Managing Professional Burnout:

Understanding the Psycho-physiologic factors and solutions to Career Longevity for the ATC and PT

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Background

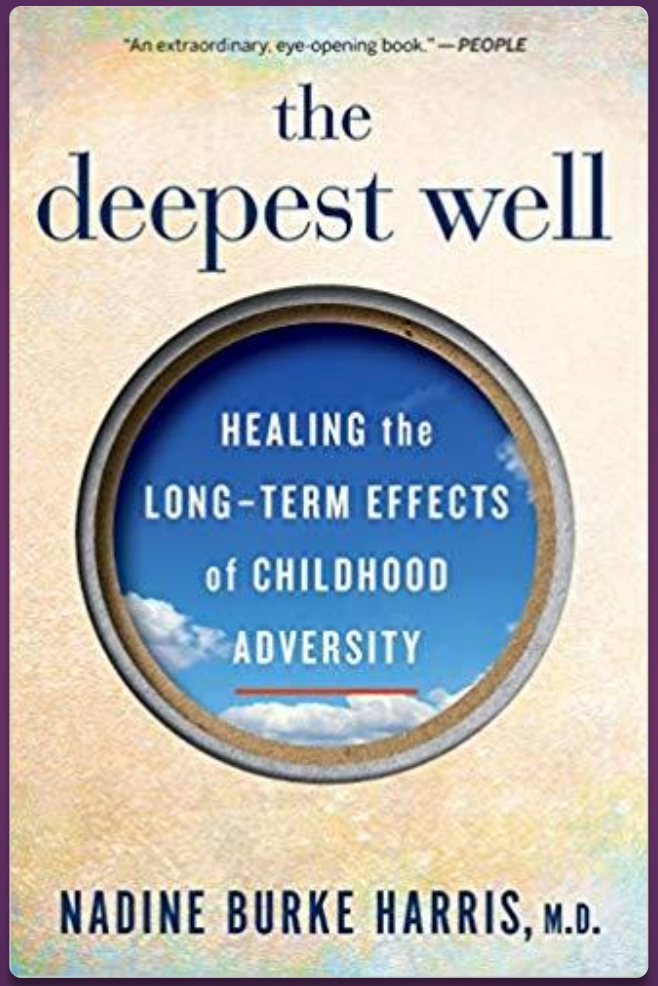
- Law Enforcement and Correctional Officer experience
- Forensic Psychologist and Sports Medicine
- Performance Specialist, Corrective Exercise and Wellness Trainer; also Defensive Tactics and Fitness Trainer for Law Enforcement Personnel
- +25 years Licensed and Certified Athletic Training Experience
- +10 years Sports Performance and Exercise Experience via NASM
- Business Owner, Author, Educator and Instructor

AzATA Program Faculty Disclaimer (no conflicts)

- THE VIEWS EXPRESSED IN THESE SLIDES AND TODAY'S DISCUSSION ARE MINE
- MY VIEWS MAY NOT BE THE SAME AS THE VIEWS OF MY CLIENTS OR MY COLLEAGUES
- PARTICIPANTS MUST USE DISCRETION WHEN USING INFORMATION CONTAINED IN THIS PRESENTATION

Course Objectives

- Thus course analyzes the psycho-physiological factors and solutions of career longevity.
- Participants will be able identify three levels of progressive signs and symptoms of career stressors (aka burnout).
- Participants will be able to understand the need for psycho-physiologic intervention due to the effects that stress has on the human body and mind.
- Participants will have a clear understanding of the importance of proper nutrition, regular exercise activity and relinquishing stress for success.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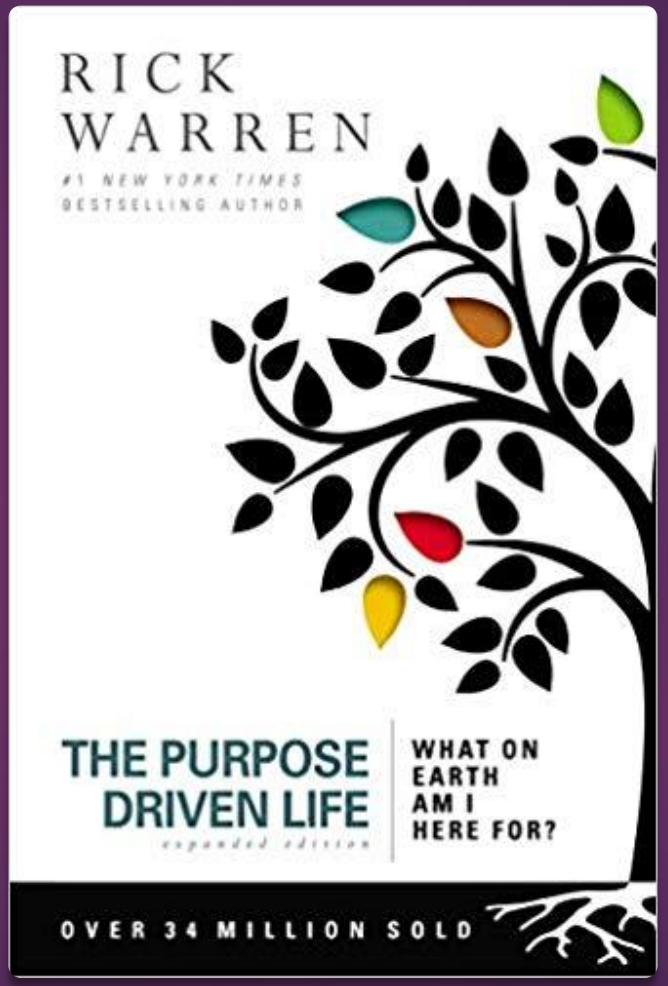
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EARTH
AM I
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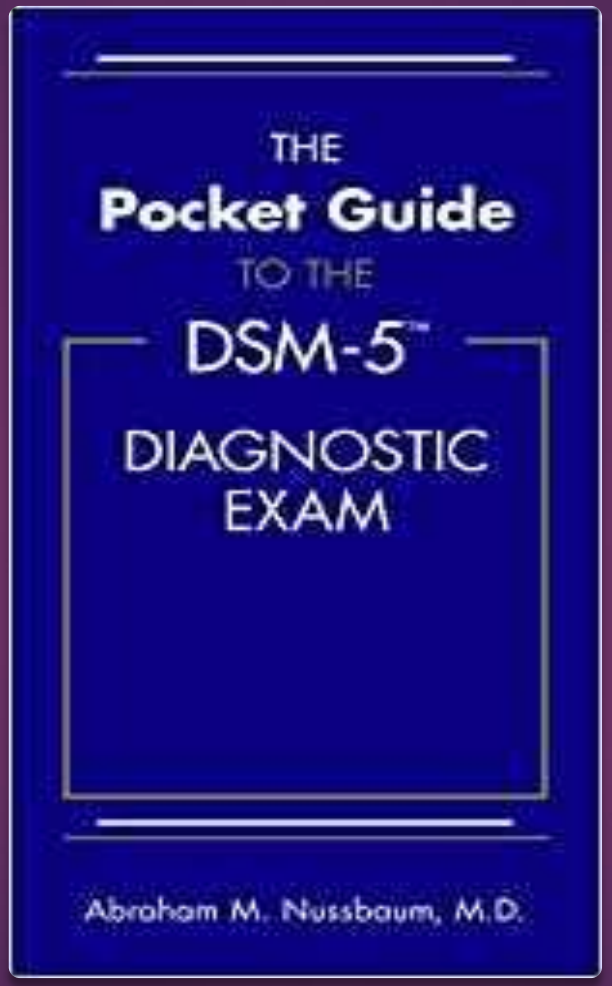
OVER 34 MILLION SOLD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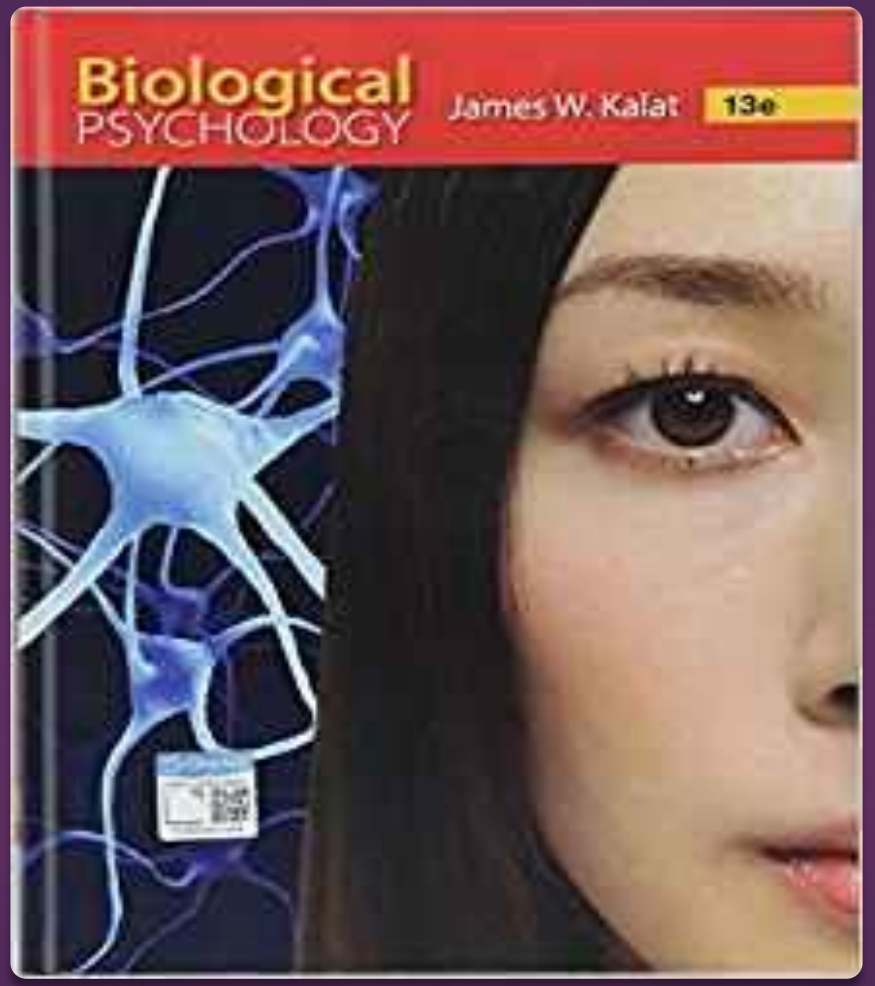
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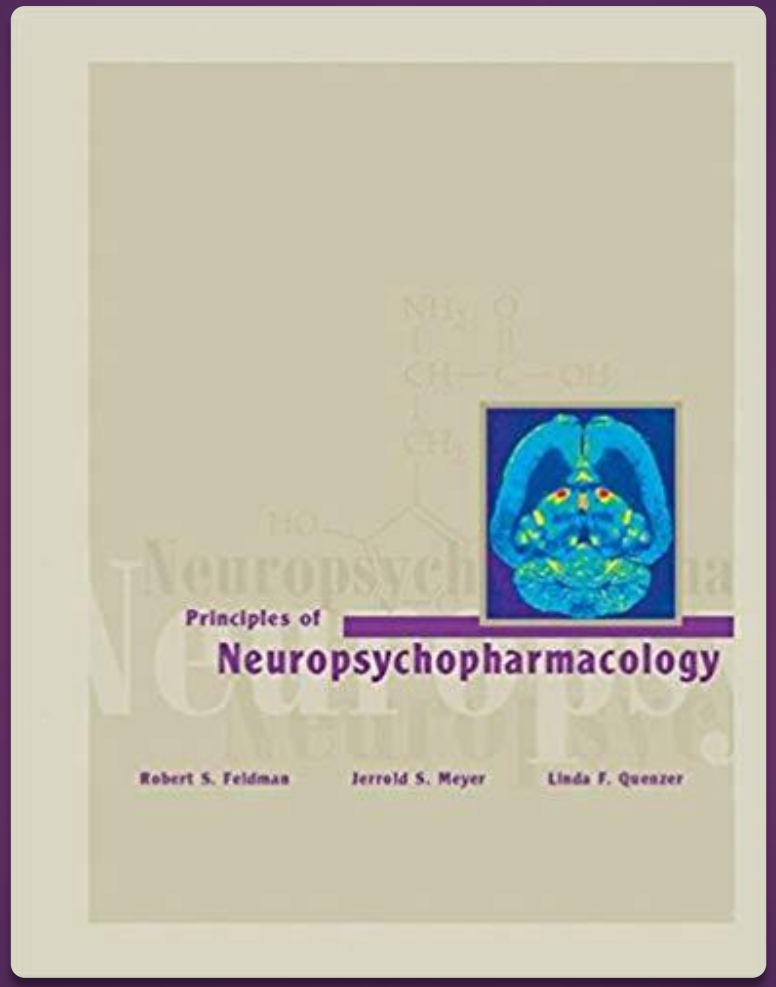
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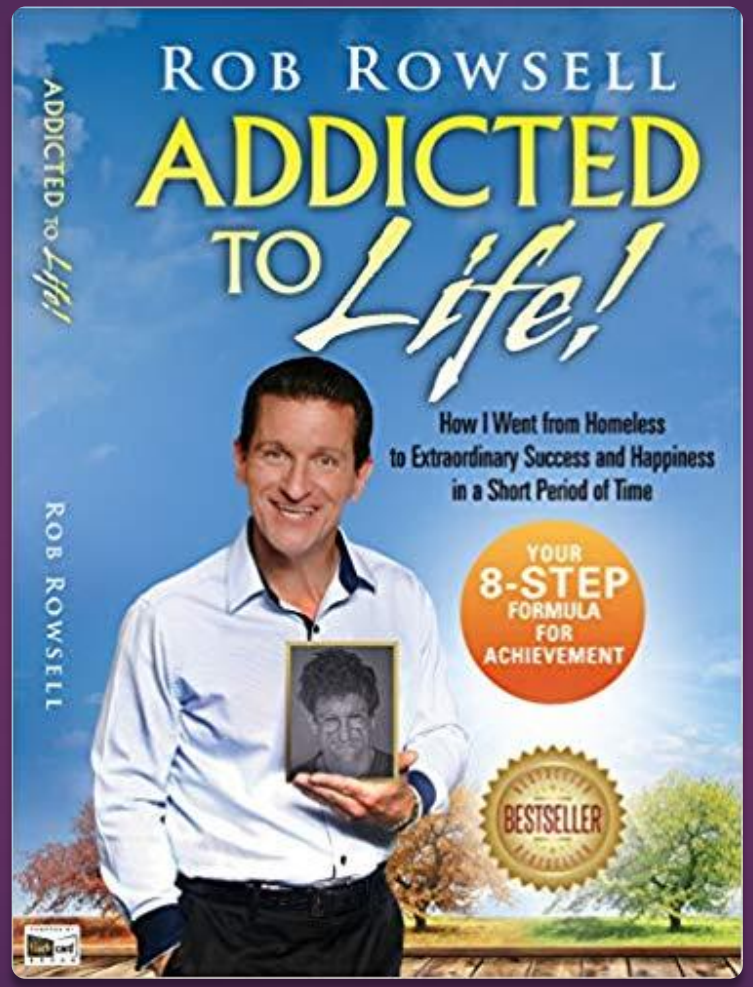
Neuropsychopharmacology
Robert S. Feldman
Jerrold S. Meyer
Linda F. Quenzer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Identifying Career BURN-OUT

