



BURNOUT PREVENTION

Training Provided by:

Missions Development International

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WHAT IS MY SCORE AND WHAT DOES IT MEAN?

In this section, you will score your test so you understand the interpretation for you. To find your score on **each section**, total the questions listed on the left and then find your score in the table on the right of the section.

Compassion Satisfaction Scale

Copy your rating on each of these questions on to this table and add them up. When you have added them up you can find your score on the table to the right.

3. _____
 6. _____
 12. _____
 16. _____
 18. _____
 20. _____
 22. _____
 24. _____
 27. _____
 30. _____

Total: _____

The sum of my Compassion Satisfaction questions is	And my Compassion Satisfaction level is
22 or less	Low
Between 23 and 41	Moderate
42 or more	High

Burnout Scale

On the burnout scale you will need to take an extra step. Starred items are "reverse scored." If you scored the item 1, write a 5 beside it. The reason we ask you to reverse the scores is because scientifically the measure works better when these questions are asked in a positive way though they can tell us more about their negative form. For example, question 1. "I am happy" tells us more about

- *1. _____ = _____
 *4. _____ = _____
 8. _____
 10. _____
 *15. _____ = _____
 *17. _____ = _____
 19. _____
 21. _____
 26. _____
 *29. _____ = _____

Total: _____

The sum of my Burnout Questions is	And my Burnout level is
22 or less	Low
Between 23 and 41	Moderate
42 or more	High

You Wrote	Change to	
	5	the effects of helping when you are <i>not</i> happy so you reverse the score
2	4	
3	3	
4	2	
5	1	

Secondary Traumatic Stress Scale

Just like you did on Compassion Satisfaction, copy your rating on each of these questions on to this table and add them up. When you have added them up you can find your score on the table to the right.

2. _____
 5. _____
 7. _____
 9. _____
 11. _____
 13. _____
 14. _____
 23. _____
 25. _____
 28. _____

Total: _____

The sum of my Secondary Trauma questions is	And my Secondary Traumatic Stress level is
22 or less	Low
Between 23 and 41	Moderate
42 or more	High

PROFESSIONAL QUALITY OF LIFE SCALE (PROQOL)

COMPASSION SATISFACTION AND COMPASSION FATIGUE (PROQOL) VERSION 5 (2009)

When you [help] people you have direct contact with their lives. As you may have found, your compassion for those you [help] can affect you in positive and negative ways. Below are some questions about your experiences, both positive and negative, as a [helper]. Consider each of the following questions about you and your current work situation. Select the number that honestly reflects how frequently you experienced these things in the last 30 days.

1=Never

2=Rarely

3=Sometimes

4=Often

5=Very Often

- _____ 1. I am happy.
- _____ 2. I am preoccupied with more than one person I [help].
- _____ 3. I get satisfaction from being able to [help] people.
- _____ 4. I feel connected to others.
- _____ 5. I jump or am startled by unexpected sounds.
- _____ 6. I feel invigorated after working with those I [help].
- _____ 7. I find it difficult to separate my personal life from my life as a [helper].
- _____ 8. I am not as productive at work because I am losing sleep over traumatic experiences of a person I [help].
- _____ 9. I think that I might have been affected by the traumatic stress of those I [help].
- _____ 10. I feel trapped by my job as a [helper].
- _____ 11. Because of my [helping], I have felt "on edge" about various things.
- _____ 12. I like my work as a [helper].
- _____ 13. I feel depressed because of the traumatic experiences of the people I [help].
- _____ 14. I feel as though I am experiencing the trauma of someone I have [helped].
- _____ 15. I have beliefs that sustain me.
- _____ 16. I am pleased with how I am able to keep up with [helping] techniques and protocols.
- _____ 17. I am the person I always wanted to be.
- _____ 18. My work makes me feel satisfied.
- _____ 19. I feel worn out because of my work as a [helper].
- _____ 20. I have happy thoughts and feelings about those I [help] and how I could help them.
- _____ 21. I feel overwhelmed because my case [work] load seems endless.
- _____ 22. I believe I can make a difference through my work.
- _____ 23. I avoid certain activities or situations because they remind me of frightening experiences of the people I [help].
- _____ 24. I am proud of what I can do to [help].
- _____ 25. As a result of my [helping], I have intrusive, frightening thoughts.
- _____ 26. I feel "bogged down" by the system.
- _____ 27. I have thoughts that I am a "success" as a [helper].
- _____ 28. I can't recall important parts of my work with trauma victims.
- _____ 29. I am a very caring person.
- _____ 30. I am happy that I chose to do this work.

