

# **Recognition and Management of Burnout in Mental Health Care Providers**

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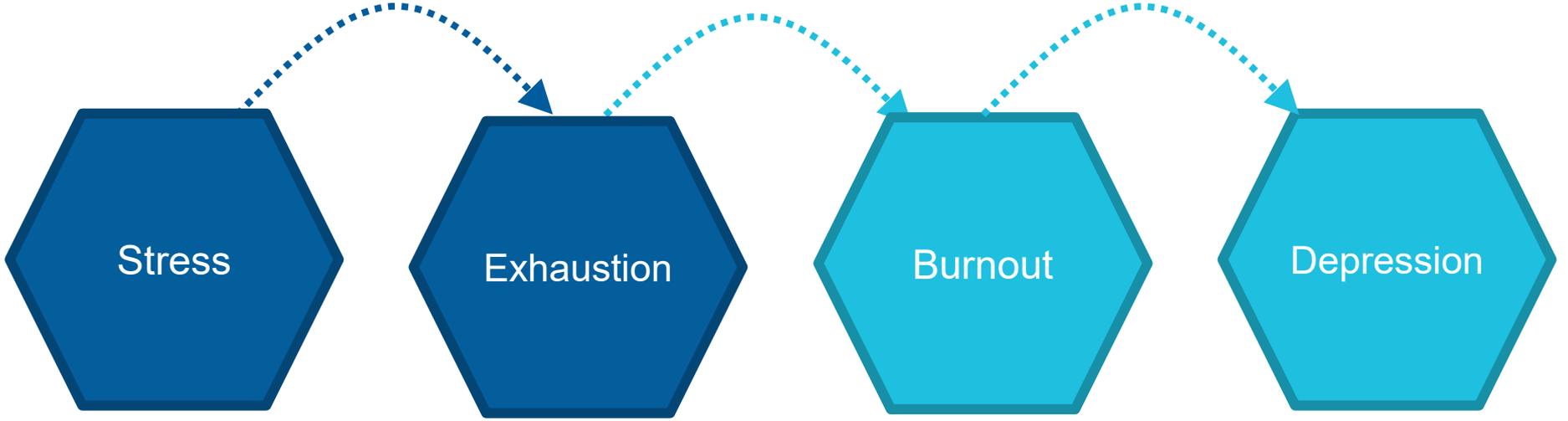
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**HEALTHCARE WORKERS  
CARE NETWORK**

Caring for the Carers by the Carers

# Links between Stress, Burnout and Depression



# Maslach - Definition of Burnout

*“ a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people in some capacity“*



## Does this sound familiar ?

- *I can't take this anymore*
- *I need a break ( repeated daily)*
- *I just can't face another patient*
- *This workplace is awful and toxic*
- *I'm done !*
- *Maybe Im not cut out for this.*



# What is Burnout ?

Burnout reflects an uneasy relationship between an individual and their work



- It is not just experiencing a bad day or week
- It does not occur because an individual is weak or not resilient
- It is not an 'evil' or purely awful workplace
- Reversing it requires a focus on the individual and the workplace

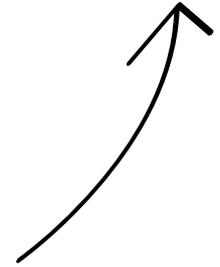
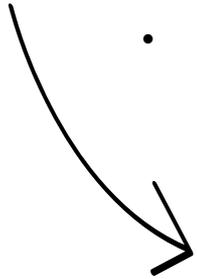
## EXHAUSTION

- Physical and emotional exhaustion
- Lack of awareness of cognitive and emotional changes
- Dread work / exhaustion before work

## Signs of Burnout

## LOSS OF PERSONAL ACCOMPLISHMENT

## DEPERSONALISATION



# Depersonalisation

**Depersonalisation in this context** : is a distant or indifferent attitude towards work.

- Realisation that the level of subjective caring isn't the same.  
It takes more work to be fully present with the patient.
- At early stages it can be hidden
- Irritation → lack of concern → outright dismissal
- Corrosive quality – seeps into other areas of your life
- May be aware of it – but too depleted to do anything about it
- Results in lack of a positive feedback mechanism

