

Directors: Dr Fiona Moir & Dr Renske van den Brink

Managing Stress and Burnout

Presented by Dr Fiona Moir

Auckland College of Midwives

28th July 2021

Connect with yourself

Health and Wellbeing

Connect with patients/students

Communication

Connect with colleagues

Supervision

SIGNIFICANCE AND RELEVANCE

BURNOUT: What is burnout? Preventing/managing it

VARIOUS TECHNIQUES : Mindfulness, Calming the Nervous
System

SELF-COMPASSION

STRESS: What is stress? How we respond to stress

SELECTED STRATEGIES

REMINDERS AND RESOURCES

Confidentiality

SIGNIFICANCE & RELEVANCE

YOUR OWN WELLBEING CAN AFFECT:

You:	your workload, your quality of life, your ability to do your job well... productivity, concentration, communication of your needs
The people around you: colleagues (senior, peer, junior), staff, family	the way others may perceive you, respect, career advancement, relationship-building, team work, morale
Clients/ students/ patients	their experience, their confidence in you, their health
‘The business’/the service	reputation, morale, growth, complaints, staff absenteeism and retention

Practitioners' health is linked to:

Patients' health: (communication with patients – what we say, how we say it; what we don't say)

The health of the team (collegial interactions)

Safety

NB: Not just for clinicians – e.g. with burnout, you are *less likely to have your eyes open for risks and opportunities*

Organisational Responsibilities:

Health and Safety at Work Act 2015: Worksafe

“...must provide and maintain a work environment that is without risks to health and safety... must, so far as is reasonably practicable, provide and maintain a work environment that is without health and safety risks. The work environment includes:

- the physical work environment, including lighting, ventilation, dust, heat and noise
- the psychological work environment, including overcrowding, deadlines, work arrangements... and impairments that affect a person's behaviour, such as work-related stress and fatigue.....”

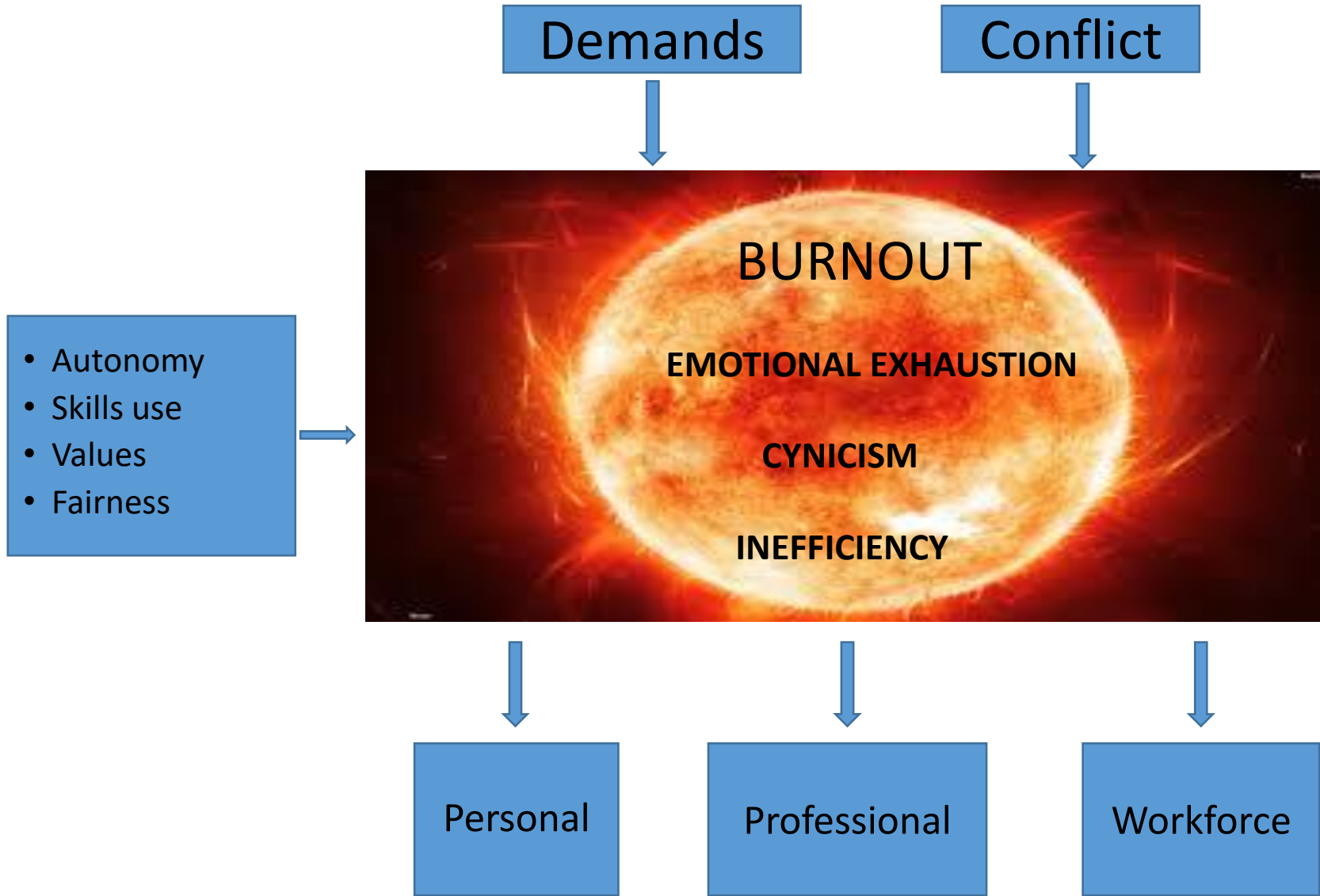


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BURNOUT

Burnout: Causes and Consequences



SYMPTOMS AND SIGNS OF BURNOUT

- Overwhelming physical and emotional exhaustion
- Feelings of cynicism and detachment from the job
- A sense of ineffectiveness and lack of accomplishment
- Overidentification or overinvolvement
- Irritability and hypervigilance
- Sleep problems, including nightmares
- Social withdrawal
- Professional and personal boundary violations
- Poor judgment
- Perfectionism and rigidity
- Questioning the meaning of life
- Questioning prior religious beliefs
- Interpersonal conflicts
- Avoidance of emotionally difficult clinical situations

