



Breaking the Burnout Cycle:

Building Organizational Strategies to Address Burnout Sources & Symptoms

Dr. Arla Day

CN Centre for Occupational Health & Safety

Saint Mary's University

Job Burnout Agenda



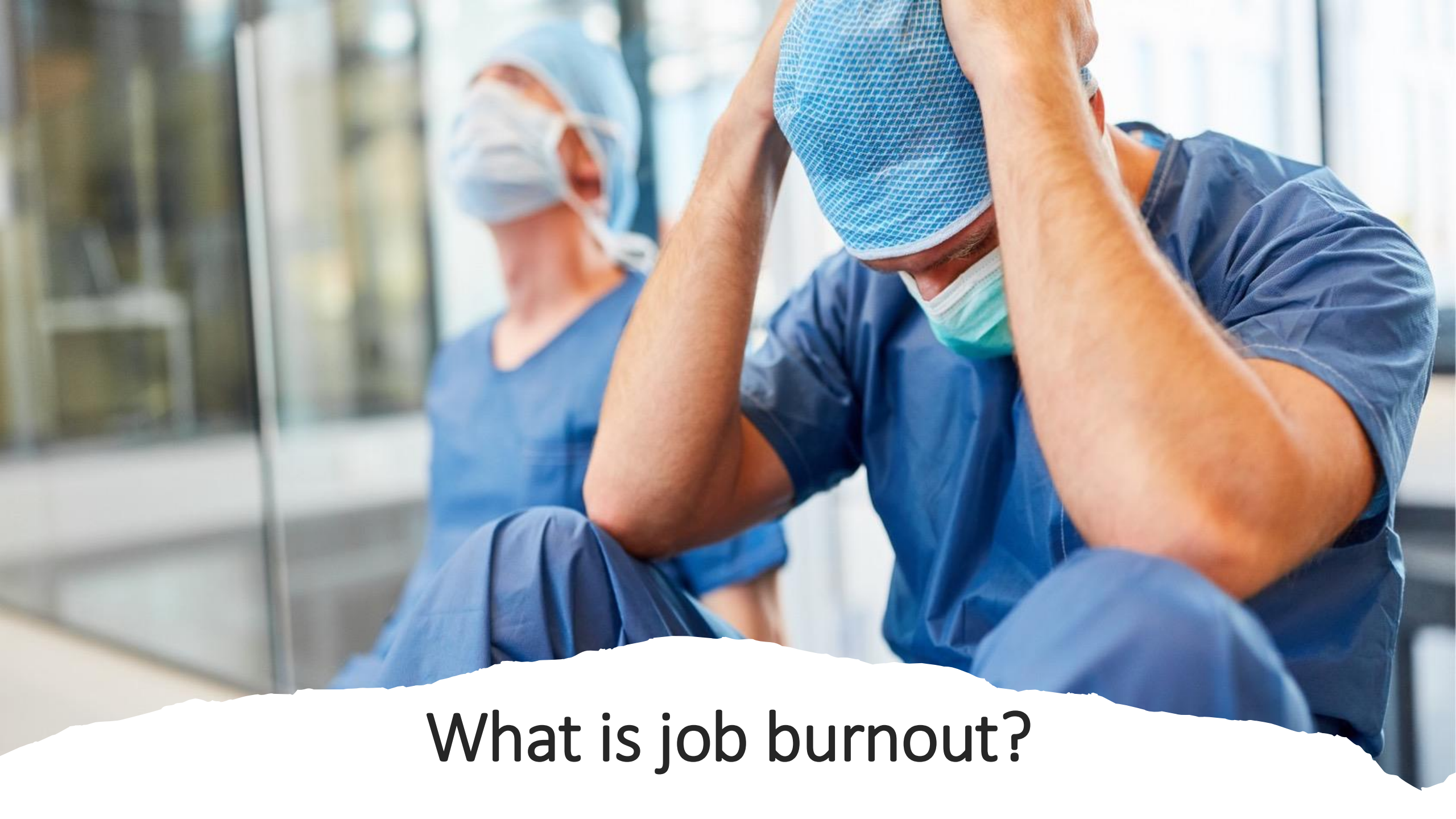
WHAT IS BURNOUT?