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YOUR SCORES ON THE PROQOL: PROFESSIONAL QUALITY OF LIFE SCREENING

Based on your responses, place your personal scores below. If you have any concerns, you should discuss them with a physical or mental health care professional.

Compassion Satisfaction _____

Compassion satisfaction is about the pleasure you derive from being able to do your work well. 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 even the greater good of society. Higher scores on this scale represent a greater satisfaction related to your ability to be an effective caregiver in your job.

If you are in the higher range, you probably derive a good deal of professional satisfaction from your position. If your scores are below 23, you may either find problems with your job, or there may be some other reason—for example, you might derive your satisfaction from activities other than your job. (Alpha scale reliability 0.88)

Burnout _____

Most people have an intuitive idea of what burnout is. From the research perspective, burnout is one of the elements of Compassion Fatigue (CF). It is associated with feelings of hopelessness and difficulties in dealing with work or in doing your job effectively. These negative feelings usually have a gradual onset. They can reflect the feeling that your efforts make no difference, or they can be associated with a very high workload or a non-supportive work environment. Higher scores on this scale mean that you are at higher risk for burnout.

If your score is below 23, this probably reflects positive feelings about your ability to be effective in your work. If you score above 41, you may wish to think about what at work makes you feel like you are not effective in your position. Your score may reflect your mood; perhaps you were having a “bad day” or are in need of some time off. If the high score persists or if it is reflective of other worries, it may be a cause for concern. (Alpha scale reliability 0.75)

Secondary Traumatic Stress _____

The second component of Compassion Fatigue (CF) is secondary traumatic stress (STS). It is about your work related, secondary exposure to extremely or traumatically stressful events. Developing problems due to exposure to other's trauma is somewhat rare but does happen to many people who care for those who have experienced extremely or traumatically stressful events. For example, you may repeatedly hear stories about the traumatic things that happen to other people, commonly called Vicarious Traumatization. If your work puts you directly in the path of danger, for example, field work in a war or area of civil violence, this is not secondary exposure; your exposure is primary. However, if you are exposed to others' traumatic events as a result of your work, for example, as a therapist or an emergency worker, this is secondary exposure. The symptoms of STS are usually rapid in onset and associated with a particular event. They may include being afraid, having difficulty sleeping, having images of the upsetting event pop into your mind, or avoiding things that remind you of the event.

If your score is above 41, you may want to take some time to think about what at work may be frightening to you or if there is some other reason for the elevated score. While higher scores do not mean that you do have a problem, they are an indication that you may want to examine how you feel about your work and your work environment. You may wish to discuss this with your supervisor, a colleague, or a health care professional. (Alpha scale reliability 0.81)

Burnout Prevention Training

Definition

Burnout is characterized by feeling emotionally depleted or drained and can result after a period of long-term, work related stress. There are three key aspects to burnout which you may experience in varying degrees.^{2,3}

Burnout may include:	
1. Emotional exhaustion	Feeling that your personal energy is gone or depleted
2. Depersonalization and cynicism	Feeling detached from your work, including a loss of motivation or interest
3. Feelings of inefficacy	Feeling helpless or hopeless about your work and a sense of failure to reach your personal work-related goals

Burnout is characterized by feeling emotionally depleted or drained and can result after a period of long-term, work related stress.

Signs & Symptoms

Physical	Emotional & Cognitive	Behavioral	Work Related
<ul style="list-style-type: none"> Fatigue/exhaustion Headaches Sleep disturbances: difficulty falling or staying asleep increased/decreased sleep Digestive problems Increased physical complaints 	<ul style="list-style-type: none"> Emotional distress (e.g., feelings of sadness, depression) Anger & irritability Inwardly directed criticism Difficulty concentrating Increased cynicism or negativity Increased doubts and uncertainty 	<ul style="list-style-type: none"> Excessive use of substances: nicotine, alcohol, illicit drugs Risk-taking 	<ul style="list-style-type: none"> Avoidance or dread of working with certain patients or colleagues Withdrawing from colleagues Decreased job performance Negative attitude toward the job, organization, and/or patients Depersonalization Absenteeism Lack of satisfaction from achievements Decreased sense of personal accomplishment Feeling unable to help Disillusionment Reduced job commitment Reduced job motivation Low career satisfaction Feeling over-worked and over-extended Increased medical errors