MEASURES THAT MAY HELP PREVENT/MANAGE BURNOUT

Mindful meditation

Reflective writing

Adequate supervision and mentoring

Sustainable workload

Promotion of feelings of choice and control

Appropriate recognition and reward

Supportive work community

Promotion of fairness and justice in the workplace

Training in communication skills

Development of self-awareness skills

Practice of self-care activities

Continuing educational activities

Participation in research

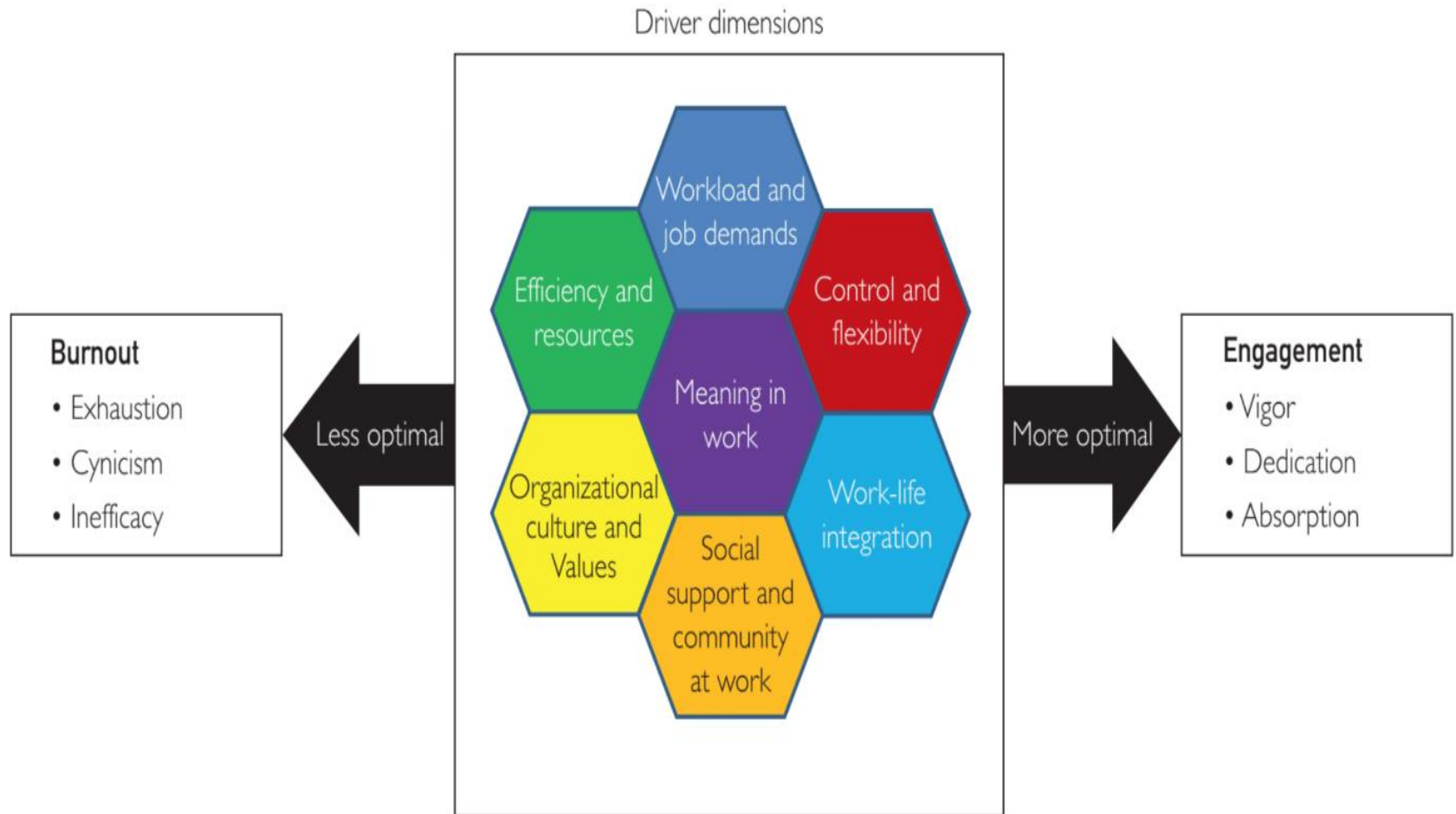
Mindfulness-based stress reduction for team

Meaning-centered intervention for team

Excerpts from JAMA: Self-care of Physicians Caring for Patients at the End of Life ...**Being Connected a Key to My Survival**. JAMA. 2009; 301 (11): 1155-1164 doi:10.1001/jama.2009.352 . [Michael K. Kearney, MD; Radhule B. Weininger, MD, PhD; Mary L. S. Vachon, RN, PhD; et al](#)

[PDF on the internet](#) **Being Connected a Key to My Survival. Pal Care**

Mayo clinic: **DRIVERS** of BO and engagement



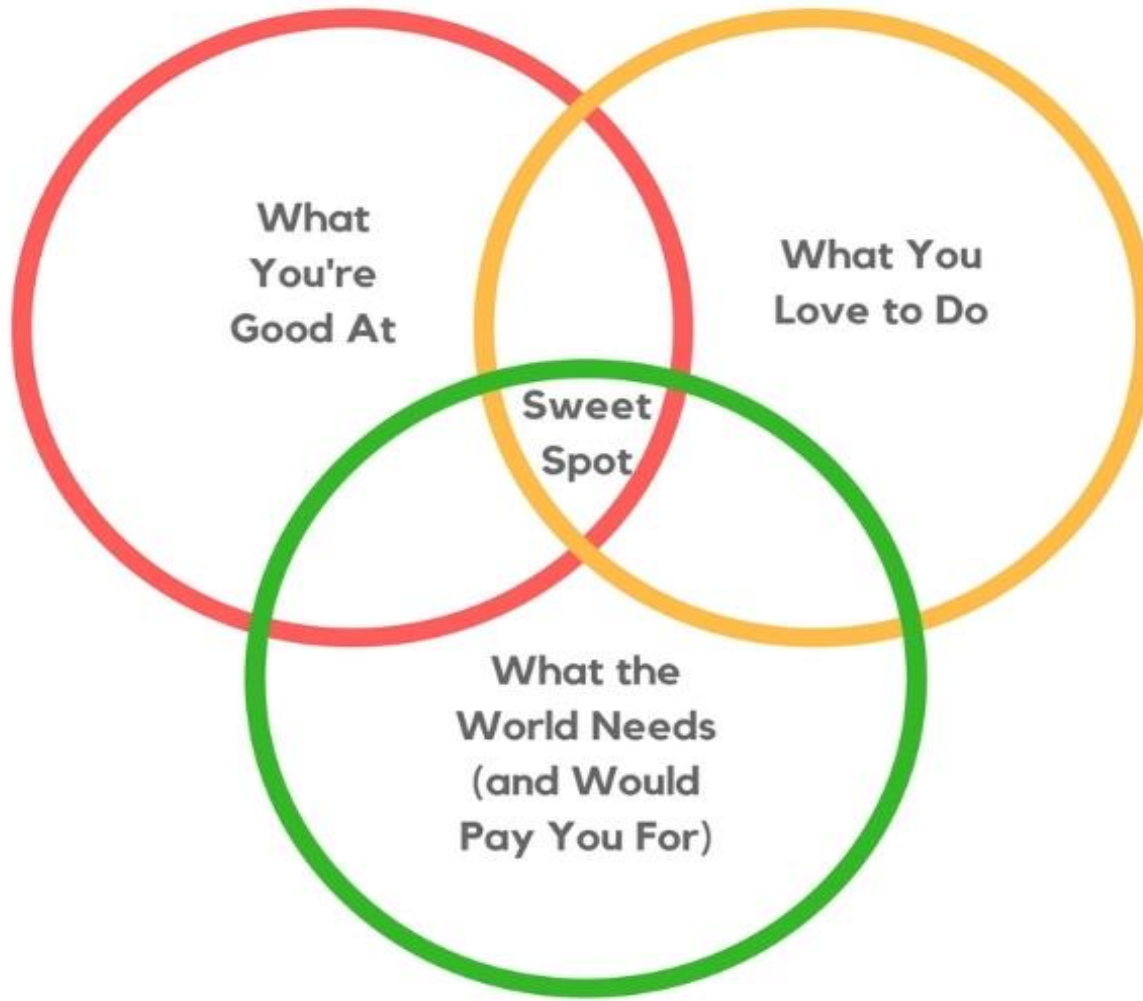
Which is the most important driver for you/ or for your team ?
How might you protect/enhance/prioritise this driver?