INDICATORS

RESPONSES

SOLUTIONS

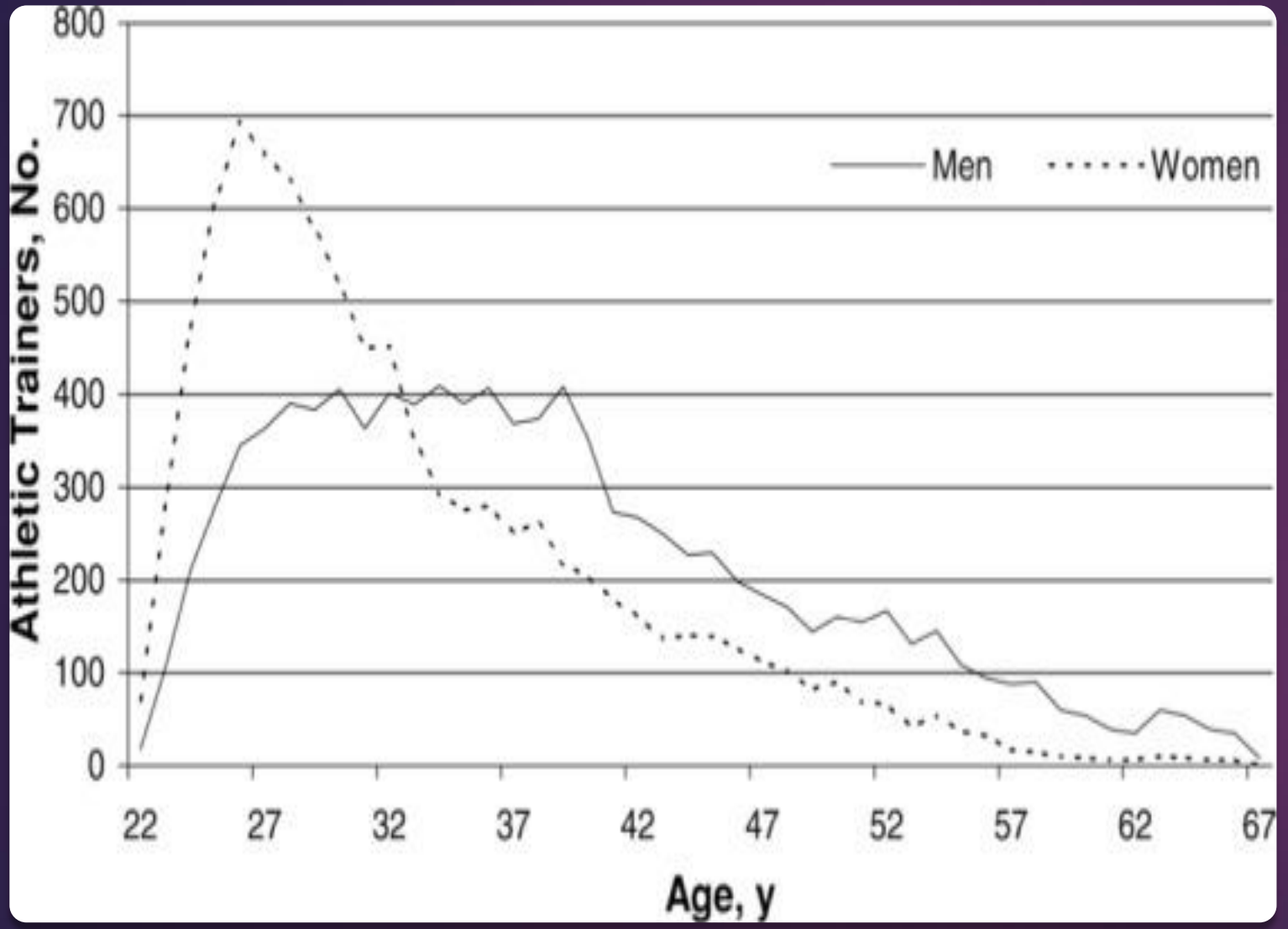
A Case for Studying Burnout

THE COST OF NOT RESPONDING TO THE SYMPTOMS

Theoretical Question #1:

Is having an Emotional Investment in your job or work a Good Thing or a Bad Thing?