WHAT CAUSES
BURNOUT?



WHAT CAN WE DO TO
'ADDRESS' BURNOUT?

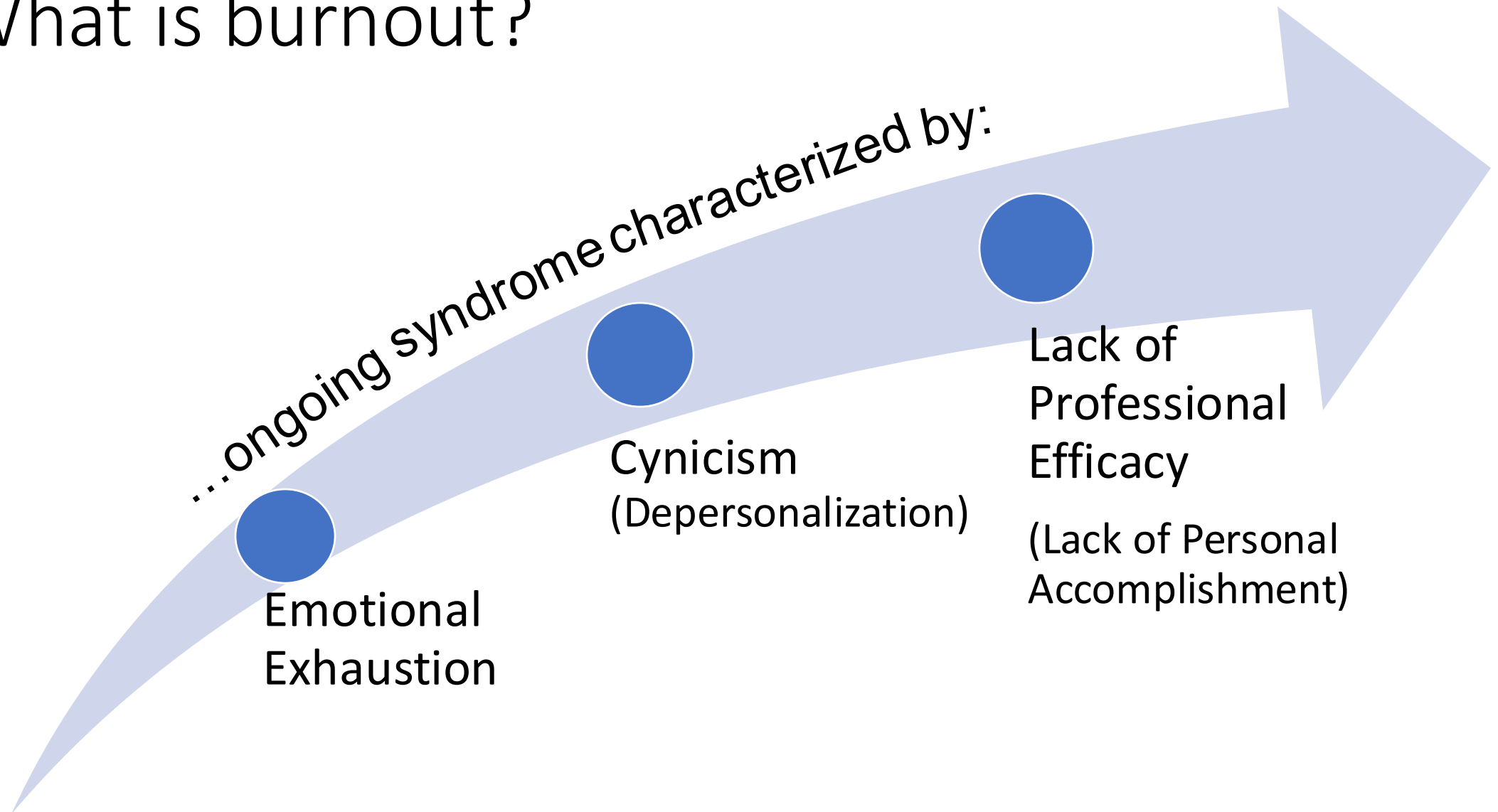


What is job burnout?



an occupational phenomenon & syndrome
resulting from “chronic workplace stress that has not been
successfully managed” (WHO, 2022, p.1748).