DRIVERS of Burnout or Engagement: Think about LEVELS for interventions

DRIVERS	INDIVIDUAL	WORK UNIT	ORGANISATION	NATIONAL
Workload (and LEVEL examples)	Ability to say 'no'	Team structure	Method of compensation	Documentation requirements
Efficiency & Resources				
Meaning in Work				
Culture and Values				
Control and Flexibility				
Community at Work				
Work-life Integration				

More recent research seems to be highlighting the importance of work unit (e.g. team) interventions

An exercise for individuals: The sweetspot (later)



Burnout: Identification, understanding and acting:

THINK ABOUT ACTIONS TO -

Slide up to the other end of the scale:

“What do I need to do to

- (Exhaustion): “...have more energy?”
- (Cynicism/detachment): “...be more connected?”
- (Inefficiency): “...feel more/be more efficient and productive? When was I last like this and what was I don't then that I am not doing now?”

Diaphragm breathing





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CALMING THE NERVOUS SYSTEM

CORE SKILLS

Mindfulness

‘Calming Your Nervous System’

Mindfulness: a state of mind where your attention is focussed in the present moment



Mind Full, or Mindful?

MINDFULNESS IS.....

- FOCUSED ATTENTION (Training improves the quality of attention)
- BEING IN THE PRESENT MOMENT
- BEING ALERT
- CHOOSING WHAT TO FOCUS ON
- ENHANCED WELLBEING

It leads to productivity and efficiency

Start with 'formal training' (can be 10 mins/day) –
and also use 'informal' opportunities during day

MINDFULNESS CAN....

- Decrease your focus on anxious/depressive ruminations :

**“Don’t get on
the train of thoughts
- stand on the platform!”**

(Craig Hassed, 2011)



- Just observe your thoughts ‘from a distance’ – don’t block them and don’t engage with them
- Notice where your attention is and make a choice about what to focus on.
- Allow you to ‘respond’ rather than ‘react’

Psychological Health Outcomes

Mindfulness interventions:

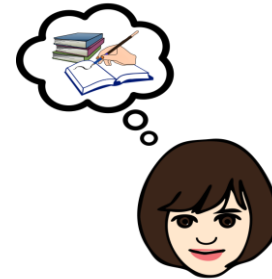
- Prevent relapse of depression (Kuyken et al., 2015)
- Reduces:
 - Clinical depression (e.g., Shapiro, Schwartz & Bonner, 1998; Anderson, Lau, Segal, & Bishop, 2007)
 - Anxiety (e.g., Anderson et al., 2007; Speca, Carlson, Goodey, & Angen, 2000)
 - Anger (Anderson et al., 2007)
 - Rumination (Anderson et al., 2007; Jain et al., 2007),
- Enhances cognitive flexibility & attention (Hodgins & Adair, 2010; Moore & Malinowski, 2009)

Dispositional Mindfulness:

- Associated with:
 - Greater life-satisfaction & vitality (Brown & Ryan, 2003)
 - More emotional equanimity (Hill & Updegraff, 2012)
 - Greater self-esteem (Brown & Ryan, 2003; Rasmussen & Pidgeon, 2011)
 - More empathy (Dekeyser, Raes, Leijssen, Leysen, & Dewulf, 2008)
 - Greater sense of autonomy (Brown & Ryan, 2003)
 - Less depression, anxiety, reactivity, social anxiety..... (Brown & Ryan, 2003; Raes & Williams, 2010; Raes, Dewulf, Van Heeringen, & Williams, 2009)



Aware of my breath



Thinking ...of other things

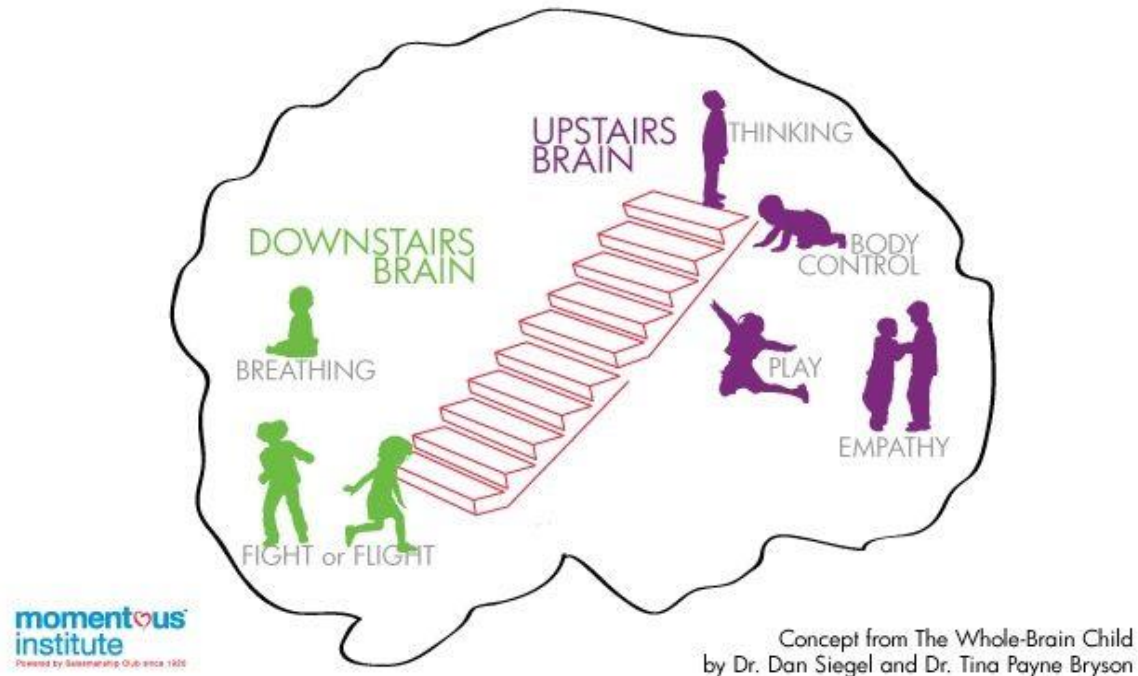


Return to focussing on your breathing

Distracting thoughts are normal!

Tips for Wellbeing and Communication


Create 'a safe environment' FIRST



We can't think clearly when feeling threatened

Calming the nervous system:



- Mindfulness: Choosing to keep your attention in the **present** (not the past or the future)
- ***Noticing*** what is happening rather than being lost in what's happening
- Stay in upstairs brain  **choose your response** vs react
- Brain training (like going to the gym)

A few quick NS calming techniques

- Feel your feet/hands – *focus on the sensations*
- Clench and relax (e.g. fists)- *focus on the sensations*
- Slow down a routine activity and concentrate on the sensations
e.g. hand washing- *focus on the sensations*
- SEND breathing: *focus on the sensations*
 - S** **Slow** down your breathing a bit
 - E** Breathe a bit more **easily** (effortlessly) and lightly
 - N** Breathe through your **nose**
 - D** **Diaphragm** breathing – learn this

ON THE SPOT DE-STRESSORS

Diaphragm breathing

Self-talk

Verbal arrows

Grounding
("Russ Harris")





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SELF-COMPASSION

Compassion



...a kind and caring emotional response to perceived suffering; involves an authentic desire to help.