## EXHAUSTION

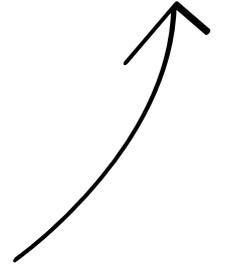
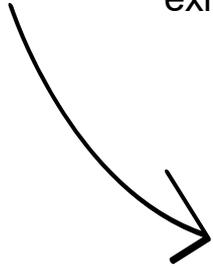
- Physical and emotional exhaustion
- Lack of awareness of cognitive and emotional changes
- Dread work / exhaustion before work

## Signs of Burnout

## LOSS OF PERSONAL ACCOMPLISHMENT

## DEPERSONALISATION

- Lack of patience
- Relationship deterioration
- Cynicism
- Disillusionment



# Loss of Accomplishment



- Decrease in Job Satisfaction
- Feeling of inefficacy
- Feelings of boredom
- Increased anxiety
- What is the point ?

# Maslach Burnout Inventory

- The Maslach Burnout Inventory is the most commonly used self assessment scale used in measuring levels of burnout
- It looks at the three main areas
  - Emotional Exhaustion
  - Depersonalisation
  - Loss of Accomplishment
- Digital versions can be bought here : [www.mindgarden.com](http://www.mindgarden.com)



Maslach, Christina & Leiter, Michael. (2005).  
Reversing burnout: How to rekindle your passion for your work.  
Stanford Social Innovation Review. 3. 42-49.

# Useful Links

<https://www.healthcaretoolbox.org/self-care-for-providers.html>

<https://wellbeingandcoping.net/>

<https://www.healthcareworkerscarenetwork.org.za/>

[Reversing Burnout: How to rekindle your passion for your work](#)

## References

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# Empathy and Compassion

## Empathic Distress and Compassion Fatigue



# Empathy

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Resonating with another's feelings negative and positive

Resonating with pain and suffering- empathic concern

Resonating with happiness – empathic joy

Empathy an important capacity in the helping professions

In the therapeutic space – empathy – subject to subject - distinct other

# Compassion

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3 – fold

Sensitivity to suffering as part of the human condition

A desire to prevent or alleviate the suffering

Action oriented - remedial or curative; meaning making; being present

Involves cultivating capacity for distress tolerance

In the therapeutic setting – *witness, interconnectedness*

# Empathic Distress

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Being in the other's shoes

Feeling the other's pain

Projecting one's own feelings onto the other

Overidentification

No perspective

Self oriented

Neural maps suggest pain pathways activated

# Empathic Distress

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What conditions contribute to empathy becoming empathic distress?

Work overload

'Fix it all'/ 'saviour' attitude

Lack of social support

Social isolation

Minimising emotional needs

Negative judgement of vulnerability

Lack of recognition

Resource poor working conditions

# Compassion Fatigue

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Secondary Traumatic Stress or Vicarious Traumatization

Emotional exhaustion

Feeling burdened by the care (about; for; giving; )

Detachment/Dissociation as a defense

De-personalization

Avoidance and Hyperarousal

Reduced sense of efficacy

Loss of meaning and purpose

Intersects with symptoms of burnout and empathic distress

# Compassion

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Protective?

Extending/practicing compassionate care can be an anti-dote to burnout

Contemplative traditions - compassion can be trained

Attention and imagery are used in training

Sensory and bodily domains involved in training

Capacity for don't always know

Recognising own needs and vulnerability - "Resting" in the middle of things

Neural maps suggest care pathways are activated

# Compassion

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What conditions promote compassion?