A: Yes B: No

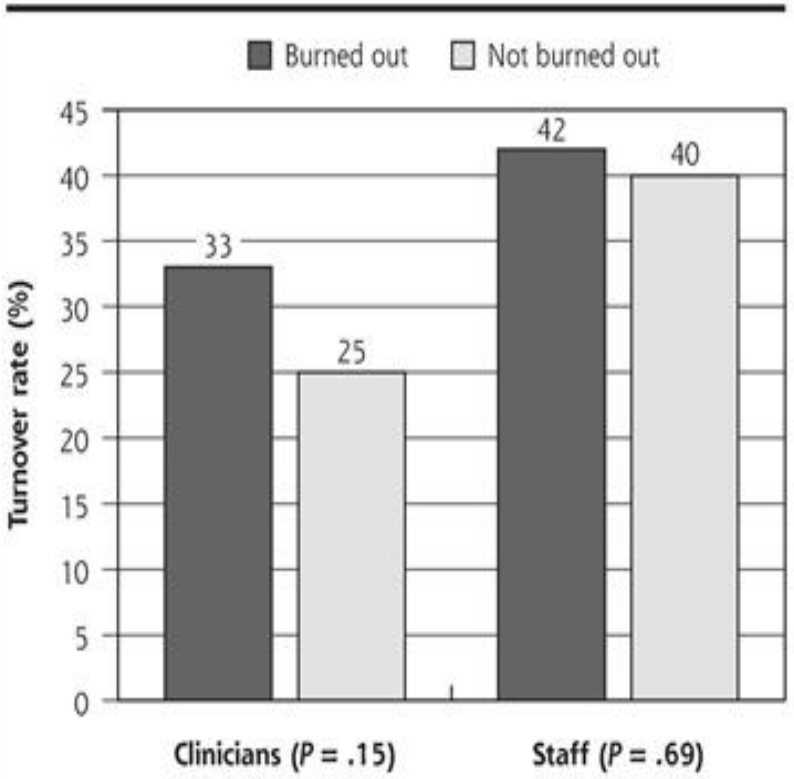


ATC in the Work Force

Kahanov, L., & Eberman, L. E. (2011). Age, sex, and setting factors and labor force in athletic training. *Journal of Athletic Training*, 46(4); 424-430. PMCID: PMC3419155 PMID: 21955=44075

Burnout and Health Care Workers

[Willard-Grace, R., Knox, M., Huang, B., Hammer, H., Kivlahan, C., & Grumback, K. (2019). Burnout and health care workforce turnover. *Annals of Family Medicine; 17*(1), 36-41. http://doi.org/10.1370/afm.2338]

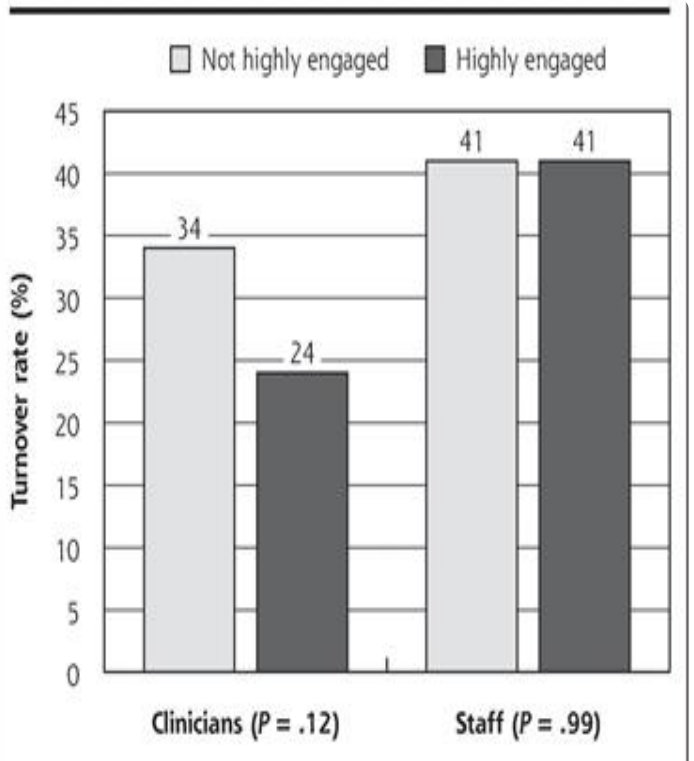


Note: Respondents were categorized as burned out if they reported either high exhaustion or high cynicism on the Maslach Burnout Inventory.

Group and Predictor	aOR (95% CI) for Turnover	Robust Standard Error	*P* Value
Clinicians (n = 242 to 244)			
Burned out	1.57 (1.02-2.40)	0.34	.04
Highly engaged	0.58 (0.33-1.04)	0.17	.07
Staff (n = 464 to 468)			
Burned out	1.09 (0.66-1.82)	0.28	.73
Highly engaged	0.99 (0.57-1.71)	0.28	.96

aOR = adjusted odds ratio.

Notes: Results of multivariate logistic regression analysis. Four multivariate regression models are represented in this table: burnout and employee engagement were run in separate models, and the models were repeated for clinicians and for staff. Adjusted for covariates and clustering by clinic. Burnout and engagement (likelihood to recommend the clinic) were tested in separate regression models that included only 1 of these predictors at a time, along with the covariates.



Note: Engagement was assessed with net promotor score. Scores dichotomized to highly engaged (promoters, score of 9 or 10) and not highly engaged (passively satisfied or detractors, score of 0 to 8).

Burnout and Insomnia

Services Research. 2019;19(1):6. doi:10.1186/s12913-019-3907-6.] [Article: Jansson-Frojmark, M., & Lindblom, K. (2010). Is there a bidirectional link between insomnia and burnout? A prospective study in the Swedish workforce. *International Journal of Behavioral Medicine; 17,* 306-313. http://doi-org.lopes.idm.ocic.org/10.1007/s12529-010-9107-8]

[Image: Gao T, Gurd B. Hospital size. Chart. *BMC Health*

Table 1 Descriptive statistics at baseline and at the 1-year follow-up for insomnia, emotional exhaustion, professional efficacy, and cynicism

		Baseline		1-year follow-up	
		n	%	*n*	%
Insomnia	No	1,098	87.3	1,091	86.7
	Yes	160	12.7	167	13.3
Emotional exhaustion	Low	1,118	88.9	1,139	90.5
	High	140	11.1	119	9.5
Professional efficacy	High	1,107	88.0	1,123	89.3
	Low	151	12.0	135	10.7
Cynicism	Low	1,089	86.6	1,119	89.0
	High	169	13.4	139	11.0

Literature Review: ATC and Career Longevity

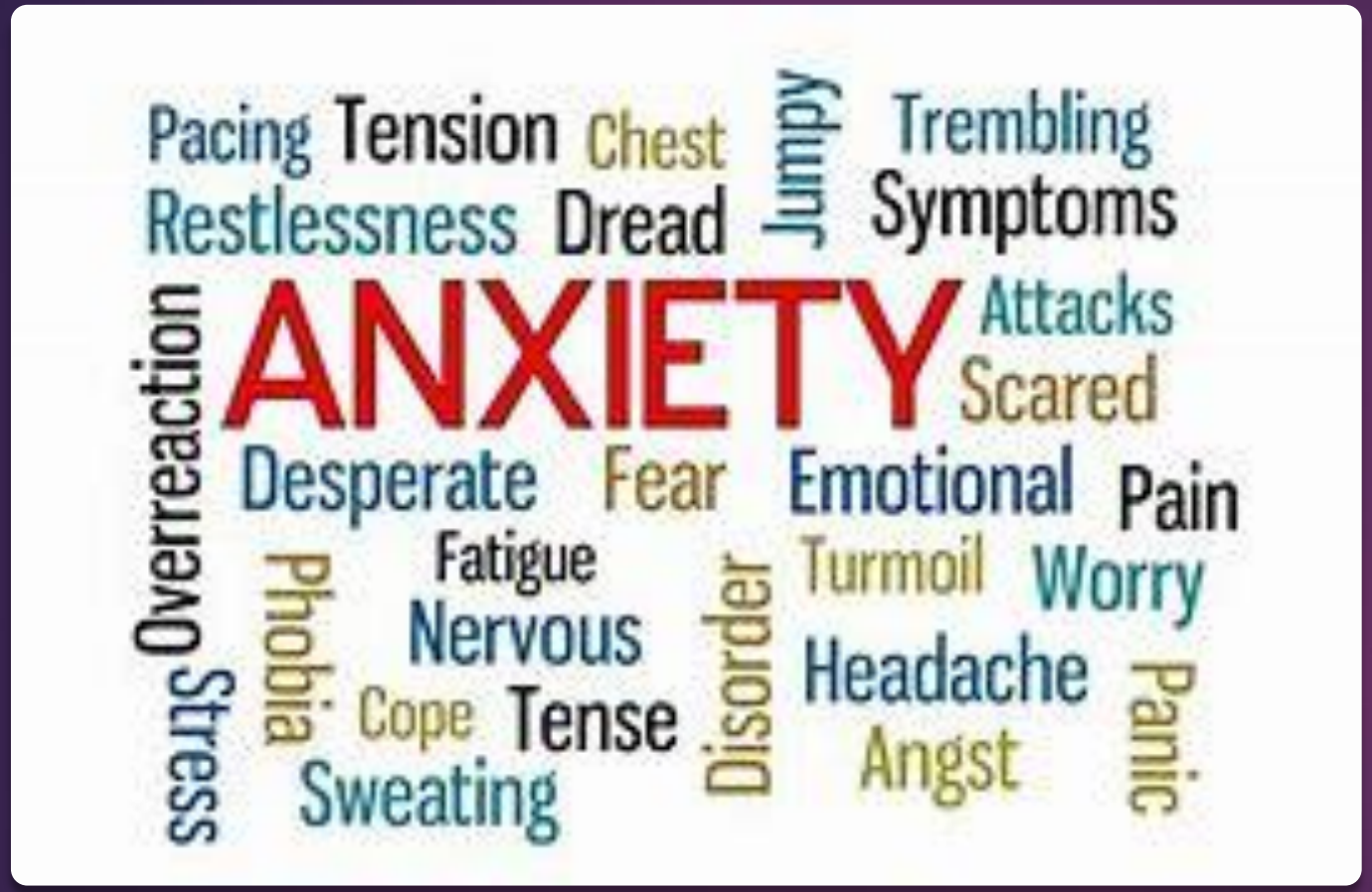
- **Career Path**: Eberman, L.E., & Kahanov, L. (2013). Athletic trainers perceptions of life-work balance and parenting concerns. *Journal of Athletic Training,* 48(3): 416-423. doi:10.4085/1062-6050-48.2.01
- **Burnout Levels**: Giacobbi Jr, P.R. (2009). Low burnout and high engagement levels in athletic trainers: Results of a nationwide random sample. *Journal of Athletic Training*, 44(4): 370-377. doi:10.4085/1062-6050-44.4.370
- **Personalities and Environment**: Kania, M. L., Meyer, B.B., & Ebersole, K.T. (2009). Personal and environmental characteristics predicting burnout among certified athletic trainers at National Collegiate Athletic Association institutions. *Journal of Athletic Training*, 44(1): 58-66. doi:4085/1062-6050-44.1.58