Case Example

Mohamad is a 35-year old gastroenterologist. He was contacted by his supervisor after a heated argument between him and a surgeon. They argued about a critical care case which involved a 26-year old female patient with complicated Crohn’s disease who expired with sepsis. Mohamad’s colleagues report that he has been aggressive with the physician and nurse colleagues and they feel that he is inappropriate in his interactions with them. Mohamad has a reputation for being a hard worker and excellent physician. He spends most of his time at the hospital because of his commitment to his patients and his clinical work. Mohamad is married and his wife is pregnant with their first child. His wife has expressed concerns to another physician’s spouse about Mohamad, stating that he is irritable and not participating in family life when at home. When Mohamad meets with his supervisor to discuss the conflict with his colleague, he denies any problems. He expresses that he did not have much of an impact to help the patient who expired or many others. He feels he has lost some direction, and the conflict with his colleague made him frustrated. He reports feeling worn out and that he is not able to accomplish much in his work.



Vulnerability Factors

Work-related and organizational factors increase vulnerability to burnout. These factors include:

Working Hours & Environment	<ul style="list-style-type: none"> • Long working hours • Difficult work environment • Too much challenge in your work • Not enough control over one’s working conditions • Chronic work-related stress • Intense work demands
Work/Life Balance	<ul style="list-style-type: none"> • Lack of boundaries between work and rest • Limited opportunity for rest and recovery • Continual boredom (this can be either a cause of or a symptom of burnout)
Unclear Roles or Expectations	<ul style="list-style-type: none"> • An unclear or non-existent job description or unclear role in the team • Poor preparation and briefing for work related tasks • A persistent gap between job expectations and one’s skills, abilities, and/or knowledge • A poor match between the job and the person • Not enough signs of effectiveness or progress within one’s work • Challenges in balancing the expectations of managers, co-workers, donors, patients, and family • Responsibility for things you can’t control or experience of lack of control over your work.
Lack of Support or Adequate Supervision	<ul style="list-style-type: none"> • Inconsistent or inadequate supervision • Lack of fairness or feedback • Lack of support can lead to unresolved conflict and greater risk of burnout • Limited autonomy at work and a high degree of interference
Lack of value for wellbeing	<ul style="list-style-type: none"> • Efforts are not being acknowledged and appreciated • Feeling devalued and not rewarded for your work • Lack of engagement in the workplace



Self-care practices can help prevent the development of burnout. Engage regularly in replenishing self-care strategies that promote physical, emotional, and spiritual wellbeing. Once you begin to routinely practice healthy self-care habits, they become part of your overall prevention plan. Not only do self-care practices strengthen your ability to cope while in the moment, they can help your body remember how to bounce back to a healthier state.

Engage regularly in replenishing self-care strategies that promote physical, emotional, and spiritual wellbeing.


By focusing on building your strengths and carrying out self-care activities, you contribute to your behavioral, cognitive, physical, spiritual, and emotional resilience which supports the prevention of burnout. In addition, organizational practices and protocols are important in preventing employee burnout. Strategies include:






Organizational practices:

Improve Working Hours & Environment	<ul style="list-style-type: none"> Reasonable working hours Balance the intensity of work and ensure there is down time
Encourage Work/Life Balance	<ul style="list-style-type: none"> Encourage rest breaks and employee vacations, facilitate an organizational culture where self-care is valued and seen as necessary for quality work
Ensure Roles or Expectations are clear	<ul style="list-style-type: none"> Clear job descriptions and ensuring that staff have a clear understanding of their responsibilities Ensure that employees are appropriately trained to meet their work responsibilities
Provide Support and Adequate Supervision	<ul style="list-style-type: none"> Regular meetings with supervisees/employees and encourage them to seek help as needed Establish peer support or buddy systems as needed to provide employees with support
Value wellbeing	<ul style="list-style-type: none"> Implement regular team meetings and ensure effective team work Promote the importance of wellbeing Implement systems that celebrate success and show appreciation Ensure that employees know that they are a valued team member Information about stress and its impacts is provided and good coping strategies are encouraged