Support

Secure attachment

In the language of attachment

Safe haven

Secure base

Relational home

# References

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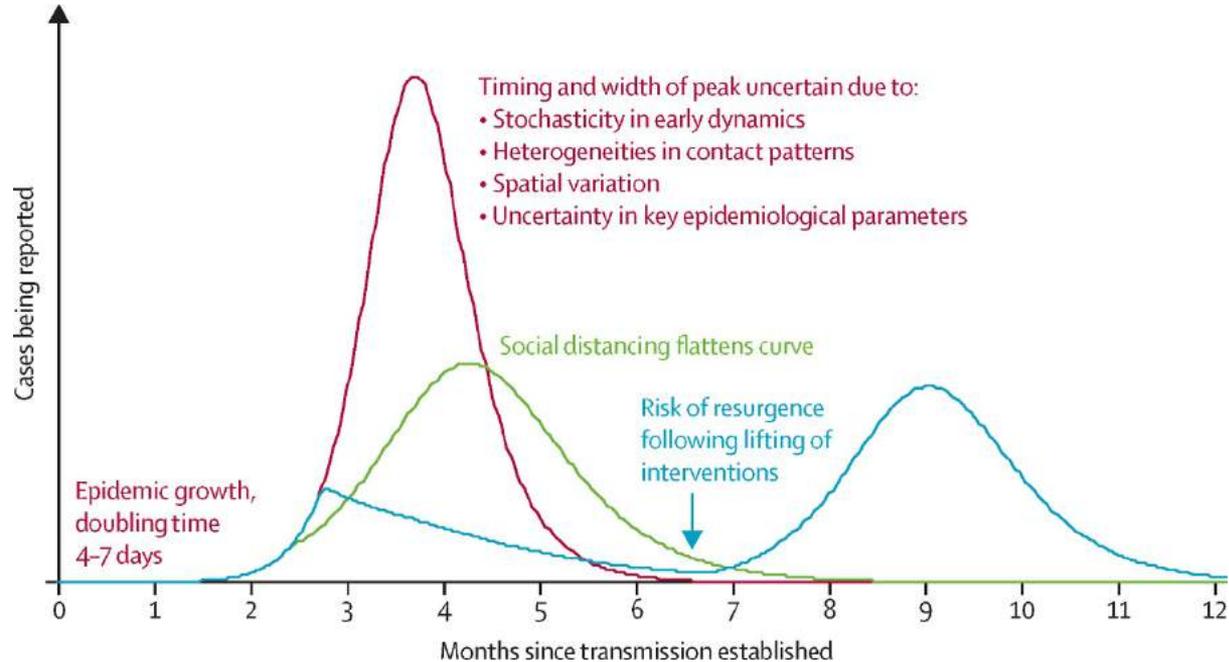
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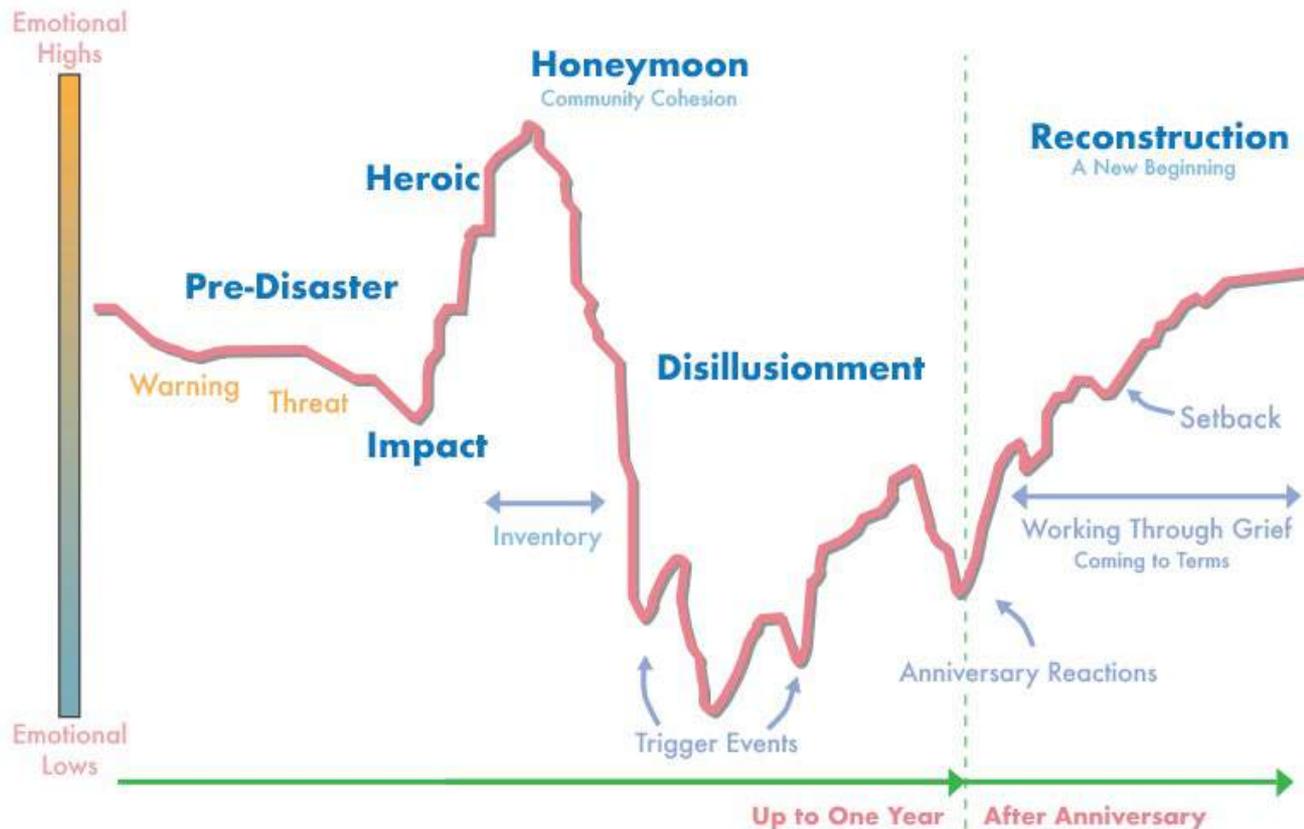
Terri Rubinstein (2019) *The Integration of Empathy and Compassion: Healing the Alienation of Duality*, *Contemporary Psychoanalysis*