Signs of Employee Burnout and Fatigue

- Increase in Employee Theft of Intellectual and Material Property
- Increase in Employee Demotivated to Perform Activities
- Chronic or Habitual Lateness, Tardiness or Sleeping at Work
- Chronic or Habitual Procrastination or Late Turned in Assignments
- Increase in Excuses for Poor Performance
- Increase in Workplace Harassment, Hostilities and Conduct Complaints
- Increase in Unethical Behaviors and an Increase in Aggression
- Increase in Employee Discord, Low Morale, and Social Disconnect

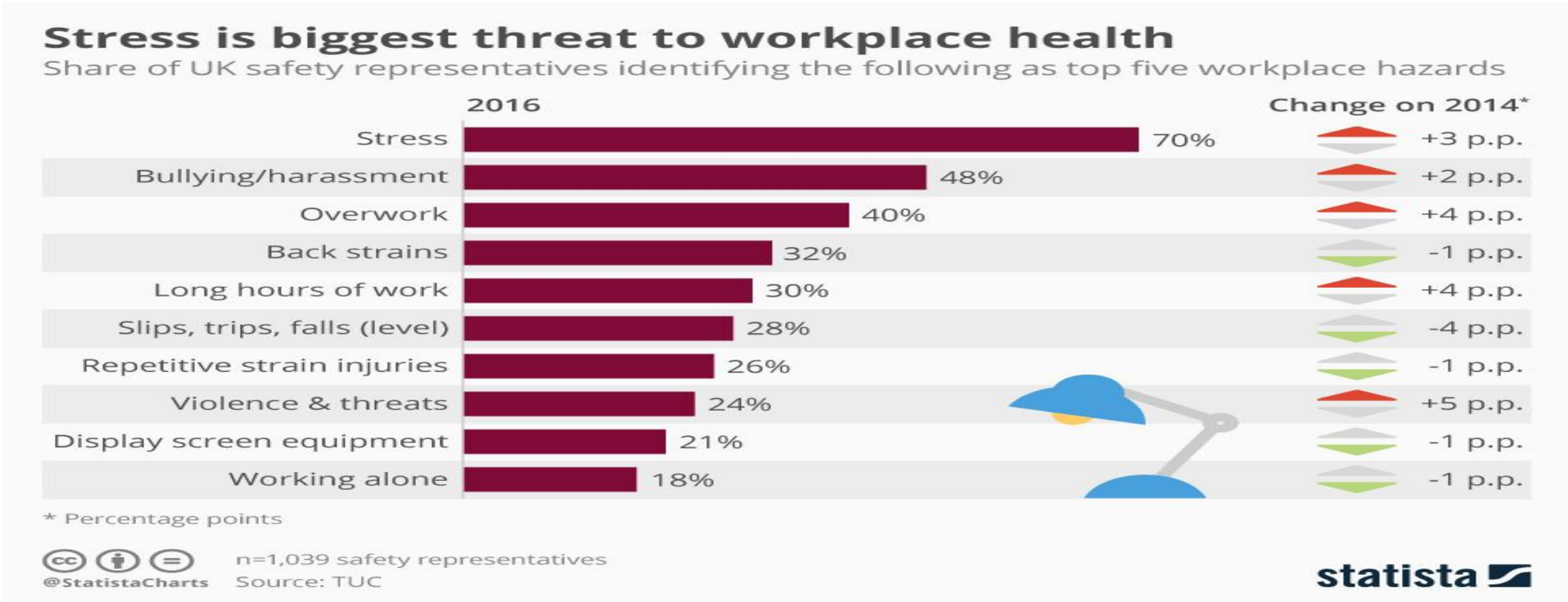
7 Evaluative Criteria for Analyzing Burnout (The 7 "A"s)

- **Aptitude:** Level of Educational Requirements and Continuing Education
- **Altitude:** How One sees Themselves in Their Career or Future
- **Amplitude:** How One Surveys Their Self Dedication or Character
- **Atmosphere:** Work Place Environment and Morale
- **Appreciation:** Analysis of Perceived Respect and Compensation
- **Attention:** How much Personal Time is Required in your Career
- **Attitude:** Self-Appraised Responses to the other Criteria



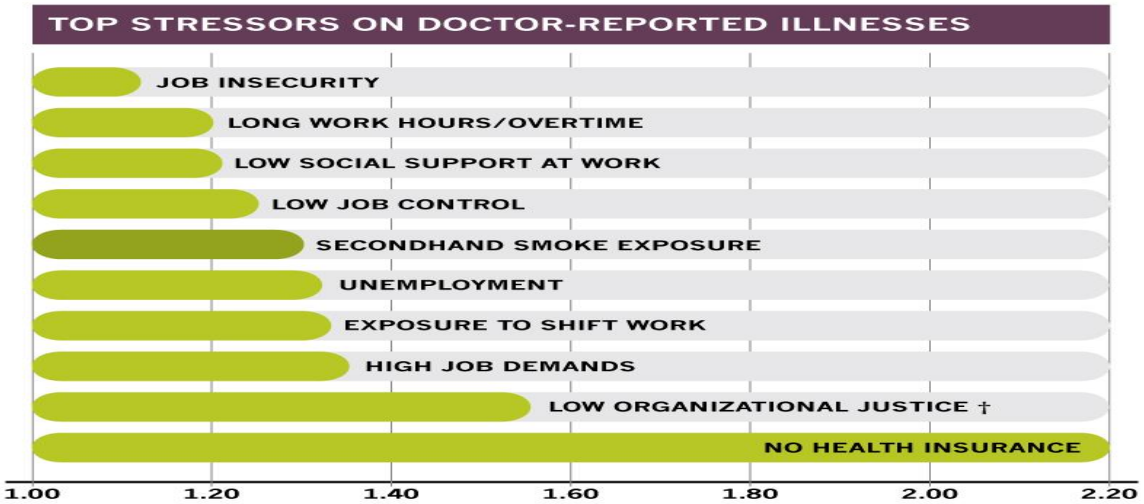
Problem: How does Stress Effect Employment Performance

