



HOMELESS TRAINING INSTITUTE

BURNOUT & STRESS



*Just in case 2021
is as bad as 2020*

WHAT IS BURNOUT?

The three hallmarks of burnout are:

1. _____
2. _____
3. _____

SCIENCE BEHIND BURNOUT & STRESS

Burnout is not just emotional.

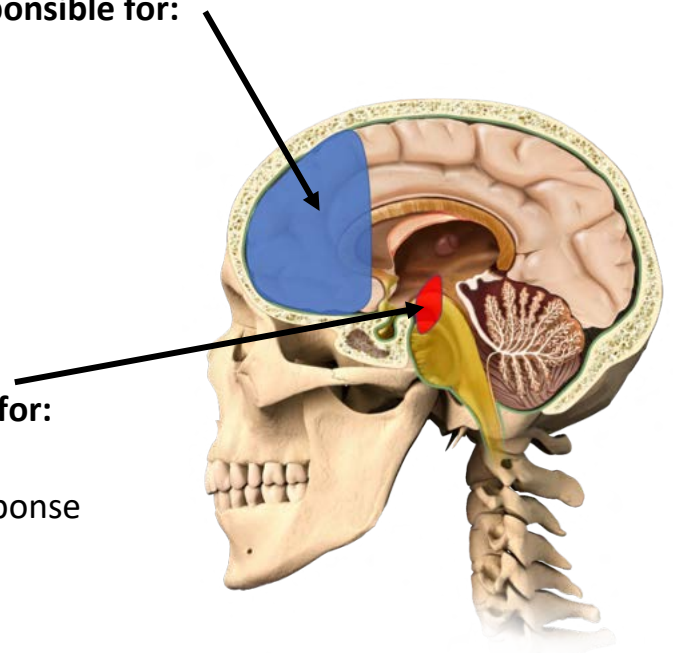
It actually changes your _____.

The _____ Cortex is responsible for:

- _____ making
- Abstract _____
- _____ regulation

The _____ is responsible for:

- _____ or flight response
- _____ memories



Burnout _____ the amygdala. This puts you into fight or flight mode more often.

Burnout _____ connections between the amygdala and the prefrontal cortex.

This makes it _____ for the prefrontal cortex to manage _____ emotions.

Burnout _____ the frontal cortex.

This makes it even HARDER to manage _____ emotions.

Remember the stress hormone _____ from the core training?

Chronic _____ releases a lot of cortisol.

Paradoxically, when cortisol levels have been too _____ for too _____, the body responds by producing abnormally low levels of cortisol (called _____.)

This has all sorts of _____ effects on the body.



BURNOUT Just in case 2021 is as bad as 2020

Does burnout sound a lot like _____? It should.

People with burnout show similar

_____ to people

with early life

_____.



One of the key ideas is that people with burnout have a harder time modulating strong
_____ emotions.

HOW TO PREVENT IT/FIX IT

There is all of the usual advice:

- _____
- Go on vacations
- _____ right
- Sleep more
- _____ more
- Hang out with friends and family
- _____ and mindfulness
(we'll come back to this one)



The problem with the usual advice is that it is designed to help an individual cope with a
_____ work environment.

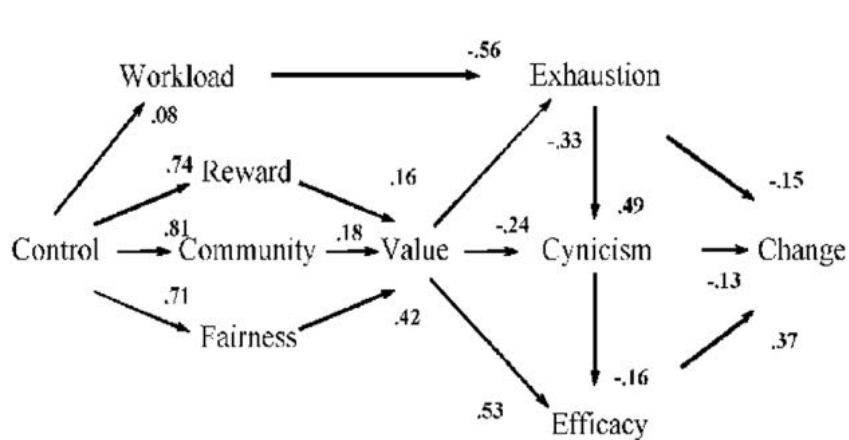
It doesn't make any effort to _____ the environment, which –
according to the research – is key.