# Where are we in the COVID-19 pandemic?



The Lancet 2020: Anderson RM, Heesterbeek H, Klinkenberg D, Hollingsworth TD. How will country-based mitigation measures influence the course of the COVID-19 epidemic? The Lancet 2020 Mar;395(10228):931-4.

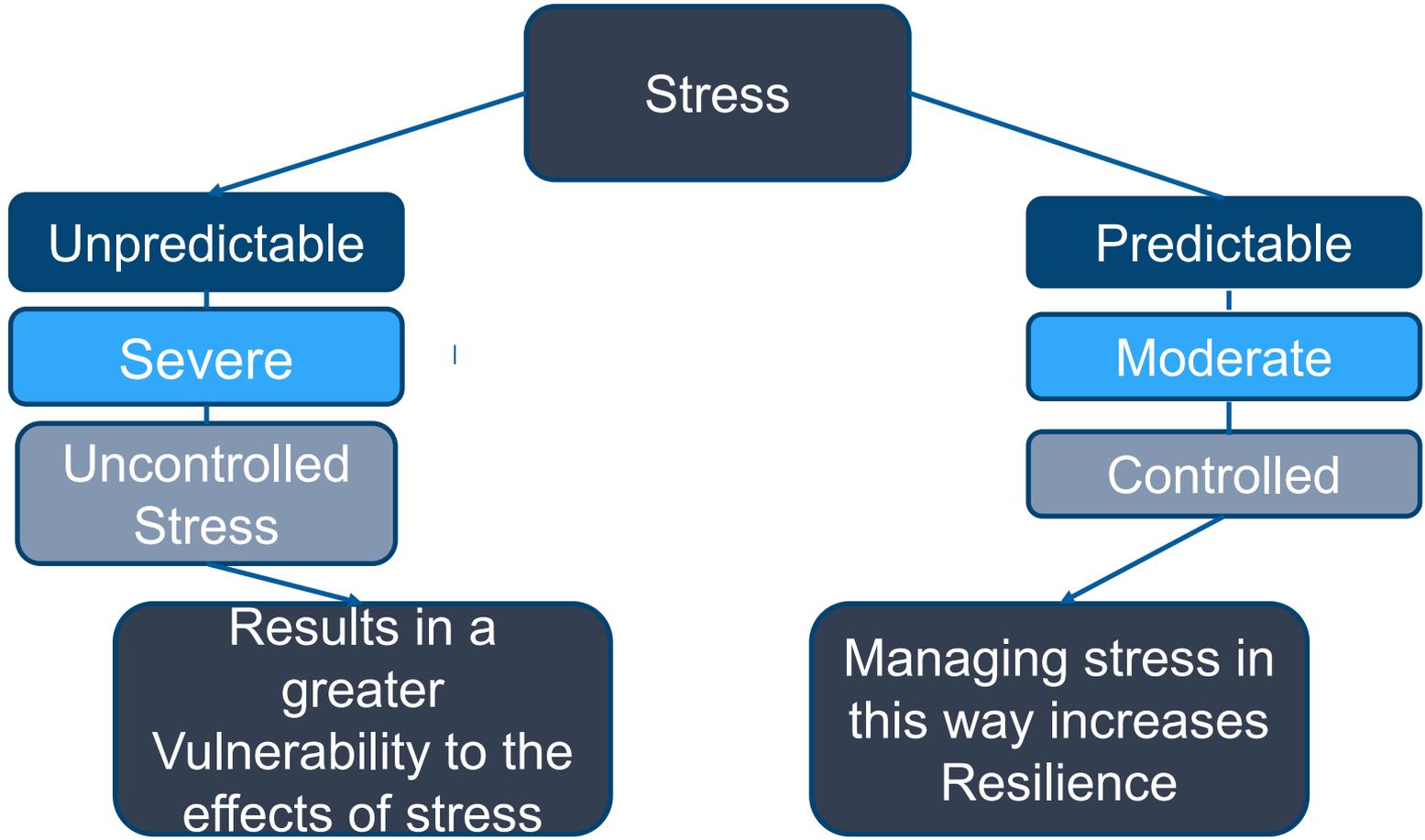
# Emotional responses to phases of a disaster