What is burnout?



Maslach, 1976; Maslach et al., 1997; Maslach et al., 2001

A person's hands are visible, holding a white rectangular sign with the word "HELP" in bold, black, sans-serif capital letters. The hands are positioned above a large, messy pile of crumpled white paper. In the background, there are stacks of papers and a blue folder on a desk, suggesting an office environment. The overall scene conveys a sense of being overwhelmed or seeking assistance.

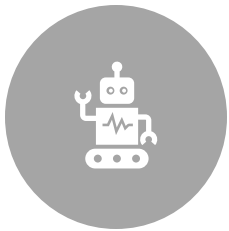
HELP

What causes job burnout?

Areas of Worklife (Leiter & Maslach, 1999)



WORKLOAD



CONTROL



REWARDS



COMMUNITY

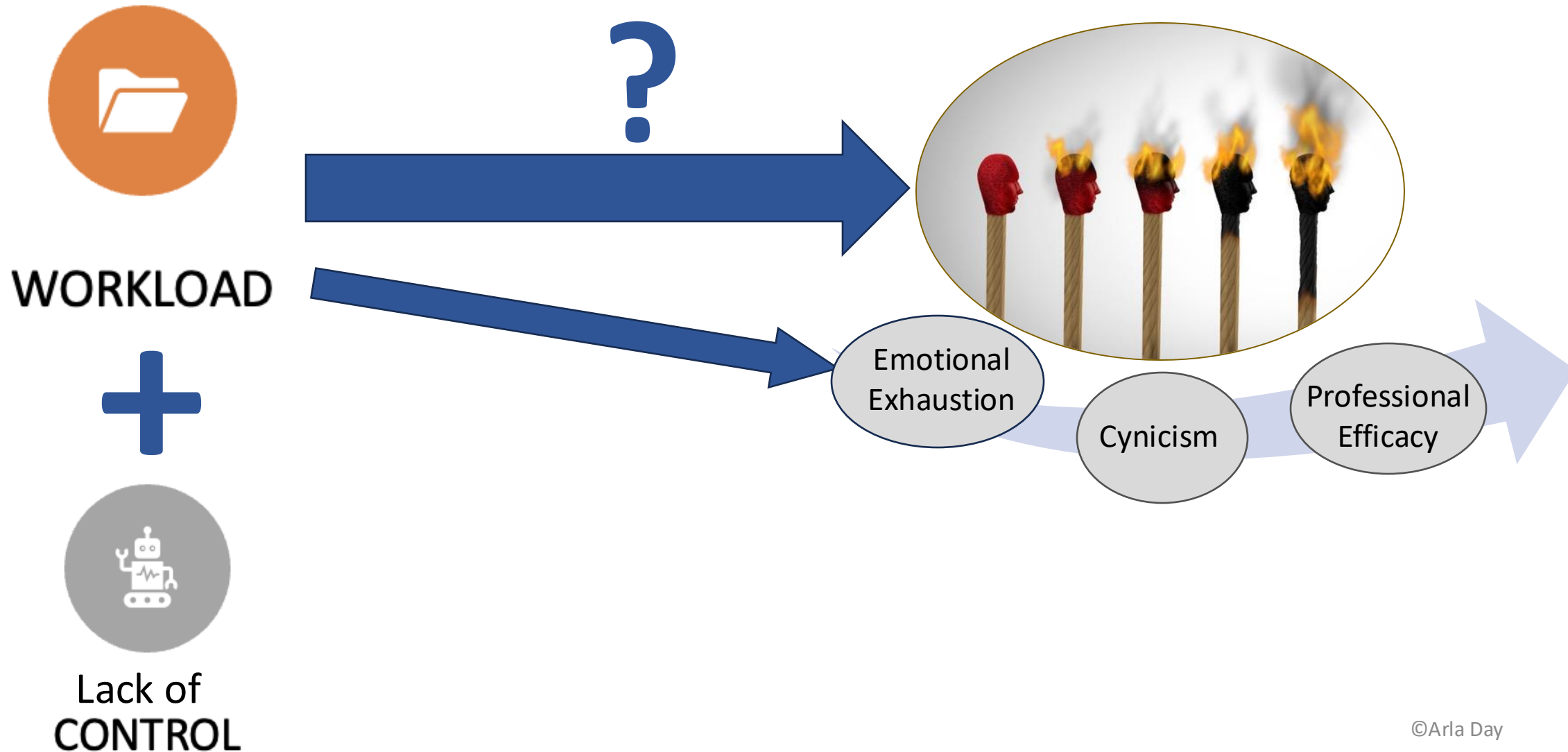


FAIRNESS



VALUES

What causes burnout?



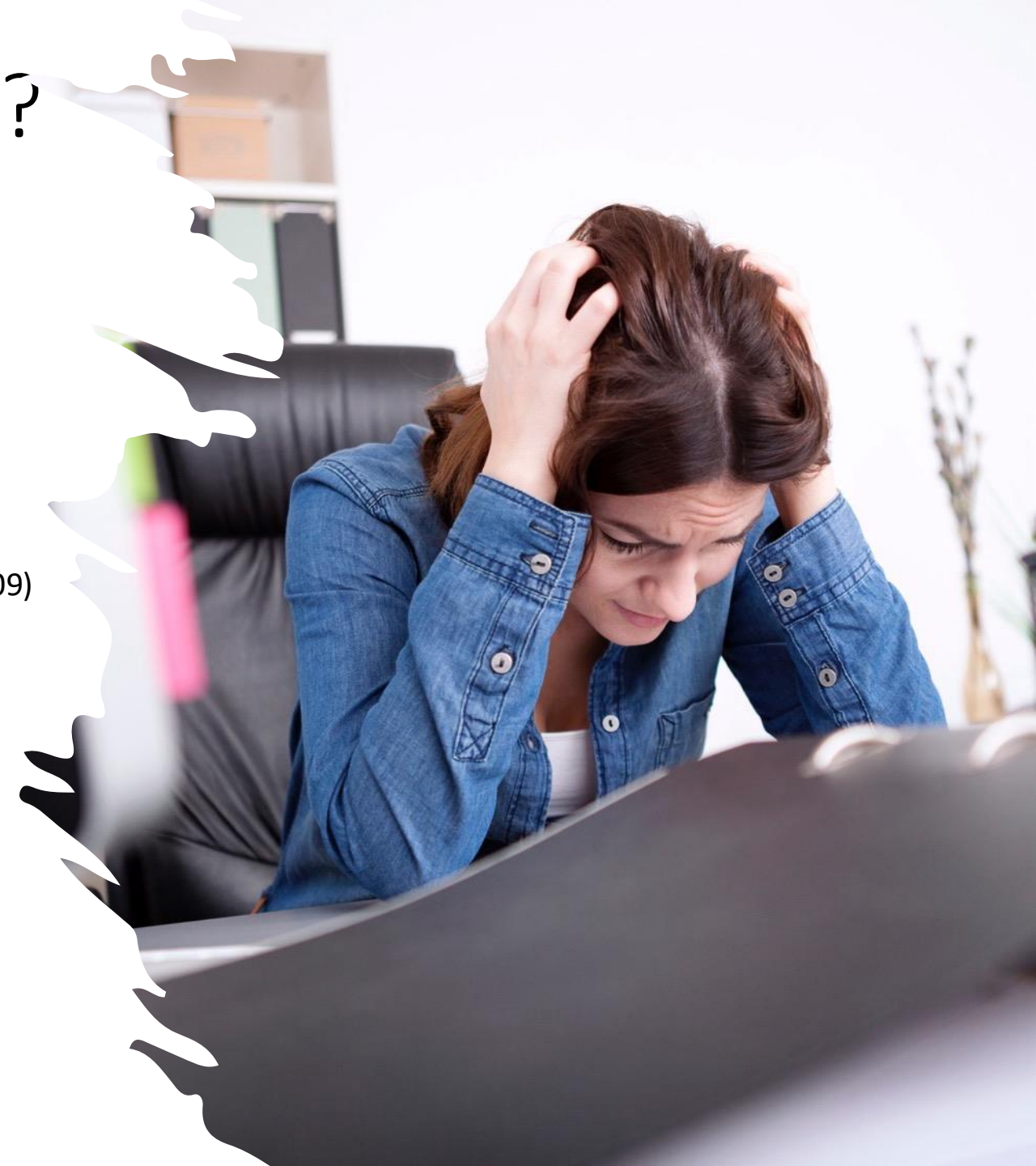
What causes job burnout?