Three interacting components of Self Compassion

1. Kindness to the self
2. Common humanity
3. Mindfulness

Neff, 2014

Benefits of Self-Compassion:

Excerpt from “*A Pilot Study and Randomized Controlled Trial of the Mindful Self-Compassion Program*”

Kristin D.Neff and Christopher K.Germer (2013). Available from selfcompassion.org

“.....Self-compassion is associated with positive psychological strengths such as **happiness, optimism, wisdom, curiosity and exploration, personal initiative, and emotional intelligence ...** Another strength of being self-compassionate is the ability to cope effectively with life stressors such as **academic failure,divorce,or chronic pain** Self-compassionate individuals have been found to have **improved relationship functioning....**, and also report **more empathetic concern, altruism, perspective taking, and forgiveness** ... Self-compassion also promotes health-related behaviours such as **sticking to one’s diet...,reducing smoking....,seeking medical treatment when needed and exercising**

Clarifying Self compassion

- Goodwill rather than good feelings (avoid repressing the difficulty - rather 'embrace' the difficulty with acceptance and kindness.)
- Takes courage – Going ***towards the distress with kindness*** rather than away from it in shame
- Motivation increases as a result of encouragement, support and love rather than relying on fear of failure (carrot versus stick)

Self- Compassion Exercises: 3 Steps

1.Acknowledge: “This is a difficult moment.....This is stressful”

2.Normalise: Everyone has bad moments like this..... No one is perfect

(You can use a soothing gesture like putting a hand on your heart)

3.Be Kind: Say an encouraging phrase to yourself, like you would to a friend



www.self-compassion.org

Neff, Kristen. 2016

Doing more self-compassion training at home:
www.self-compassion.org or the CALM website

Many self compassion guided meditations use specific phrases...

May I be happy

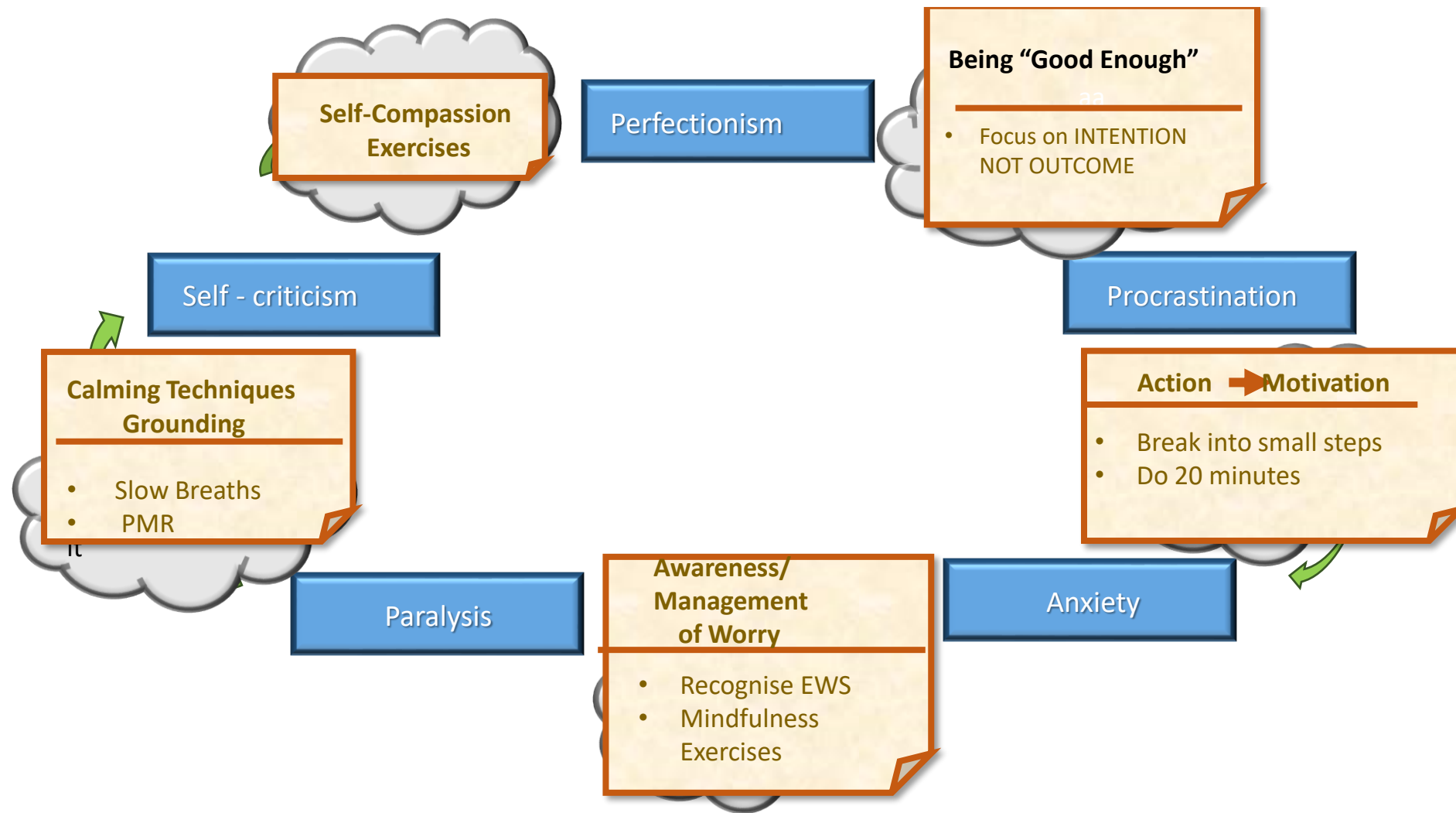
May I be kind to myself

May I give myself the compassion I need

If you find the phrases annoying, try finding your own phrases.

***And it can also be good practice to just accept that its annoying,
and make use of it anyway!***

Many self compassion guided meditations involve first feeling compassion for yourself, followed by feeling compassion for others.