Adapted from Zunin & Myers as cited in DeWolfe, D. J., 2000. Training manual for mental health and human service workers in major disasters (2nd ed., HHS Publication No. ADM 90-538). Rockville, MD: U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Center for Mental Health Services.

## MHCWs and burnout

- Same initial high energy/high emotion – running on adrenaline as frontline HCWs
- Initially, more time to focus on HWCN; in aftermath of first wave, increased workload in both public and private sectors
- End-of-year fatigue, compounded by post-first wave fatigue
- How does it feel to anticipate a second wave?



Stress

Unpredictable

Severe

Uncontrolled  
Stress

Results in a  
greater  
Vulnerability to the  
effects of stress

Predictable

Moderate

Controlled

Managing stress in  
this way increases  
Resilience

Summary  
of an article of  
the same name,  
authored by:  
ALEXANDRA  
MICHEL

# BURNOUT

## AND THE BRAIN

visually translated by  
@LINDSAYBRAMAN

### WHAT IS BURNOUT?

chronic psycho-  
social stress.

in 1974 HERBERT  
FREUDENBERGER  
coined the  
term  
'BURNOUT'

BURNOUT  
can cause a



in a person's  
sense of  
PROFESSIONAL  
COMPETENCY

burnout affects  
the



BODY  
& THE

BRAIN



### STRESS

is a workplace  
safety issue..

BURNOUT CAN DESTROY:

AMBITION IDEALISM  
SENSE OF WORTH

SYMPTOMS

- ☑ loss of motivation
- ☑ growing emotional depletion
- ☑ cynicism & depletion
- ☑ fatigue

TAKEAWAYS:

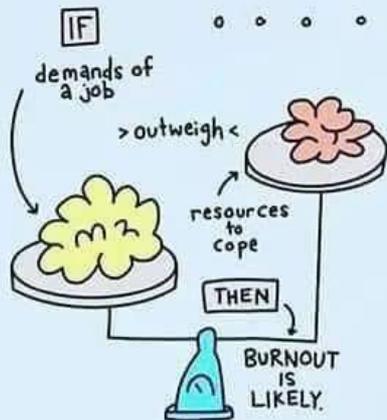
1) burnout won't look  
like what we expect.

burnout will tell us:

I'm bad  
at this

& I don't  
even like  
it or care

this can cause  
people to abandon a  
career instead of  
seeking rest & SUPPORT.



OFTEN  
Burnout  
gets mis-  
diagnosed  
as depression.

2) say it with me...

### STRESS DOESN'T CAUSE BURNOUT!

Stress + inadequate  
support resources  
causes burnout.