BURNOUT Just in case 2021 is as bad as 2020

According to the research, there are six areas of your work life that either contribute to burnout or help guard against it.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

The six areas are not equal. In fact, researchers built a complicated graphic to show exactly how the different factors interact with one another and with the three key traits of burnout (exhaustion, cynicism and efficacy).



Basically, what that says is that _____ is the starting place and _____ are especially effective at preventing burnout.



BURNOUT-PROOF YOUR WORKPLACE

IF YOU'RE A MANAGER

VALUES

BRING
THEM TO LIFE

STEP 1

Write down how your organization changes the world

STEP 2

Remind people constantly of how their work changes the world

- In meetings
- 1-on-1
- In emails

CONTROL

GIVE
UP SOME

STEP 1

Meet with your staff
1-on-1 regularly

STEP 2

The magic phrase: "I trust you."

STEP 3

Praise effort regardless
of outcome

SUPPORTIVE COMMUNITY

CREATE
ONE

IN GROUP MEETINGS

"Happy stuff"
"Happy notes"

IN 1-ON-1

"Weekly Praise"

IN EMAIL

"Monthly Praise"

BURNOUT Just in case 2021 is as bad as 2020

BURNOUT-PROOF YOUR WORKPLACE

IF YOU ARE A MANAGER



BURNOUT-PROOF YOUR WORKPLACE

IF YOU'RE NOT A MANAGER

VALUES

LIVE THEM
AT WORK

STEP 1

Write down your "why"

STEP 2

Put a physical reminder of your values at work

STEP 3

On good days, keep a note or memento of the difference you made

STEP 4

On bad days, remind yourself that bad days are your gift to a hurting world

CONTROL

CARVE
SOME OUT

STEP 1

Ask to meet with your manager regularly

STEP 2

Option 1: Don't always ask permission (but then rock it)
Option 2: Trial with "stop limit"

STEP 3

Admit mistakes immediately

STEP 4

Publicly give your boss some credit

SUPPORTIVE COMMUNITY

CREATE
ONE

IN GROUP MEETINGS

Praise good work

IN 1-ON-1

Thank your supervisor

IN EMAIL

Send "Praise emails"

HELP!



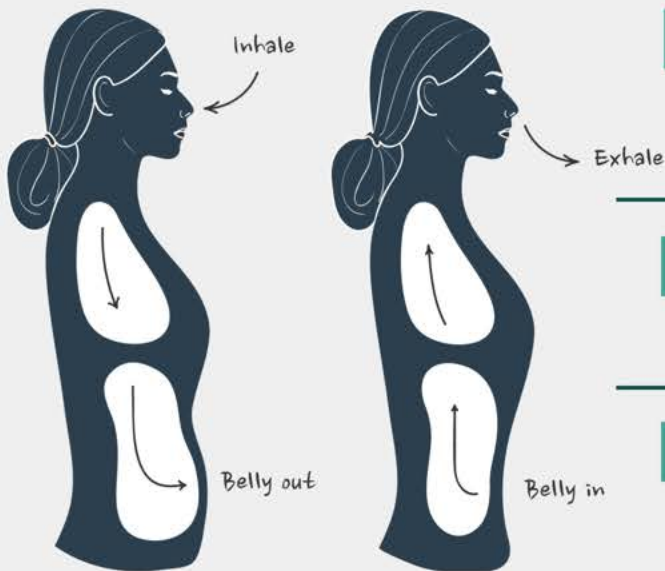
IF YOU ARE NOT A MANAGER



SCIENCE-BASED STRESS REDUCTION TECHNIQUE

DIAPHRAGMATIC (BELLY) BREATHING

START WITH 5 MINUTES, WORKING YOUR WAY UP TO 20 MINUTES.



STEP 1 4 SECONDS

Breathe in through your nose using your diaphragm. Your stomach should move, but not your chest or shoulders.