- Lots of things
- It depends



What causes job burnout?

- Lack of autonomy/control
- Interpersonal relationships including:
 - Lack of work support (Halbesleben, 2006)
 - Breakdown of community
 - Bullying/Ostracism (e.g., Thompson et al., 2020)
 - Incivility (Leiter et al., 2011; 2012; Laschinger et al., 2009)
- Organizational changes (Day et al., 2017)
- Lack of transformational Leadership (Day et al., 2016)
- *****
- Family/Friends/Life (indirectly)
- Ourselves (Bakker et al., 2020; Hakanen et al., 2021)





What can we do to 'address' job burnout?



“Addressing” Burnout

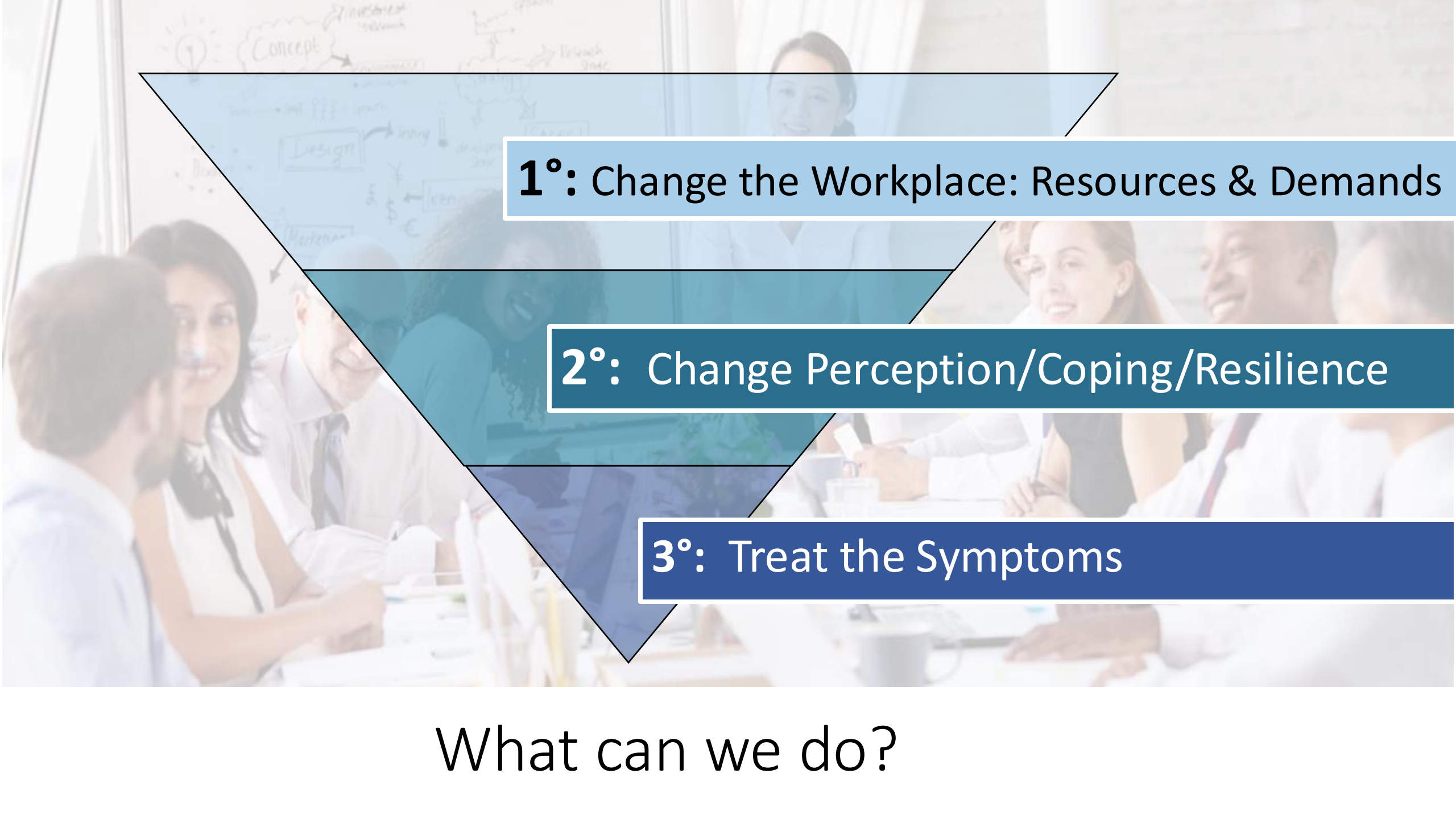
Addressing Symptoms

= Caring for workers experiencing burnout; RTW

= Providing coping resources to make people more ‘resilient’ (stronger)

Addressing Sources

= reducing burnout sources & improving resources



1°: Change the Workplace: Resources & Demands

2°: Change Perception/Coping/Resilience

3°: Treat the Symptoms

What can we do?