**I think I may have 'burnout' – Now what?**



# I think I may have 'burnout' – Now what?

## About a Nurse



*“Frank just up and exploded.  
I hope I never get that burned  
out.”*

## I think I may have 'burnout' – Now what?

- No one size fits all – need to look at the drivers of burnout
- Need to think about what may help you
- Useful to have an understanding of different emotional states
- Recognise signs

## Where do I start?

- Awareness of own emotional state
- Suggest doing one of the burnout scales
- Which areas are having the most impact on level of burnout?
- What changes can you make ?

# Suppression versus Detachment



**Suppression** – consciously setting aside feelings so that you can get on with the task at hand. Come back to the feelings later.

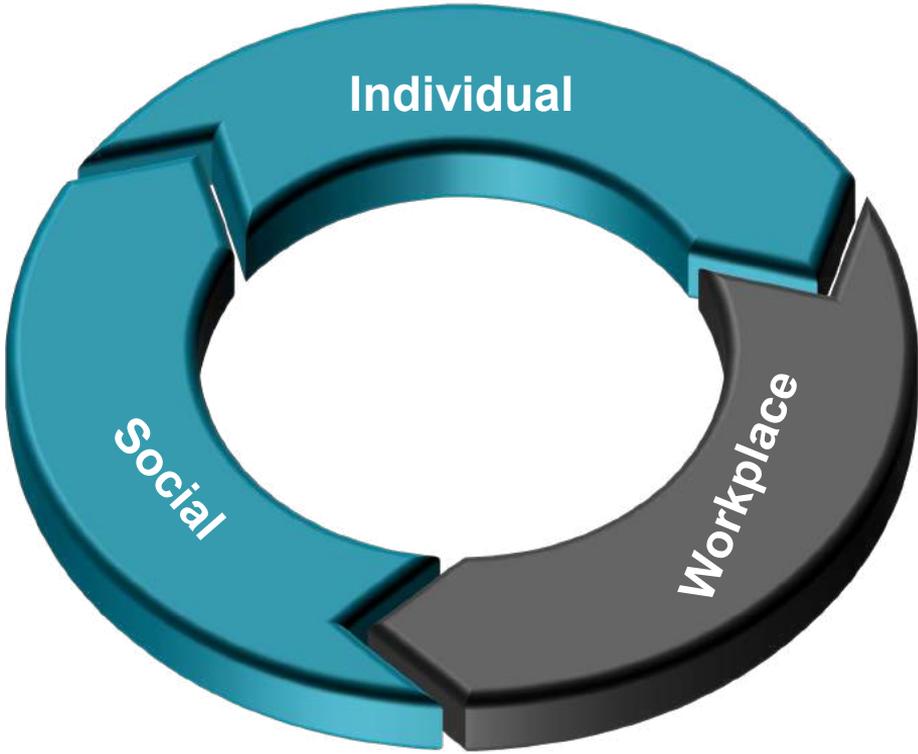


**Detachment** – flight from feeling or emotions; disconnection from self and others; disengagement.



Don't be afraid to reach out for help. Trust your intuition if you feel you want to talk to someone.

# Which area can I tackle?



# Individual factors at work

Identify which factors are potentially driving exhaustion and try some changes to assess impact