STEP 2 2 SECONDS

P A U S E

STEP 3 6 SECONDS

Breathe out through your mouth using your diaphragm (if you are alone you can purse your lips like you are blowing out a candle)

*IT WORKS BECAUSE IT ACTIVATES YOUR
PARASYMPATHETIC NERVOUS SYSTEM*

SYMPATHETIC NERVOUS SYSTEM

ACTIVATES WHEN YOU GET STRESSED

- Releases adrenaline and cortisol
- Increases heart rate, blood pressure and breathing

GAS PEDAL FOR ANXIETY



PARASYMPATHETIC NERVOUS SYSTEM

CALMS YOU DOWN AFTER STRESS

- Dampens the Sympathetic Nervous System
- Slows heart rate
- Reduces cortisol

BRAKE PEDAL FOR ANXIETY

SCIENCE BASED STRESS MANAGEMENT



Sources

- "Calming a Wiggled Out Autonomic Nervous System Using the Vagus Nerve." *Innis Integrative Body and Mind Therapy Blog*, 21 Nov. 2017, <https://www.innisintegrativetherapy.com/blog/2017/11/21/calming-a-wiggled-out-autonomic-nervous-system-using-the-vagus-nerve>.
- "Gallup's Perspective on Employee Burnout: Causes and Cures." *Gallup*, 2020, <https://www.gallup.com/workplace/282659/employee-burnout-perspective-paper.aspx>.
- "Relaxation." *University of Michigan*, 2017, <https://medicine.umich.edu/sites/default/files/content/downloads/Relaxation-Skills-for-Anxiety.pdf>.
- "Understanding the Stress Response: Chronic Activation of this Survival Mechanism Impairs Health." *Harvard Health Publishing*, 6 July 2020, <https://www.health.harvard.edu/staying-healthy/understanding-the-stress-response#:~:text=Chronic%20activation%20of%20this%20survival%20mechanism%20impairs%20health&text=Muscles%20tense%20and%20beats%20of,quickly%20to%20life%2Dthreatening%20situations>.
- Albaloooshi, Sumaya, et al. "Reinstating the Resourceful Self: When and How Self-affirmations Improve Executive Performance of the Powerless." *Personality and Social Psychology Bulletin*, vol. 46, no. 2, Feb. 2020, pp. 189-203.
- Aten, Jason. "Jeff Bezos Says Good Leaders Make it Okay to Fail." *Inc.*, Oct 14, 2019, available at <https://www.businessinsider.com/jeff-bezos-says-you-should-failing-more-you-take-chances-2019-8#failure-leads-to-success-1>
- Bell, Holly, et al. "Organizational Prevention of Vicarious Trauma." *Families in Society*, vol. 84, no. 4, Oct. 2003, pp. 463-70.
- Bhui, Kamaldeep S., et al. "A Synthesis of the Evidence for Managing Stress at Work: A Review of the Reviews Reporting on Anxiety, Depression, and Absenteeism." *Journal of Environmental and Public Health*, vol. 2012, Feb. 2012. doi:10.1155/2012/515874.
- Blix, Eva, et al. "Long-term Occupational Stress is Associated with Regional Reductions in Brain Tissue Volumes." *PLoS One*, vol. 8, no. 6, June 2013. doi:10.1371/journal.pone.0064065.