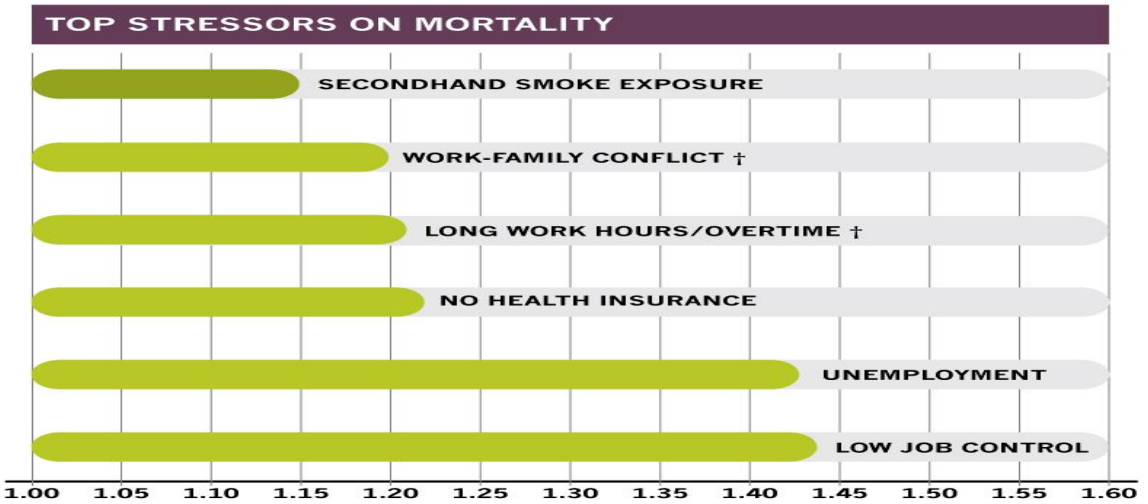
Prevalence of Stress in the Workplace



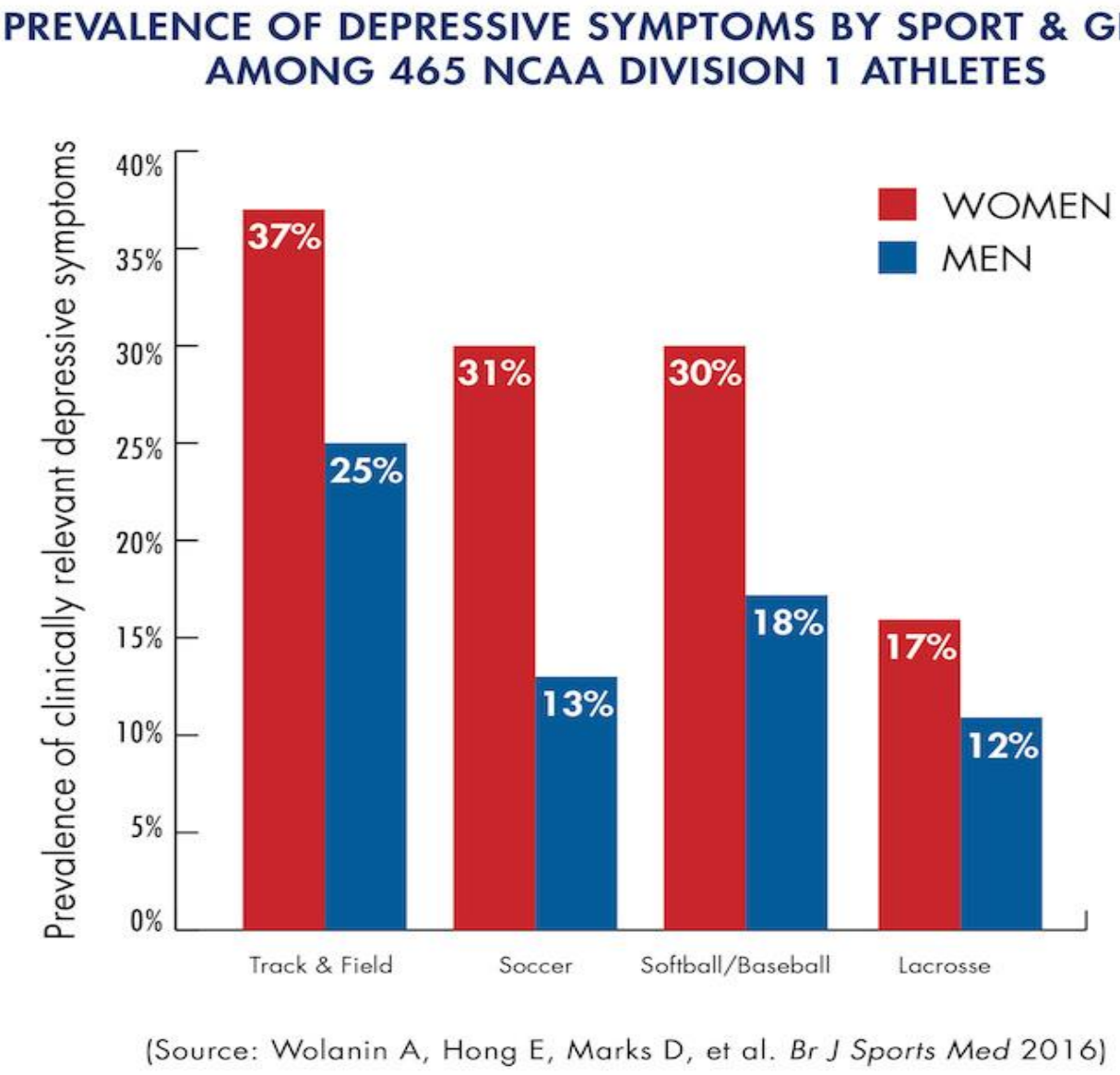
WORKPLACE STRESS'S BIGGEST IMPACT

The Stanford study found the lack of health insurance had the biggest impact on physician-diagnosed illness and mortality, while work-life conflict greatly affected people's mental and physical health in self-reporting.





Odds ratios higher than 1 indicate that the exposures listed here increased the odds of negative health outcomes. No health insurance, for instance, increased the odds of a physician-diagnosed health condition by more than 100 percent. Odds ratios for exposures marked with † were calculated with two studies or fewer, and may be less reliable.



Stress and Burnout in Student-Athletes

Phases of Career Burnout

Acute

- Based on High Impact Trauma
- Short onset with catastrophic results
- High emotional energy
- Low cognitive reasoning
- Insecurities, Loss, Grief, and diminished confidence in ability to perform
- Both career and relational components

Chronic

- Based on prolonged exposure to trauma over a long period of time
- Slow onset with intermittent episodes of anxiety
- Under-rated due to its repetitive exposures
- Build-up of anxiety towards depression and then frustration
- Both career and relational components

Interphasic

- Interchanging flow from Acute to Chronic Burnout symptoms
- Contains a cyclical exposure to anxiety and depression similar to manic depression
- Most impulsive and volatile of either phases
- Most irrational and emotive expression directed towards the career than either acute or chronic phases

Low/ Acute Level of Burnout Symptoms (1 - 3 episodes a week)

Diagnostic and Statistical Manual of Mental Disorders 5ed DSM-5

- Stomach upset and trouble eating
- Trouble sleeping and feeling very tired
- Pounding heart, rapid breathing, feeling edgy
- Sweating without exercising
- Severe headache if thinking of the event
- Failure to engage in exercise, diet, safe sex, regular health care
- Increasing smoking, alcohol, drugs, food
- Having your ongoing medical problems get worse
- Onset of intimacy loss or feeling detached
- Intrusive thoughts, smells, or images
- Feeling nervous, helpless, fearful, sad
- Feeling shocked, numb, and not able to feel love or joy
- Avoiding people, places, and things related to the event
- Being irritable or having outbursts of anger
- Becoming easily upset or agitated
- Blaming yourself or having negative views of oneself or the world
- Distrust of others, getting into conflicts, being over controlling
- Being withdrawn, feeling rejected or abandoned
- Loneliness

Moderate/ Chronic Level of Burnout Symptoms (+3 episodes a week)

Diagnostic and Statistical Manual of Mental Disorders 5ed DSM-5

- Stomach upset and trouble eating
- Trouble sleeping and feeling very tired
- Pounding heart, rapid breathing, feeling edgy
- Sweating without exercising
- Severe headache if thinking of the event
- Failure to engage in exercise, diet, safe sex, regular health care
- Excess smoking, alcohol, drugs, food
- Having your ongoing medical problems get worse
- Loss of intimacy or feeling detached
- Intrusive thoughts, smells, or images
- Feeling nervous, helpless, fearful, sad
- Feeling shocked, numb, and not able to feel love or joy
- Avoiding people, places, and things related to the event
- Being irritable or having outbursts of anger
- Becoming easily upset or agitated
- Blaming yourself or having negative views of oneself or the world
- Distrust of others, getting into conflicts, being over controlling
- Being withdrawn, feeling rejected or abandoned
- Loneliness

High/ Toxic Level of Burnout Symptoms
(1 to +3 episodes a Day)