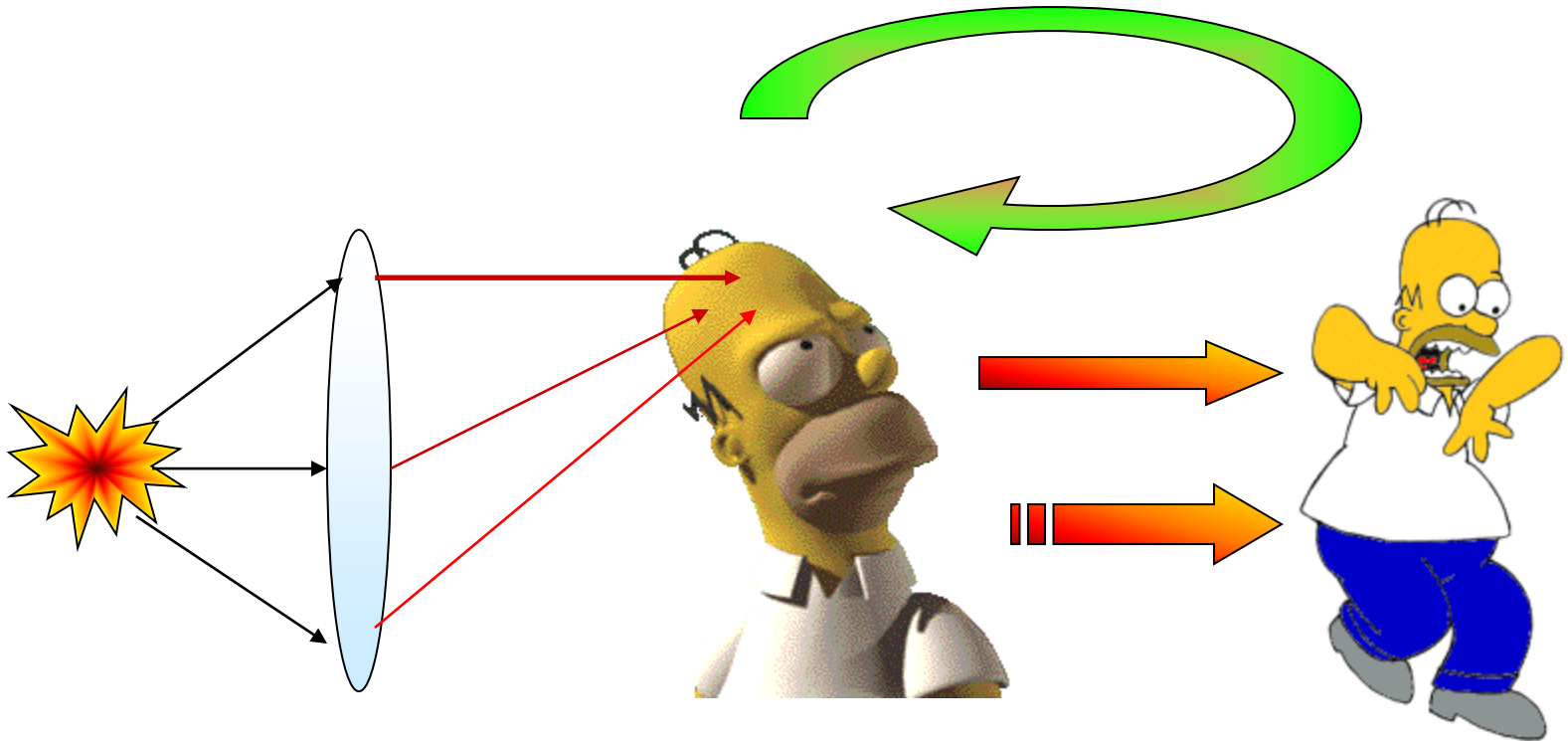


2020 Arroll, Moir, Van den Brink in 'New Perspectives in Compassion for Tomorrow's Doctors', edited by Roger Charlton, (Chair of the Compassion SIG, Society of Academic Primary Care)

WHAT IS STRESS? & WHY ARE SOME PEOPLE MORE STRESSED THAN OTHERS?

SIGNS OF STRESS
THE STRESS-VULNERABILITY MODEL
STRESS DIAGRAM

We think about how we reacted



**Stuff happens
We perceive it**

**Cognitions:
We think
about it**

**Emotional-Physical:
We react.....**



GIANT SPIDER STRIKES!
..CRAWLING TERROR 100 FEET HIGH!



JOHN AGAR
MARA CORDAY
LEO G. CARROLL

— NESTOR PAIVA · ROSS ELLIOTT

DIRECTED BY JACOB ARNOLD · SCREENPLAY BY ROBERT M. FRESCO AND MARTIN BERHELEY · PRODUCED BY WILLIAM ALLAND

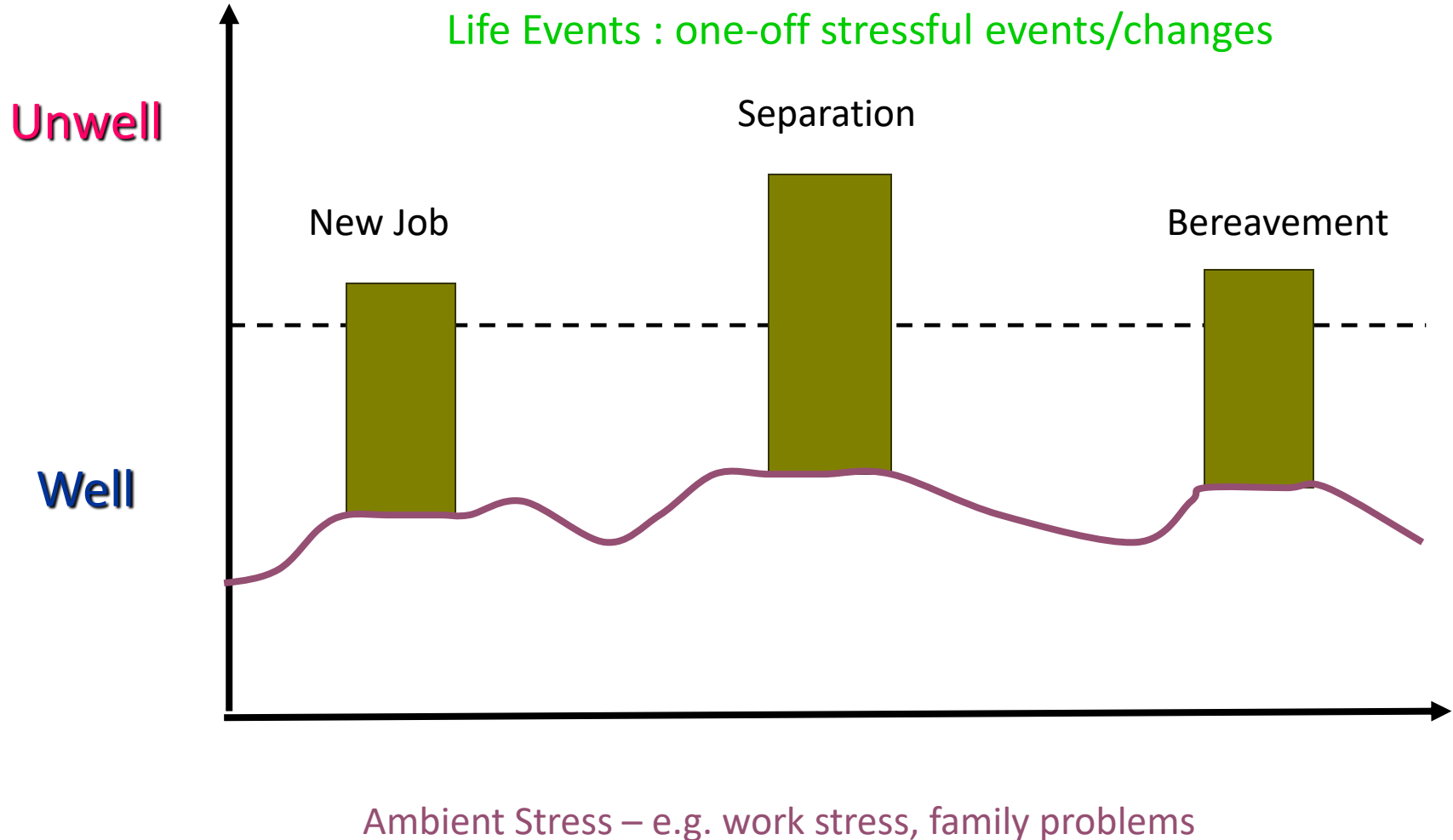
Individuals' Health:

- The Stress-Vulnerability Model

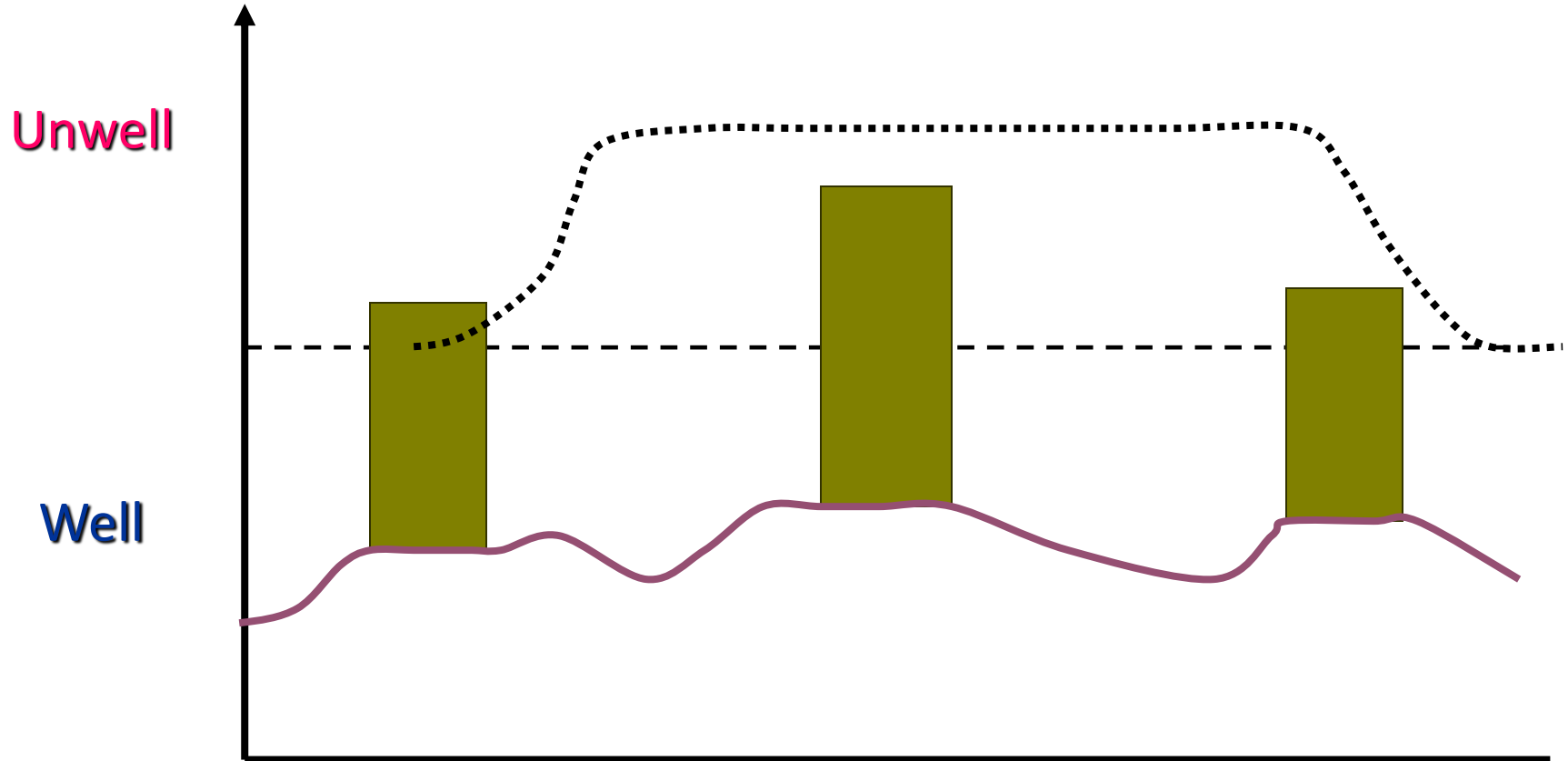
Psychological health is determined by the interaction of vulnerability factors and current stress

The Stress-Vulnerability Model

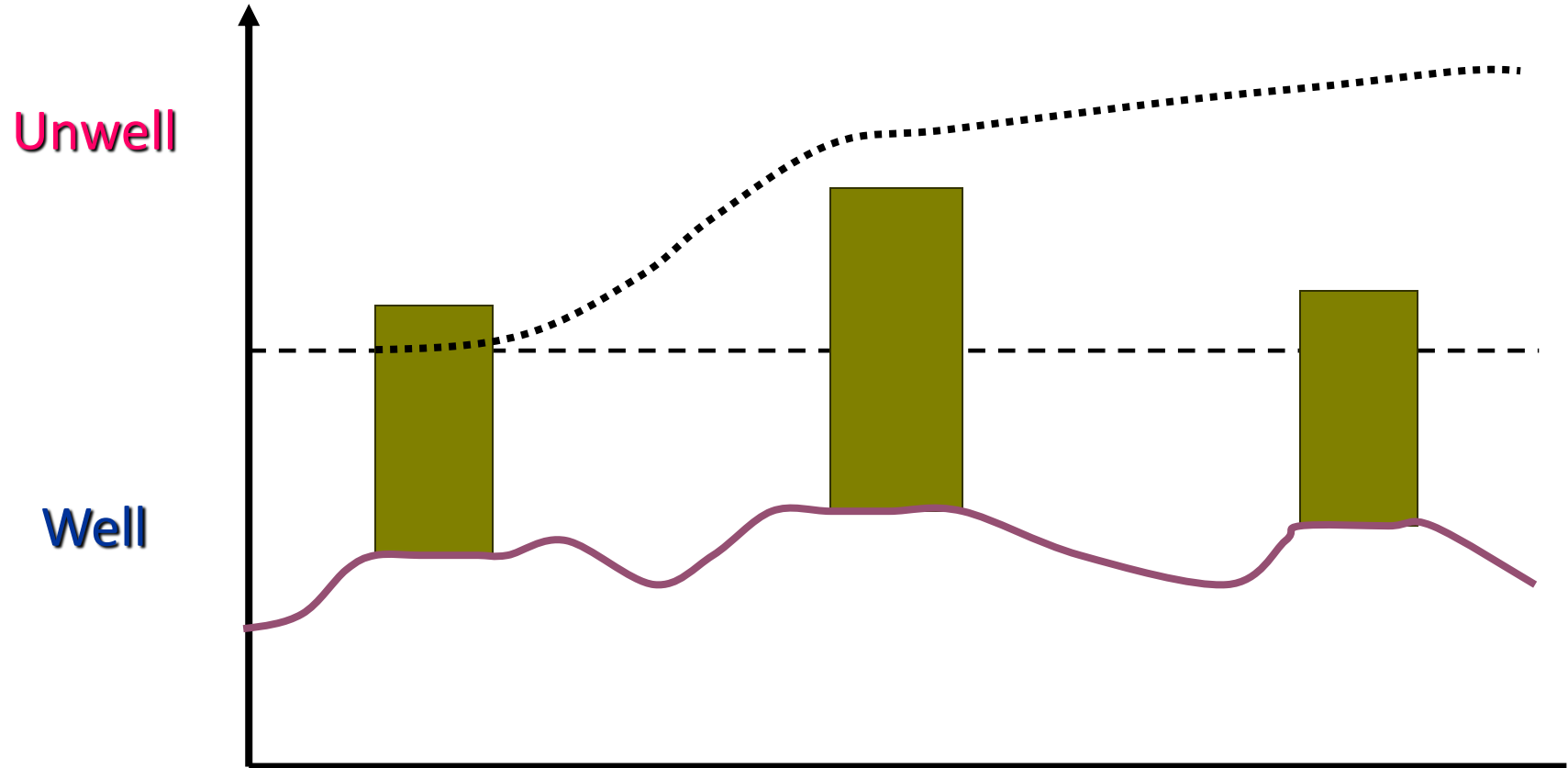
(D.Codyre, R. Shieff - adapted from Zubin and Spring)



