## Addressing HIV Practitioner and Staff Burnout in the COVID-19 Era

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### Financial Relationships With Ineligible Companies  
(Formerly Described as Commercial Interests by the ACCME) Within the Last 2 Years

Dr Kaslow has no relevant financial relationships with ineligible companies to disclose. (Updated 9/30/21)

### Learning Objectives

At the end of this presentation, learners will be able to:

- Recognize the signs of burnout  
- List strategies for self-care
What is Burnout?

- Syndrome characterized by
  - Emotional exhaustion – loss of interest and enthusiasm for work
  - Depersonalization – poor attitude with cynicism and treating others as objects
  - Diminished personal accomplishment – reduced effectiveness and sense of personal accomplishment, low self-value

Burnout

- Risk factors
  - Limited experience
  - Poor self-concept
  - Problems with anxiety and depression
  - Low job satisfaction
    - Gomez-Urquiza et al., 2014

Burnout

- Risk factors
  - Difficult situations
  - Workplace violence
  - Excessive workload
  - Inadequate resources or inefficient processes
    - Galian-Munoz, 2014; O’Connor et al., 2018; Silva et al., 2015; West, 2018
Burnout

- Risk factors
  - Lack of input or control
  - Problematic or unsupportive work relationships
  - Workplace incivility
  - Poor leadership structure
  - Upcoming site visits
    - Babenko-Mould et al., 2014; O'Connor et al., 2018; West, 2018; Yang et al., 2014

- Emerges gradually over time
  - Can be mitigated by
    - Role clarity
    - Professional autonomy
    - Fair treatment
    - Support
  - Can be remedied through a change of circumstances or changes in the environment
    - O'Connor et al., 2018; Simionato & Simpson, 2018

- More common in people with less experience and in those who feel less supported
  - Can be remedied through a change of circumstances or changes in the environment
    - Simionato & Simpson, 2018
How do you know when you are someone else is burned out? What are the signs?

- Poor self-care
- Weight changes
- Frequent headaches
- Tired, overwhelmed
- Irritable, frustrated
- Apathetic, dissociated
- Negative, cynical, angry
- Sad, depressed, helpless
- Critical of self and others
- Low professional-efficacy
- Isolated, disconnected
- Use negative coping strategies

Queen & Harding, 2020; Rakofsky et al., 2018

What causes you to feel burnout?
Impact of Burnout

- Burnout is associated with
  - Errors and safety-related issues
  - Mental illness, most notably depression and death by suicide
  - Substance misuse
  - Job dissatisfaction including relocation

Impact of Burnout

- Burnout reduces
  - Empathy
  - Work effort
  - Productivity

- Burnout is costly to the institution
  - Rosen et al., 2017

Why Now

- Societal pandemic burnout: A COVID legacy
  - Queen & Harding, 2020
What is Self-Care?

- The secret to preventing burnout and enhancing wellness is ....
- Consistent self-care

What is Wellness?

- Active
- Balance
- Nutrition
- Exercise
- Spiritual
- Healthy
- Lifestyle
- Physical
- Vitality
- Mindfulness
- Eating
- Walking
- Relaxation
- Awareness
- Acceptance
- Choices
What is Self-Care?

- Personal health maintenance
- Any activity with the intention of improving or restoring health, or treating or preventing disease

What is Self-Care?

- Involves balancing connections among
  - Self - psychological, physical, spiritual, professional
  - Others - personal and professional relationships
  - Community - civic and professional involvements
Self-Reflections

- What do you do for self-care?
- What do you consider your greatest challenge in self-care?
- What factors encourage or restrict your self-care?

One of the symptoms of an approaching nervous breakdown is the belief that one's work is so terribly important that to take a holiday would bring all kinds of disaster!

- Bertrand Russell

Mind the Body

- Prioritize sleep/bodily rest
- Eat well and stay hydrated
- Maintain a healthy weight
- Exercise, play a sport
- Limit substance use
- Get fresh air and sunlight
- Sit in a comfortable chair
Care for the Mental Self
- Communicate your emotions
- Reach out for support
- Carve out time for yourself
- Remove negative/self-defeating thoughts
- Give yourself daily affirmations
- Engage in calming activities
- Engage in creative expression
- Participate in enjoyable activities

Practice Self-Compassion
- Think about what the experience of compassion for others feels like
- See the related experiences of self and other without feelings of isolation and disconnection
- Recognize the broader human context of one's experience and to put things in greater perspective

Care for the Spiritual Self
- Aspire to be the best you can be – excellence versus perfection
- Feel good about the future
- Believe there is a real purpose in life
- Have a relationship with a higher power
  (helpful for some people)
Self-Reflection

- How important is it to you to balance your life between work and nonwork?
- Does your optimal level of self-care entail more time with others professionally or socially, more time for yourself, or some blend of both?

Plan for Balance

- Schedule your leisure time
- Start with the small stuff
- Listen to your body
- Nurture your relationships
  - At work
  - Outside of work
- TAKE ALL YOUR VACATION TIME!

Organizational Strategies

- Develop and implement a strategic plan for well-being
- Create a sustainable wellness culture
- Offer healthy escapes
- Encourage mindfulness
- Support help-seeking
  - Chauko, et al., 2018; Goldman et al., 2017; Golob et al., 2018; Westercamp et al., 2018
Organizational Strategies
- Prevent burnout
  - Provide greater sense of control
  - Prioritize fair treatment
  - Offer positive social support
  - Provide appropriate rewards

Concluding Comments
- The problem of burnout is best addressed when viewed as a shared responsibility between systems and individuals
  - West et al., 2018

Concluding Comments
- Key organizational strategies to bolster wellness and reduce burnout
  - Acknowledge and assess the problem
  - Harness the power of leadership
  - Devise and employ targeted interventions
  - Cultivate community at work
  - Use rewards and incentives wisely
  - Shanafelt & Noseworthy, 2017
Concluding Comments

- Key organizational strategies to bolster wellness and reduce burnout
- Align values and strengthen the culture
- Promote flexibility and work-life integration
- Provide resources to promote resilience and self-care
- Facilitate and fund organizational science

- Shananfelt & Noseworthy, 2017

Question-and-Answer Session