- Buhr, Kristin. "How to do Progressive Muscle Relaxation." *Anxiety Canada*, 2019, <https://www.anxietycanada.com/sites/default/files/MuscleRelaxation.pdf>.
- Bush, Ashley Davis. *Simple Self-care for Therapists: Restorative Practices to Weave Through Your Workday*. W. W. Norton & Company, 2015.
- Chen, Yu-Fen, et al. "The Effectiveness of Diaphragmatic Breathing Relaxation Training for Reducing Anxiety." *Perspectives in Psychiatric Care*, vol. 53, no. 4, Oct. 2017, pp. 329-36.
- Cocker, Fiona, and Nerida Joss. "Compassion Fatigue Among Healthcare, Emergency and Community Service Workers: A Systematic Review." *International Journal of Environmental Research and Public Health*, vol. 13, no. 6, June 2016. doi:10.3390/ijerph13060618.
- Davis, Soph Sam. "4 Sets of Somatic Mindfulness Exercises for People Who Have Experienced Trauma." *Psych Central*, 8 Oct. 2018, <https://psychcentral.com/lib/4-sets-of-somatic-mindfulness-exercises-for-people-who-have-experienced-trauma/>.
- de Witte, Martina, et al. "Effects of Music Interventions on Stress-related Outcomes: A Systematic Review and Two Meta-analyses." *Health Psychology Review*, vol. 14, no. 2, Apr. 2020, pp. 294-324.
- Deligkaris, Pavlos, et al. "Job Burnout and Cognitive Functioning: A Systematic Review." *Work & Stress: An International Journal of Work, Health & Organisations*, vol. 28, no. 2, Apr. 2014, pp. 107-23.
- Fish, Matthew T. "Don't Stress About it: A Primer on Stress and Applications for Evidence-based Stress Management Interventions in the Recreational Therapy Setting." *Therapeutic Recreation Journal*, vol. 52, no. 4, Oct. 2018, pp. 390-409.
- Frankl, Viktor E. *Man's Search for Meaning*. Beacon Press, 1992.
- Gerritsen, Roderik J. S., and Guido P. H. Band. "Breath of Life: The Respiratory Vagal Stimulation Model of Contemplative Activity." *Frontiers in Human Neuroscience*, vol. 12, Oct. 2018. doi:10.3389/fnhum.2018.00397.
- Golkar, Armita, et al. "The Influence of Work-related Chronic Stress on the Regulation of Emotion and on Functional Connectivity in the Brain." *PLoS One*, vol. 9, no. 9, Sep. 2014. doi:10.1371/journal.pone.0104550.
- Henning, Max, et al. "A Potential Role for Mu-opioids in Mediating the Positive Effects of Gratitude." *Frontiers in Psychology*, vol. 8, June 2017. doi:10.3389/fpsyg.2017.00868.
- Howlett, Samantha L., and Anthony Collins. "Vicarious Traumatization: Risk and Resilience Among Crisis Support Volunteers in a Community Organisation." *South African Journal of Psychology*, vol. 44, no. 2, June 2014, pp. 180-90.
- Hunt, Melissa G., et al. "Positive Effects of Diaphragmatic Breathing on Physiological Stress Reactivity in Varsity Athletes." *Journal of Clinical Sport Psychology*, vol. 12, no. 1, Mar. 2018, pp. 27-38.