Effect of Medication



Effect of Skill – Based Techniques



A Helpful Diagram and Graph



Balancing support and challenge



Emotional, Behavioural and Physical Effects: Identify Your 'Smoke Alarms': Your Early Warning Signs of Stress

- Psychological (concentration, forgetful, indecisive, loss of confidence, loss of pleasure and sense of humour, irritable, agitated, mood swings, tearful, fearful, worry)
- Behavioural (clumsy, procrastination, nail biting, being inflexible, interrupting more, being impatient, withdrawing, changes in alcohol, eating, smoking & drug use, aggression, libido changes, over-spending)
- Physical (skin changes, sweating, heart rate, bowels, tiredness, sleep patterns, muscle tension, stomach acid, more frequent colds/flu)

With stress, it can be helpful to look at:

- The way we respond to it
- The amount/level of demands and challenges
- Our coping mechanisms, support and resources

(DIS) STRESS =

DEMANDS > OUR PERCEIVED ABILITY TO COPE

What is changeable?

Personal and Professional: Whose Problem? Whose Responsibility?

“It’s nothing to do with work”. However, personal stress can affect you, and this can affect your emotional or physical health, and/or your behavior or your work ‘performance’

But – it’s not just up to an individual:



You should be more resilient!

As organisations can also contribute to people’s stress levels. SO Organisations need approaches to address staff wellbeing:

**Organisational and Individual Approaches TOGETHER –
(the best evidence for tackling burnout)**

Questions to consider:

How could an organisation create a culture where signs of stress are not seen as a failure or a weakness

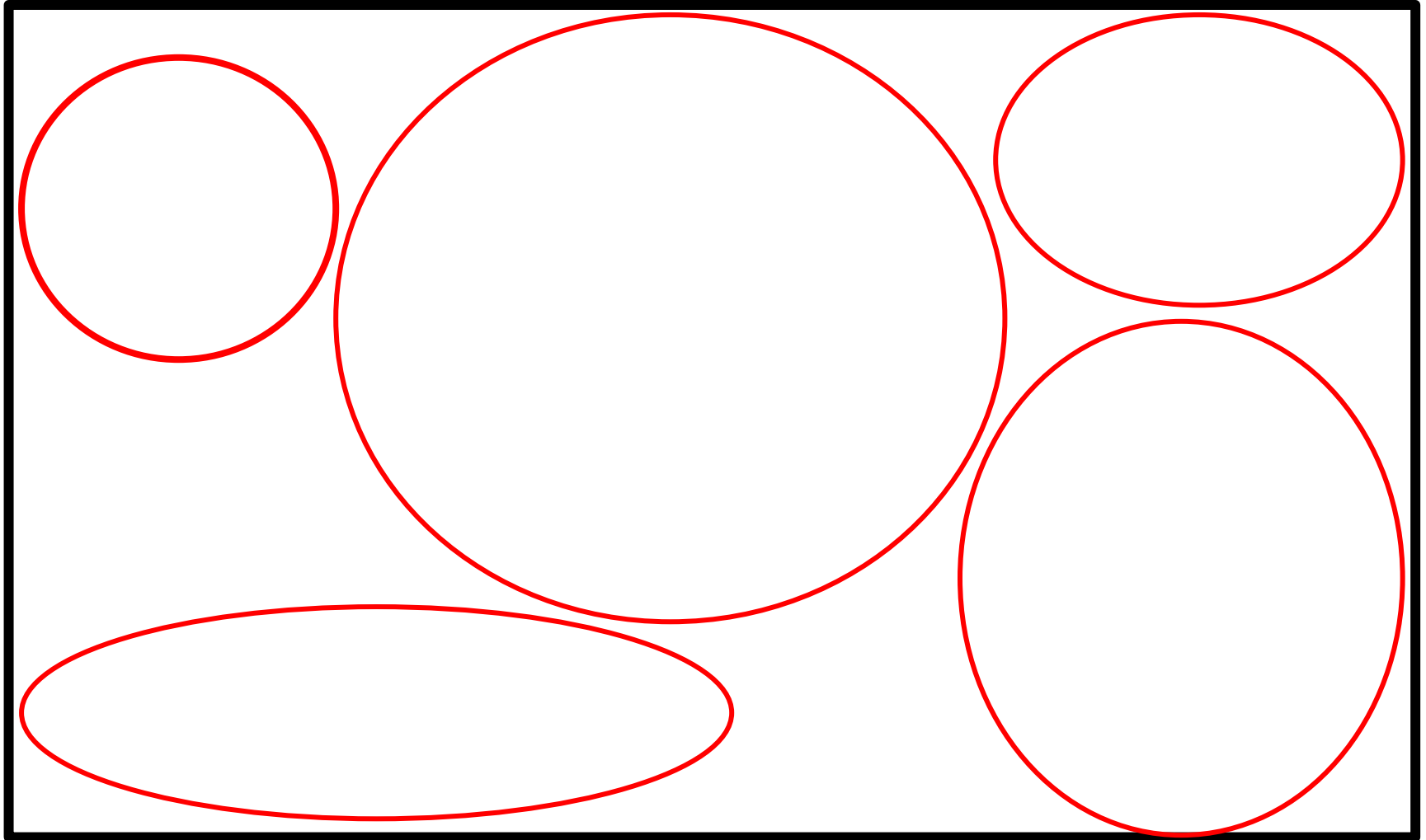
.....

but are seen as a message?



Do you see your own signs of stress as a message? How do you 'talk to yourself' about your reaction to stress? Is it in the same way as you might talk to a friend?

Worry Bubbles: What are the things that are currently stressing you? (“Your Stressors”)- in less than 1 minute





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SELECTED STRATEGIES

The 3 Drawer Technique (for worries)

At “Worry Time”



Imagine putting your worry on a desk:

- Bottom drawer (nobody can do anything about),
 - Middle drawer (someone else's problem),
 - Top drawer (I can change)
-
- Ask - Will this still be important in a months time? A years time? 10 years time?

USE THE STRESS EQUATION TO PROBLEM-SOLVE:

DIS) STRESS =

DEMANDS > OUR PERCEIVED ABILITY TO COPE /RESOURCES

DEMANDS

BOUNDARIES

Endorphin Producing Activity

- Half an hour a day



- Exercise
- Laughter
- Meditation boosts endorphins

(“5 S Words” for wellbeing and resilience)

SELF-CARE: set goals (8 wellness dimensions: physical, emotional, intellectual, social, spiritual, occupational, financial and environmental)

SAYING NO

SETTING BOUNDARIES: out-of-hours contact (cell phone number, answering e-mails), client and co-worker behaviour

SLEEP

SITTING STILL: meditation

SELF-CARE CATEGORIES

PSYCHOLOGICAL:

Manage worried thinking
Journaling (Pennebaker)
Know your tendencies (early warning signs)
Mindfulness
Boundaries/assertiveness
Acceptance and healthy action (ACT)
Gratitude
Forgiveness
Counselling/Psychotherapy
Manage stress response
Breathing
Progressive muscle relaxation
Self-hypnosis
Grounding
Manage uncertainty – flexible mind-set (“new normal”)
Self-compassion