Diagnostic and Statistical Manual of Mental Disorders 5ed DSM-5

- Stomach upset and trouble eating
- Trouble sleeping and feeling very tired
- **Pounding heart, rapid breathing, feeling edgy**
- **Sweating without exercising**
- Severe headache if thinking of the event
- **Failure to engage in exercise, diet, safe sex, regular health care**
- **Excess smoking, alcohol, drugs, food**
- **Having your ongoing medical problems get worse**
- **Loss of intimacy or feeling detached**
- Intrusive thoughts, smells, or images
- **Feeling nervous, helpless, fearful, sad**
- **Feeling shocked, numb, and not able to feel love or joy**
- **Avoiding people, places, and things related to the event**
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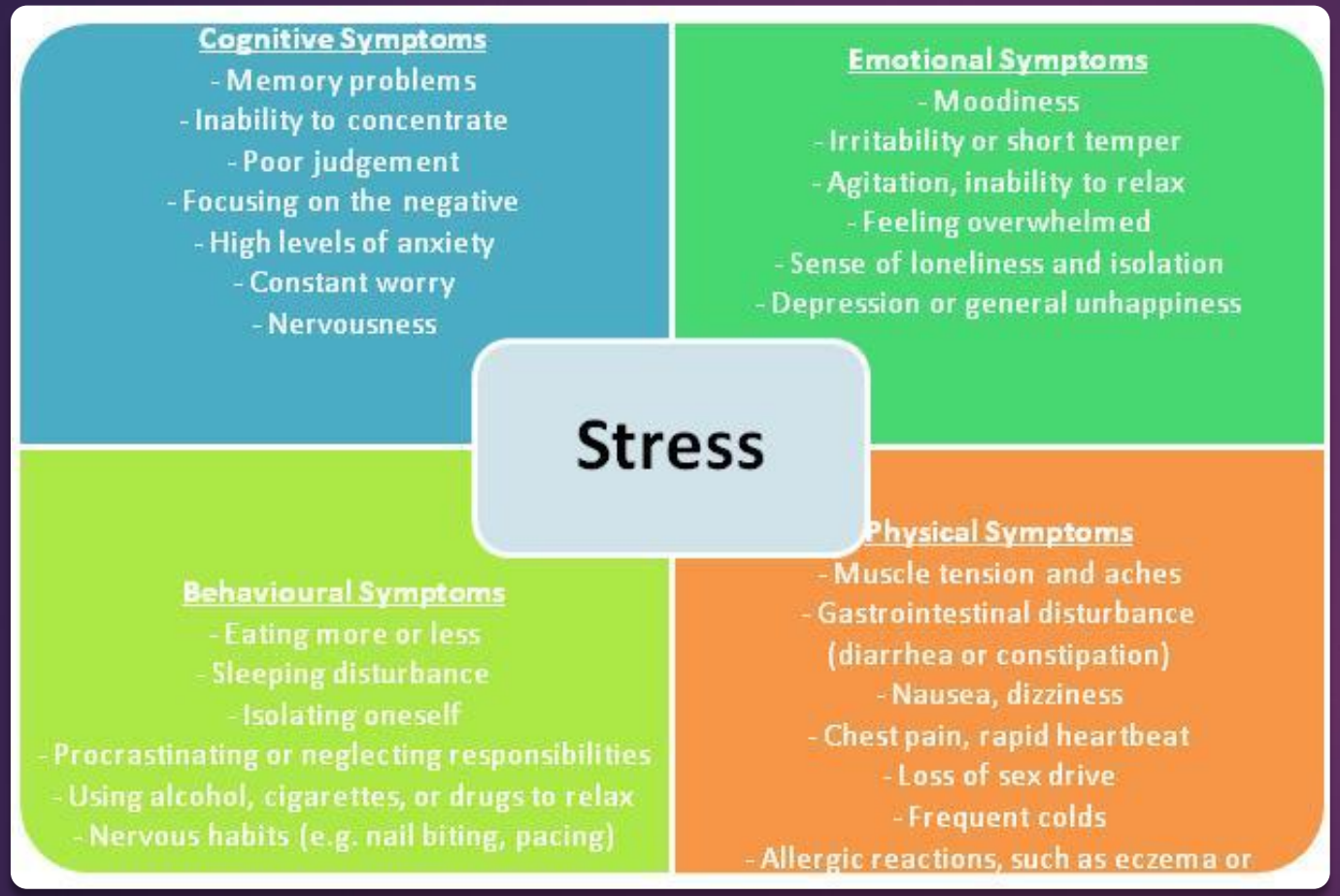
- **Becoming easily upset or agitated**
- **Blaming yourself or having negative views of oneself or the world**
- **Distrust of others, getting into conflicts, being over controlling**
- Being withdrawn, feeling rejected or abandoned
- ***Loneliness*****

The Cause of Burnout

PSYCHOPHYSIOLOGICAL CONSEQUENCES OF AVOIDANCE

Multi-Dimensional Factors of Stress



Theoretical Question #2:

Which involves more emotional energy?

A. *Empathy*

B. *Apathy*

C. *Sympathy*

Major Constituents of Expressing Stress

Emotional

Moody and Irrational

Frustrated and Anxious

Unmotivated and Loss of Interest

Lack of Drive or Initiative

Cognitive

Lack of Focus or Detail

Memory Loss or Lapses

Difficulty in Expressing Ideas

Diminished Insight or Deduction

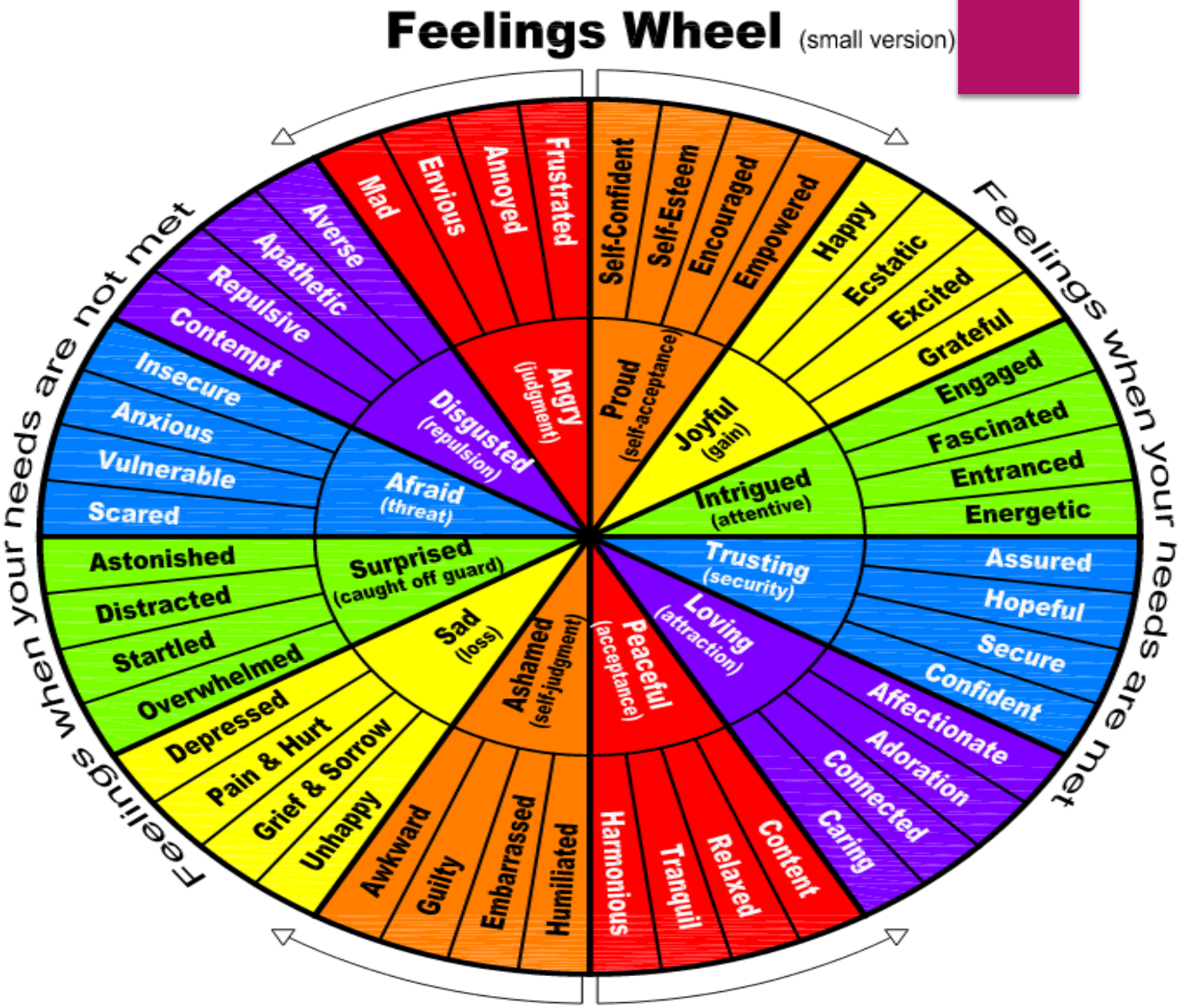
Physical

Increased HR, BP, Pulse & Resp

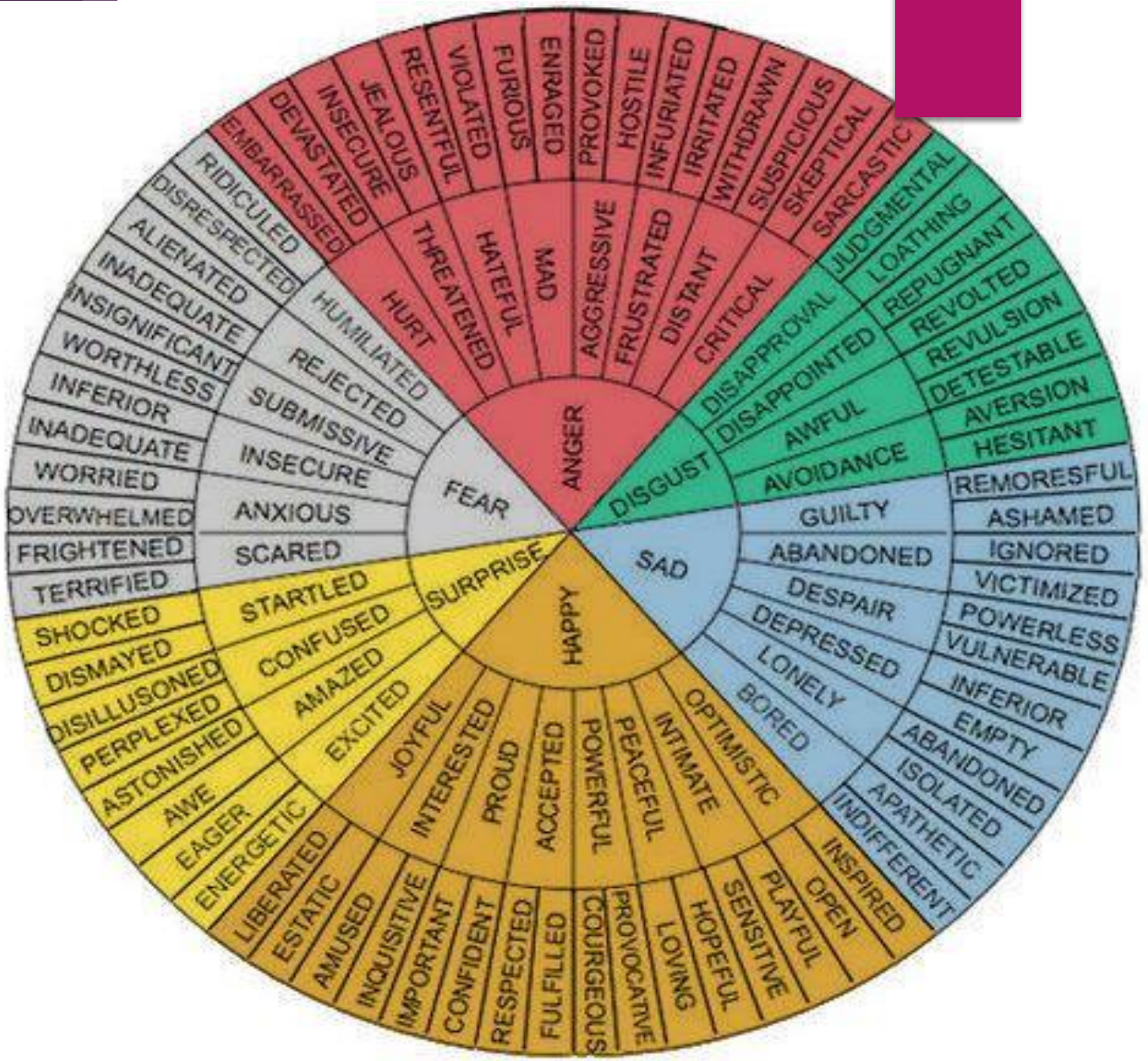
Increased Pancreatic and Adrenal Activity