Individual-Focused





Team-Focused





Leader-Focused





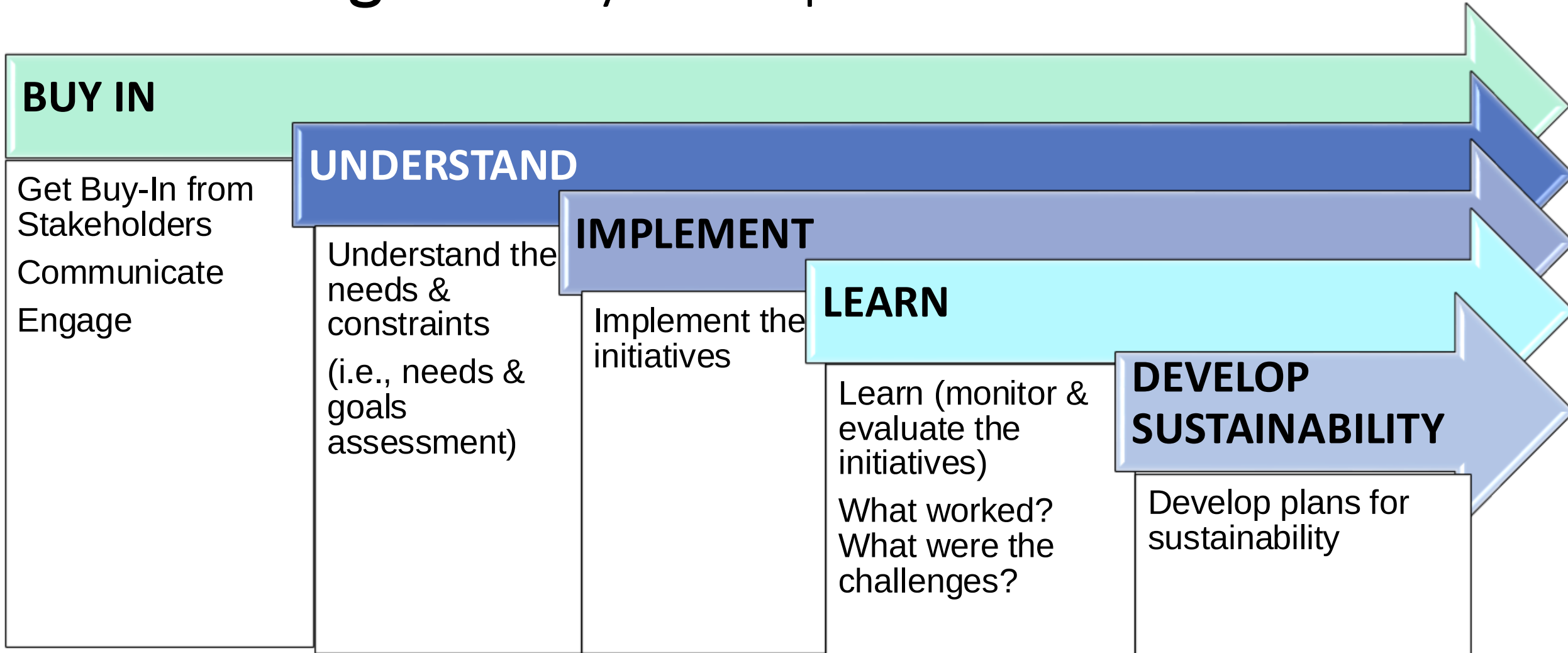
Organization-Focused



Burnout Invention Chart

	PRIMARY <i>*<u>reduce</u> sources of burnout*</i>	SECONDARY <i>*<u>resilience</u>; reframe issues; improve self-care*</i>	TERTIARY <i>*<u>heal</u> the wounded*</i>
INDIVIDUAL	Job skills training (PJ-fit) Interpersonal communications/conflict training	Self-care → CBT; ACT; Wellbeing Apps	EAPs Return to Work
GROUP	Group/Team-based civility training	Team-based well-being 'skills'	EAPs Team Mediation
LEADER	Inclusive Leadership Mentorship/Allyship Training (to reduce others' burnout)	Leadership self-care (to reduce own burnout)	EAPs (for self) RTW training (to support DRs' RTW)
OVERALL ORGANIZATION	Recruit/Select (PJ-fit) IDEA (trust) Reducing BO sources Surveys (actionable items) Policy change, etc.	Wellbeing & Healthcare Initiatives (exercise opportunities; healthy eating; CBT/ACT training)	Leave policies RTW policies EAP offerings

BUILD'ing Healthy Workplaces



Key Take-Home Messages & Goals

1. Burnout is not just exhaustion (not stress, depression, etc.)
2. Most interventions focus on supporting **individuals** instead of changing the **environment**
 - reduce burnout sources vs. addressing burnout symptoms
3. Paradoxically... the best burnout intervention doesn't focus on burnout per se
4. There is no simple 'cure' to burnout
 - "Seeking 'novel' approaches may ironically hinder progress in this area"
5. We must BUILD an ongoing process



Burnout as a Job Hazard

1. We can heal the broken wrist & treat the concussion
2. We can teach people to watch for & avoid hazards and pick up their feet...
AND (most importantly)...
3. We should remove the rock, fix the broken chair, replace the unsafe ladder, & wipe up the spill



CONTACT INFO

Arla Day

**Professor, Occupational Health Psychology
Director, CN Centre for Occupational Health & Safety
Saint Mary's University
Halifax, NS Canada**



@arladay



arla.day@smu.ca



ca.linkedin.com/in/arladay



arladay.ca