MEANING PURPOSE AND VALUES

PHYSICAL:

Exercise
Sleep
Hydration
Nutrition
Sex/Touch
Avoid toxins/addictions (alcohol/drugs)

CONNECTION/SOCIAL:

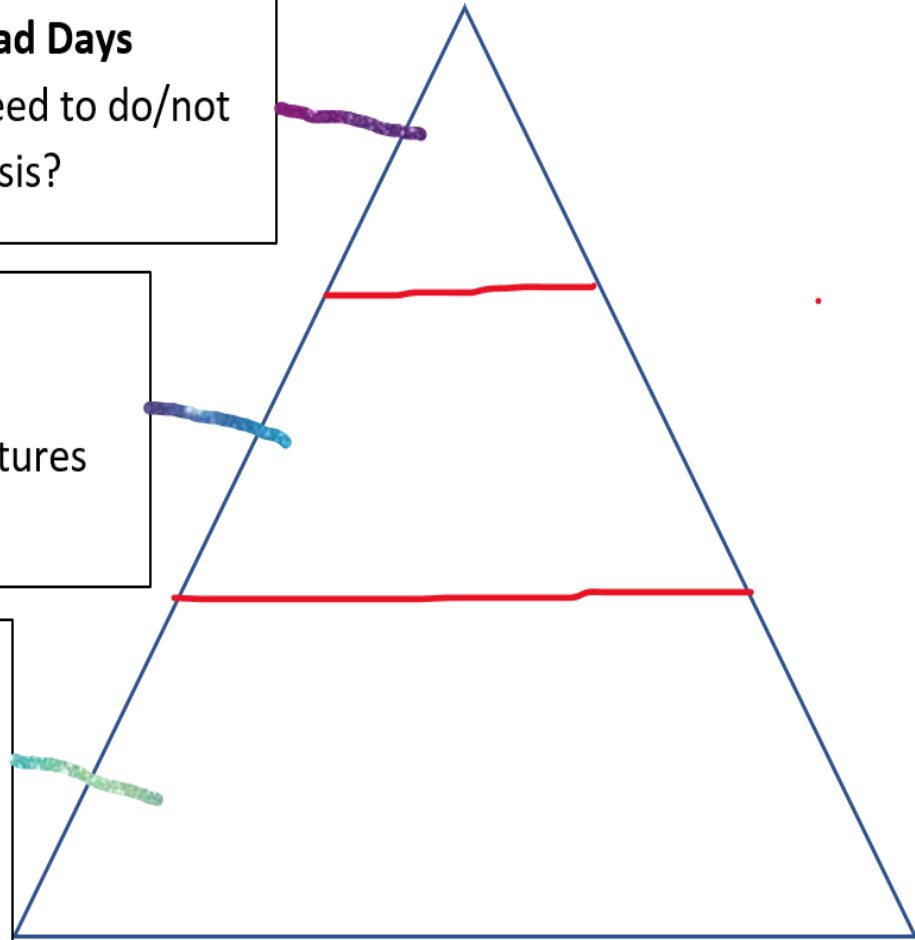
Seeking help (barriers and enablers)
Communication and conflict resolution
Support/ supervision/Balint groups
Connection to family/friends
Connection to fun
Connection to patients and colleagues

TEAMWORK AND SYSTEMS

Rarely:
Managing Bad Days
What do I need to do/not
to do in a crisis?

Sometimes:
Making Good Days
What sustains and nurtures
me?

Always:
Maintaining Every Day
What do I need to do to get
well or stay well?





TE WHARE TAPA WHĀ, MASON DURIE, 1984.

Image credit: [Mental Health Foundation, NZ](#)



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SELECTED RESOURCES

Support for Midwives

- EAP for all employed midwives
- Free counselling sessions (3) for members of NZCOM: Adrienne Dunlop (aedunlop3@gmail.com and phone 021 0222 0841)
- Advice and support
 - (Nationally): Midwifery advisors at National Office: phone 03 3772732
 - (Nationally): Chairs at the College, Sarah Ballard/Linda Burke
Email for Sarah sarahballardnz@gmail.com or phone 021 057 7453; email for Linda lindafburke@gmail.com or phone 027 480 6077
 - (Auckland only): Auckland Midwifery Liaison, Brigid Beehan
Email auckliaison@nzcom.org.nz and phone 022 573 4816



National Academy of Medicine

Action Collaborative on Clinician Well-Being and Resilience

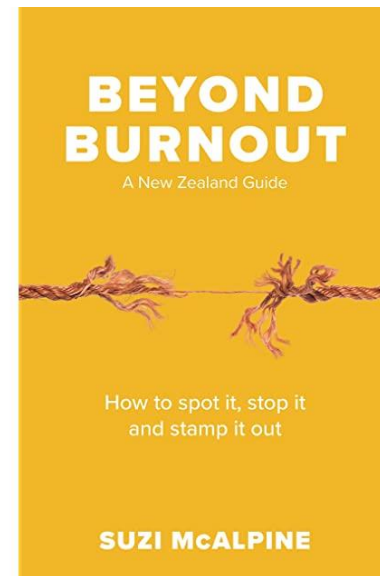
[Clinician Resilience and Well-Being - National Academy of Medicine \(nam.edu\)](https://nam.edu)

2 Great Books: Stress and Managing Worried Thinking - and Burnout

<http://annwilliamson.co.uk>



*'Still in The Storm':
How to Manage Your Stress and
Achieve Balance in Life*
Ann Williamson



'Beyond Burnout':
Suzi McAlpine

- Book: Mindfulness: Finding Peace in a Frantic World: Danny Penman, Mark Williams: (8 week course)
- Apps: Headspace , Insight Timer, Smiling Mind
- Free Online course: Future Learn: Mindfulness for Wellbeing and Peak Performance (4 week course)
- Course: MBSR – Mindfulness Based Stress Reduction: Mindfulness Auckland
- The Mindful Self-Compassion Workbook : A Proven Way to Accept Yourself, Build Inner Strength, and Thrive: Kristin Neff , Christopher Germer

Other Resources: Websites

- CALM(Computer Assisted Learning for the Mind):
<http://www.calm.auckland.ac.nz>
- The Black Dog Institute : <http://www.blackdoginstitute.org.au>
- Martin Seligman : Authentic Happiness <http://www.authentichappiness.sas.upenn.edu>
- The Mental Health Foundation <http://www.mentalhealth.org.nz>
- SPARX <https://www.sparx.org.nz/>
- Big White Wall
- <http://annwilliamson.co.uk>
- Apps: Headspace, Smiling Mind, Insight Timer
- <https://www.beyondblue.org.au>

COVID SPECIFIC

- DAILY VIDEOS TO HELP REDUCE ANXIETY BY PSYCHIATRIST, DR JUD BREWER:

Here are the topics for the first few videos:

- O 5 simple habits for good mental hygiene
- O Using kindness to create connection during a crisis
- O Working with uncertainty
- O How to stop compulsively checking the news
- O How to spread connection instead of contagion
- O How fear + uncertainty lead to anxiety
- “You can view these videos as [a playlist on my YouTube channel by clicking this link.](#)”

• WORLD HEALTH ORGANISATION RESOURCE

- [Mental health and psychosocial considerations during the COVID-19 outbreak](#)

• MINISTRY OF HEALTH RESOURCE: [COVID-19: Wellbeing at Alert Level 4](#)

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