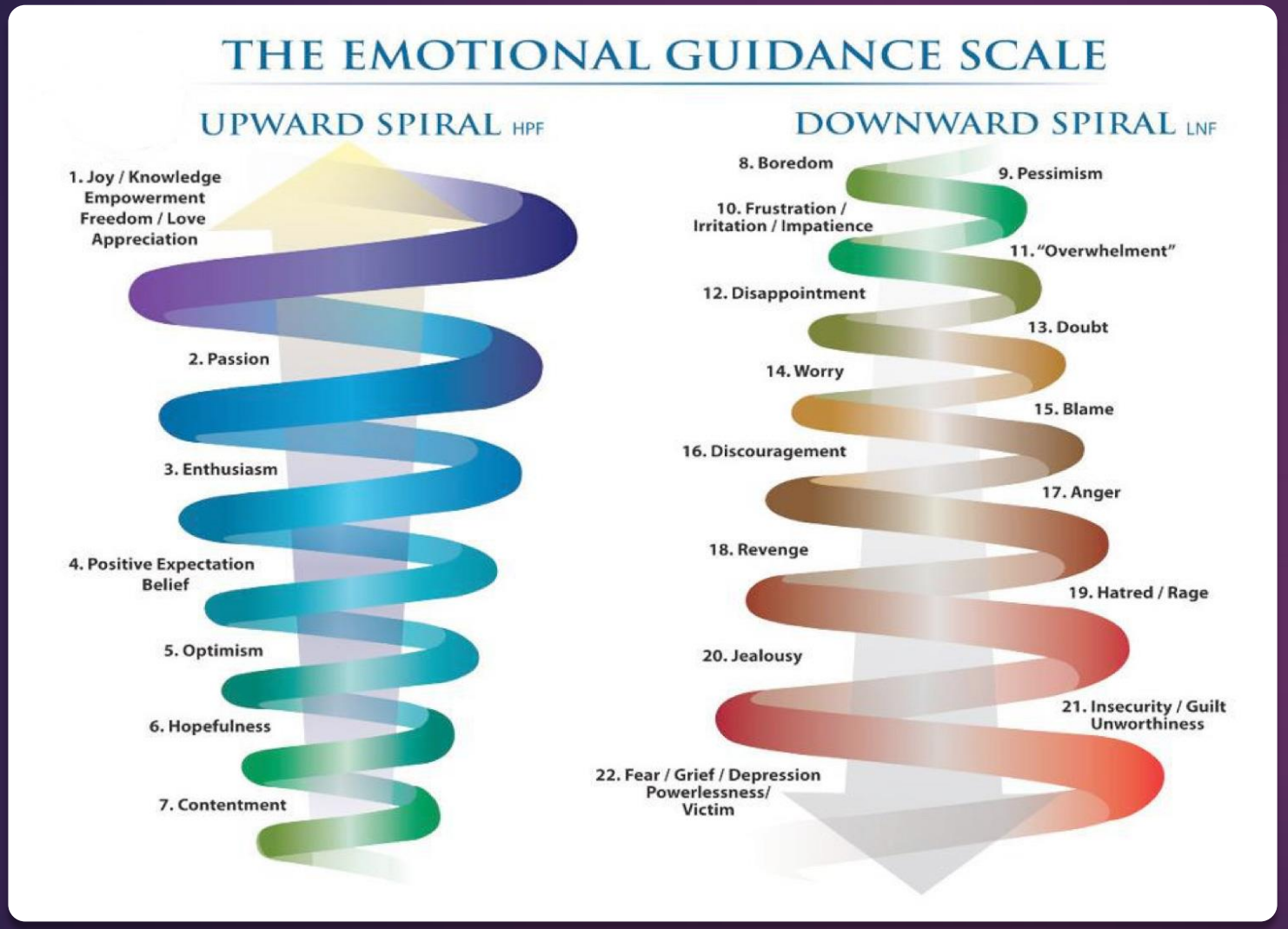
Weight Gain or Loss, ↑ Illness

Self- Evaluation of Stressful Feelings



Self- Assessment of Stress Adaptation





Emotional Response Models to Burnout

Understanding Personalities and Conflicts (The Big 5 Personality Test)

- **Openness to Change** = Inventive/ Curious **vs** Consistent/ Cautious
  **[*Procrastination*, *Impulsive*, *Inconsistent*]
- **Conscientiousness** = Efficient/ Organized **vs** Easy-going/ Careless
  **[*Anxious*, *Perfectionist*, *Anti-social*]
- **Extraversion** = Out-going/ Energetic **vs** Solitary/ Reserved
  **[*Impulsive*, *Enmeshed*, *Entitled*]
- **Agreeableness** = Friendly/ Compassionate **vs** Analytical/ Detached
  **[*Self-sacrificing*, *Enmeshed*, *Dependent*]
- **Neuroticism** = Sensitive/ Nervous **vs** Secure/ Confident
  **[*Perfectionist*, *Entitled*, *Ashamed*]

Understanding How Learning Styles can effect Burnout

- **Diverging** = Learn by ***Feeling and Watching***
  [brainstorming, collaborating, problem solving]
- **Assimilating** = Learn by ***Thinking and Watching***
  [deduction, observation, purposeful]
- **Converging** = Learn by ***Thinking and Doing***
  [explanatory, demonstrative, technical]
- **Accommodating** = Learn by ***Doing and Feeling***
  [active, self initiative, motivated]

Perfectionism vs Procrastination

ASSOCIATED WITH THE PAIN VS FEAR MODEL

- Perfectionism

- Based on Perceptive Distortions
- ↑ Fear, Anxiety, Frustration
- ↑ Stress, Burnout, Metabolic Response
- Frustrations result in Cognitive Deficiency and low recovery
- Finalization in Negative and Arbitrary Thinking towards Fear of Failure
- Results in ↑ Stress, Burnout, Metabolic Response; disorganization and low motivation

- Procrastination

- Based on Fear of Failure
- Instigated due to ↑ Stress triggers
- Results in Dichotomous Reasoning and Catastrophizing cycles of success and failure
- Mechanism to Avoid Stress by Over Socialization and Overgeneralization
- Results in ↑ Stress, Burnout, Metabolic Response; disorganization and low motivation

Understanding Irrational Thoughts in Burnout (The 3 'S's)

Scripting

- Repetitive narrative and dialog of a singular or fixed origin.
- Negative irrational and non-evidentiary beliefs of self or their environment.
- Distorted view of situation where fear creates a 'safe' zone within their irrational emotive responses to pain.
- Cognitive Distortions with relation to Schema Avoidance and Maintenance

Schisms

- Irrational beliefs based upon Scripted narratives and fears.
- Irrational beliefs manifested in behaviors as to confirm scripted belief.
- Triggered as a phobia or fear of non-evidentiary reality creating a pain or distress.
- "This will never end", "I suck", I am a loser", "I give up", " I'm too old to understand this…"