**Work smarter  
- not harder**

**Set realistic  
goals**

**Say No more  
frequently**

**Take more  
breaks**

**Take things  
less  
personally**

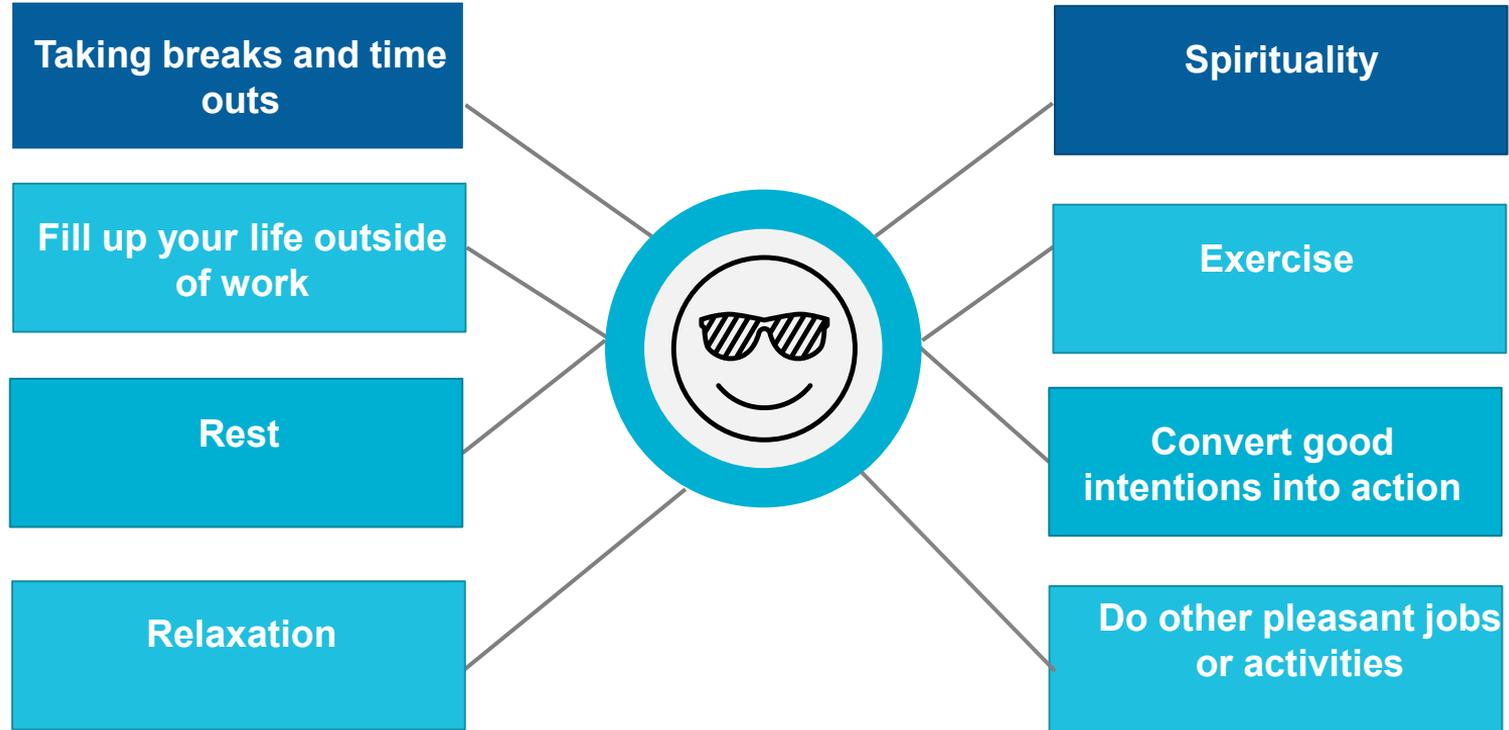
**Change your  
routines**

# Individual factors at work

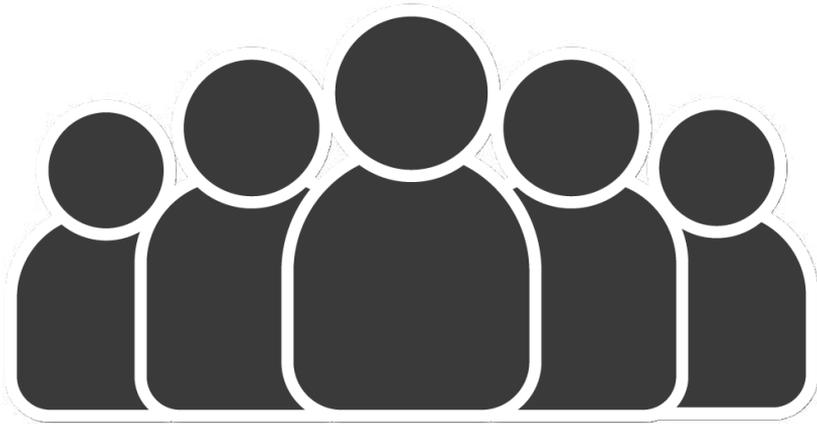


- Accentuate the positives in work
- Make time for positives in work
- Pay more attention to accomplishments
- Know yourself
- Understand the concept of countertransference
- Transition periods

# Leisure Time



# Social Support from colleagues



- Comfort
- Insight
- Compassion
- Humor
- Professional support

# Change Direction