- Jerath, Ravinder, et al. "Self-regulation of Breathing as a Primary Treatment for Anxiety." *Applied Psychophysiology and Biofeedback*, vol. 40, no. 2, June 2015, pp. 107-15.
- Kastenschmidt, Erin K., and Gary J. Kennedy. "Depression and Anxiety in Late Life: Diagnostic Insights and therapeutic Options." *Mount Sinai Journal of Medicine: A Journal of Translational and Personalized Medicine*, vol. 78, no. 4, July-Aug. 2011, pp. 527-45.
- Laurino, Renata Andre, et al. "Respiratory Rehabilitation: A Physiotherapy Approach to the Control of Asthma Symptoms and Anxiety." *Clinics*, vol. 67, no. 11, Nov. 2012, pp. 1291-97.
- LeBlanc, Nicole J., and Luana Margues. "How to Handle Stress at Work." *Harvard Health Blog*, 17 Apr. 2019, <https://www.health.harvard.edu/blog/how-to-handle-stress-at-work-2019041716436>.
- Leiter, Michael P., and Christina Maslach. "Areas of Worklife: A Structured Approach to Organizational Predictors of Job Burnout." *Research in Occupational Stress and Well Being*, vol. 3, no. 1, Jan. 2003, pp. 91-134.
- Lemieux-Cumberlege, Aliénor, and Emily P. Taylor. "An Exploratory Study on the Factors Affecting the Mental Health and Well-being of Frontline Workers in Homeless Services." *Health & Social Care in the Community*, vol. 27, no. 4, July 2019, pp. e367-78.
- Liston, Connor, et al. "Psychosocial Stress Reversibly Disrupts Prefrontal Processing and Attentional Control." *Proceedings of the National Academy of Sciences*, vol. 106, no. 3, Jan. 2009, pp. 912-17.
- Ma, Xiao, et al. "The Effect of Diaphragmatic Breathing on Attention, Negative Affect and Stress in Healthy Adults." *Frontiers in Psychology*, vol. 8, June 2017. doi:10.3389/fpsyg.2017.00874.
- Maslach, Christina, et al. "Job Burnout." *Annual Review of Psychology*, vol. 52, no. 1, Feb. 2001, pp. 397-422.
- Michel, Alexandra. "Burnout and the Brain." *APS Observer*, vol. 29, no. 2, Feb 2016, <https://www.psychologicalscience.org/observer/burnout-and-the-brain>.
- Moore, Elizabeth, et al. "Well-being for Trainees Caring for Homeless Veterans." *The Clinical Teacher*, vol. 16, no. 4, Aug. 2019, pp. 367-72.
- Oosterholt, Bart G., et al. "Burnout and Cortisol: Evidence for a Lower Cortisol Awakening Response in Both Clinical and Non-clinical Burnout." *Journal of Psychosomatic Research*, vol. 78, no. 5, May 2015, pp. 445-51.
- Savic, Ivanka. "Structural Changes of the Brain in Relation to Occupational Stress." *Cerebral Cortex*, vol. 25, no. 6, June 2015, pp. 1554-64.
- Skovholt, Thomas M., and Michelle Trotter-Mathison. *The Resilient Practitioner: Burnout Prevention and Self-care Strategies for Counselors, Therapists, Teachers, and Health Professionals*. 3rd ed., Routledge, 2014.
- Slattery, Suzanne M., and Lisa A. Goodman. "Secondary Traumatic Stress Among Domestic Violence Advocates: Workplace Risk and Protective Factors." *Violence Against Women*, vol. 15, no. 11, Nov. 2009, pp. 1358-79.
- Sliter, Michael, et al. "Funny or Funnier? A Review of the Benefits (and Detriments) of Humor in the Workplace." *The Handbook of Stress and Health: A Guide to Research and Practice*, edited by Cary L. Cooper & James Campbell Quick, John Wiley & Sons, 2017, pp. 523-37.
- Stahl, Ashley. "Workplace Burnout: Here's What's Causing It (And How To Avoid It)." *Forbes*, 10 Mar. 2020, <https://www.forbes.com/sites/ashleystahl/2020/03/10/workplace-burnout-heres-whats-causing-it-and-how-to-avoid-it/?sh=a981aec178db>.
- Stubenrauch, James M. "Meditation as Good as Medication?." *AJN The American Journal of Nursing*, vol. 111, no. 3, Mar. 2011, p. 16.
- Turankar, A. V., et al. "Effects of Slow Breathing Exercise on Cardiovascular Functions, Pulmonary Functions & Galvanic Skin Resistance in Healthy Human Volunteers - A Pilot Study." *The Indian Journal of Medical Research*, vol. 137, no. 5, May 2013, pp. 916-21.
- U.S. Department of Veterans Affairs, et al. "Trauma and PTSD: Tips for Relaxation." *U.S. Department of Veterans*, 2018, https://www.ptsd.va.gov/professional/treat/type/PFA/PFA_Relaxation.pdf.
- University of Wisconsin-Madison School of Medicine and Public Health, and Pacific Institute for Research and Evaluation. *The Power of Breath: Diaphragmatic Breathing Clinical Tool*. Office of Patient Centered Care and Cultural Transformation, Veterans Health Administration, 2018, http://projects.hsl.wisc.edu/SERVICE/modules/12/M12_CT_The_Power_of_Breath_Diaphragmatic_Breathing.pdf
- van Dernoot Lipsky, Laura. *Trauma Stewardship: An Everyday Guide to Caring for Self While Caring for Others*. Berrett-Koehler Publishers, 2009.
- Whiddon, Jana. "Autogenic Training." *The SAGE Encyclopedia of Theory in Counseling and Psychotherapy*, edited by Edward S. Neukrug, SAGE Publications, 2015, pp. 82-84.