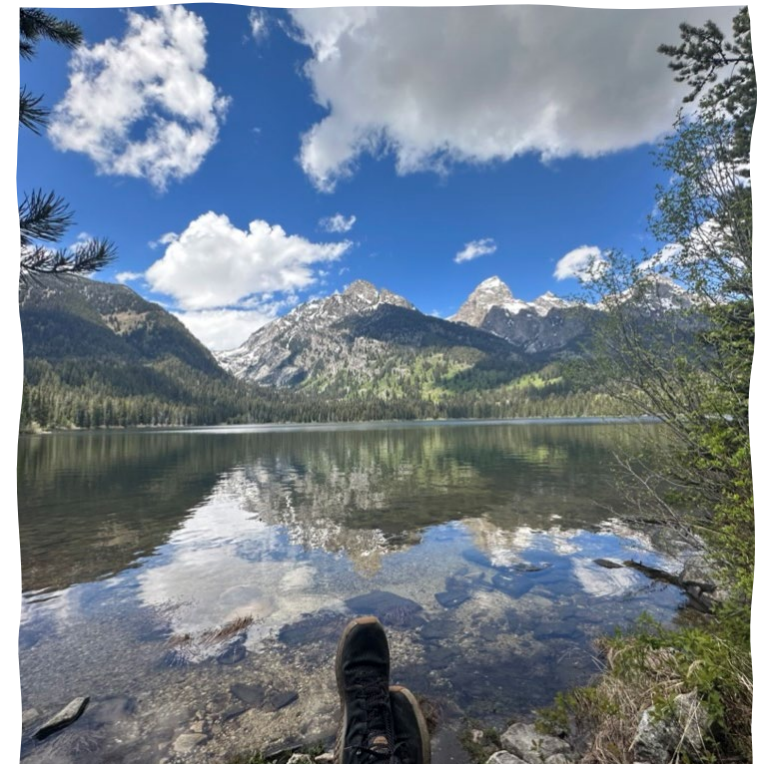
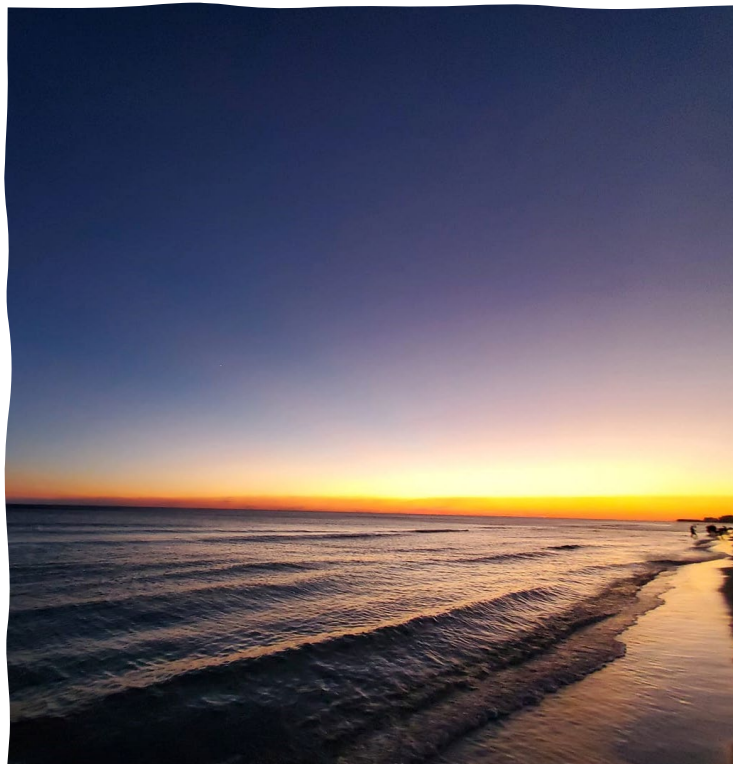
1. Definition – Sabbatical is a period of one-month (22 work days) intentionally set aside by employees as an occasion for reflection, recreation, and revitalization, unencumbered by their usual and customary responsibilities, and yet still receiving their usual compensation and benefits. This is considered time “on” rather than time “off” with the intention of spending intentional time as stated above.
2. Justification – As the gospel story illustrates, Jesus experienced sabbatical when he sought occasional respite from the demands of his ministry (i.e., Matthew 14:23). On mountaintops and by lakesides, Jesus took time apart to commune with God, to gain perspective, and to strengthen himself spiritually. In much the same way as Jesus benefited from such times of re-creation, Open Door staff and the community they serve, also benefit.
3. Application – The Sabbatical Policy for Open Door staff is applicable to all full- and part-time employees who have completed three or more years of service with Open Door. Sabbatical Leave can be earned every 3 years (i.e. three years of service must be completed prior to taking this time).





# Make time and a plan for REFLECTION, RECREATION, & REVITALIZATION.

---



# Open Door's Policies of Care

- Set clear written expectations of balance
- Use tools for easier process management (ex. Upkeep)
- Modified work week
- Self-care Hour (on the clock)
- Generous Personal Time Off (PTO) benefit
- Sabbatical Time
- Annual staff retreats (both with and without family)
  
- SIDE NOTE: Equitable pay



# Other Ideas

---

- Employee Assistance Programs (EAP)
- Holding walking meetings
- Work from Home Options (as job function appropriate)
- Offer training opportunities

*WHAT ARE YOU DOING?*



“From my personal experience, the biggest difference maker is the 37.5 hour work week. I love my job and I love what I do and who I do it for. However, I view my family as my most important responsibility. Being in a job that allows me to provide for my family and also be present with them is why I stay.”

One thing that Open Door does that really helps me is just a verbal check in. I am not vocal on my own if I'm feeling down so being asked helps me a lot.

I think Open Door does a great job of understanding when someone is burning out by remaining flexible with our schedules and following up after we return. It's the follow up for me!

I think the flexibility and understanding that admin has for their employees is crucial to employee support for this. The ability to leave at a decent time on Fridays help too. The flex day when your on call over the weekend is awesome too!

**I think the leadership's encouragement of time off really eases my mental health. It is assumed that we will take off when we need to, and there is no animosity within our culture. That is a huge benefit to avoiding burnout for me personally.**





...And when you've done it all?



...And when you've done it all?



People. STILL. Burn. Out.





# Any Questions?

1. At what point after self care burn out and sabbaticals taken when do you think it's best to leave the job because you can't do it anymore?
2. How can leadership help balance burnout of direct service staff vs. burnout of non-direct services staff?
3. I am curious what newer assessments are out there for helping staff assess where they are if feeling fatigued or burnout symptoms
4. Do you apply for sabbatical funding?



# Any Questions?

If you get tired, learn  
to rest, not to quit.

Banksy

quote fancy







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