Individual practices:

Through focusing on your behavioral, cognitive, physical, spiritual, and emotional self-care practices you can begin to build your resilience. Some suggested activities include:

 Behavioral	<ul style="list-style-type: none"> Ensure adequate sleep (6-8 hours per night) Seek help from colleagues and/or your supervisor when you need it Develop competence (the skills you need to do your job) Develop confidence (the knowledge that you can do it) Assess the fit between your interests, talents, and skills and your job description Assess your workload
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 Behavioral	<ul style="list-style-type: none"> • Take on new tasks if this balances with your workload. New tasks can give you energy • Reorganize the way you currently do your work or restructure your work day to ensure more self-care time⁴
 Cognitive	<ul style="list-style-type: none"> • Assess how well your values and those of your agency fit one another. If fit of values is an issue, it helps to look for commonalities, places where your values match, as well as to think about whether you can learn to value the things your agency thinks are important. You can also consider advocating for values you think are important in your workplace.
 Physical	<ul style="list-style-type: none"> • Engage in physical exercise regularly • Ensure a healthy diet (i.e., fruits, vegetables, avoiding processed foods, reduce sugar, salt and caffeine)
 Spiritual	<ul style="list-style-type: none"> • Make time for your spiritual practice (e.g., prayer, meditation, spending time in nature, engaging in meaningful contributions to others) • Find meaning or purpose in your daily activities, use strategies to help you remember this sense of meaning every day (e.g., leave yourself notes on your desk, put a photo where you will see it)
 Emotional	<ul style="list-style-type: none"> • Practice gratitude (e.g., set some time aside each day to reflect on a few things for which you are thankful) • Ensure that you have good social support (individuals in your personal and professional life from which you can get emotional support and ask to help when you need it) and connect with your social support networks regularly

Brainstorming

Use the space below to brainstorm some Self Care Strategies that could work for you:

1. Information provided by The Center for Victims of Torture. The Center for Victims of Torture is forging new ways to advance human rights and build a future free from torture. www.cvt.org
2. Alqudah, A.F. & Sheese, K. (2002). Handbook on staff care and self-care for the Ministry of Health in the context of the healthcare system. GIZ, Amman, Jordan.
3. Castelo-Branco, C., Figueras, F., Eixarch, E. Quereda, F., Cancelo, M.J., Gonzalez, S. & Balasch, J. (2007). Stress symptoms and burnout in obstetric and gynaecology residents. BJOG, 114, 94-98.
4. Lacy, B.E. & Chan, J.L. (2018). Physician burnout: The hidden health care crisis. Clinical Gastroenterology and Hepatology, 16, 311-317.
5. Pearlman, L. (2013). Preventing burnout. The Headington Institute. Retrieved from <https://www.headington-institute.org/resource/preventing-burnout/>
6. Pearlman, L. (2012). What to do about burnout: Identifying your sources. The Headington Institute. Retrieved from <https://www.headington-institute.org/resource/what-to-do-about-burnout-identifying-your-sources/>
7. Snider, L. (N.D.). Caring for volunteers: A psychosocial support toolkit. Psychosocial Centre. International Federation of Red Cross and Red Crescent Societies. Denmark

JESUS EXAMPLE

- Jesus aligned his expectations with the will of his Father
- Jesus left needs unmet to be alone...with no guilt
- Jesus invested time in his own wellbeing

Mark 1:35, Mark 6:31-32, & Luke 5:15-16

Modeling Self Care

- When Jesus heard what had happened, he withdrew by boat privately to a solitary place. Matthew 14:13
- Very early in the morning, while it was still dark, Jesus got up, left the house and went off to a solitary place, where he prayed. Mark 1:35
- Leaving the crowd behind, [the disciples] took him along, just as he was, in the boat. Mark 4:36
- Then, because so many people were coming and going that they did not even have a chance to eat, he said to them, 'Come with me by yourselves to a quiet place and get some rest. Mark 6:31
- But Jesus often withdrew to lonely places and prayed. Luke 5:16
- Jacob's well was there, and Jesus tired as he was from the journey, sat down by the well. It was about noon. John 4:6