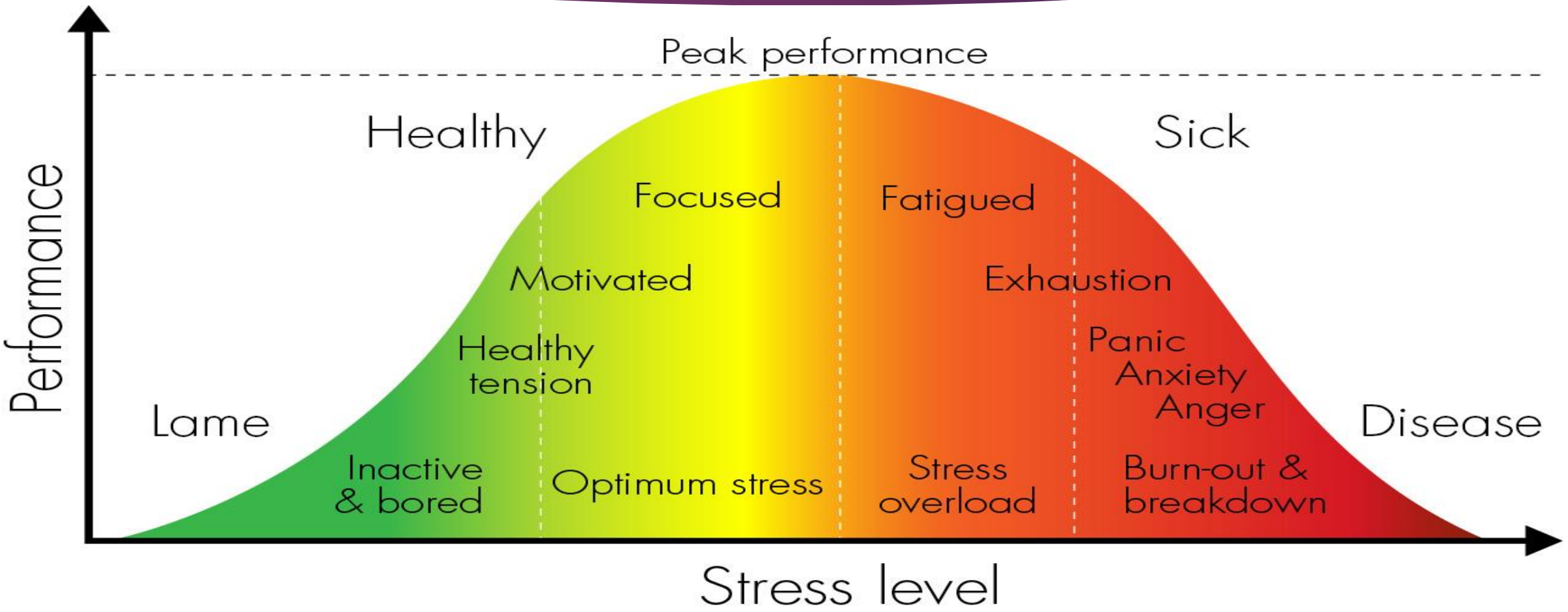
Schemas

- Acting out enmeshed irrational beliefs that they are hard to resolve or remove.
- Set from repeated fears or failure and pains of defeat.
- Lack of cognitive deduction and lack of cognitive restructuring towards positive outcomes.
- "I will never amount to anything", "I quit", "They're out to get me", "They hate me"

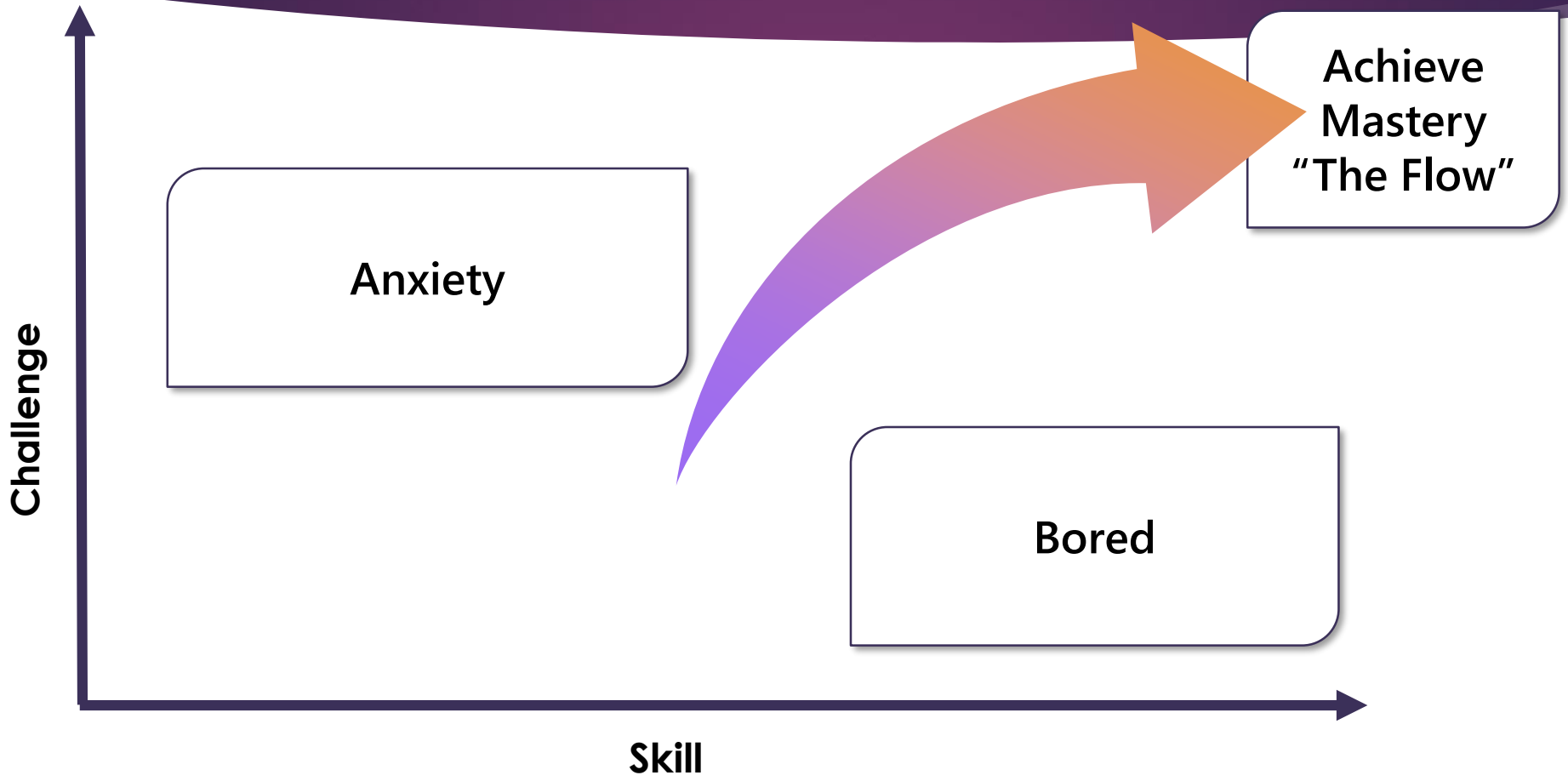
Self Defeating Schemas using the 7 "A"s

- **Aptitude:** *"No amount of education will help you now"*
- **Altitude:** *"If you get out of this…You're never going to amount to anything"*
- **Amplitude:** *"You were never good enough to do this anyway"*
- **Atmosphere:** *"No matter where you go…. Your past will find you"*
- **Appreciation:** *"No one cares about your really…. Its over"*
- **Attention:** *"There isn't enough time in the world to get rid of this"*
- **Attitude:** *"You don't have what it takes to get out of this"*

Yerkes –Dodson Law on Stress



“The Flow” Learning Model
Mihaly Csikszentmihalyi



Theoretical Considerations of Resolutions to Stress Models

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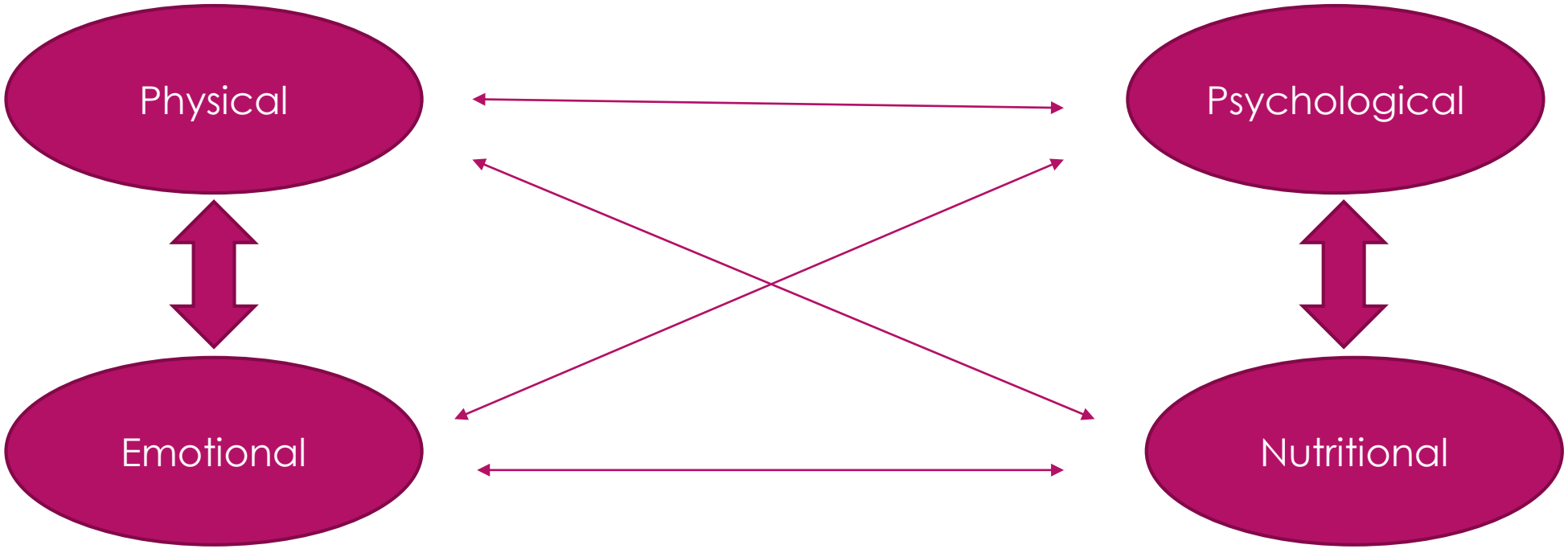
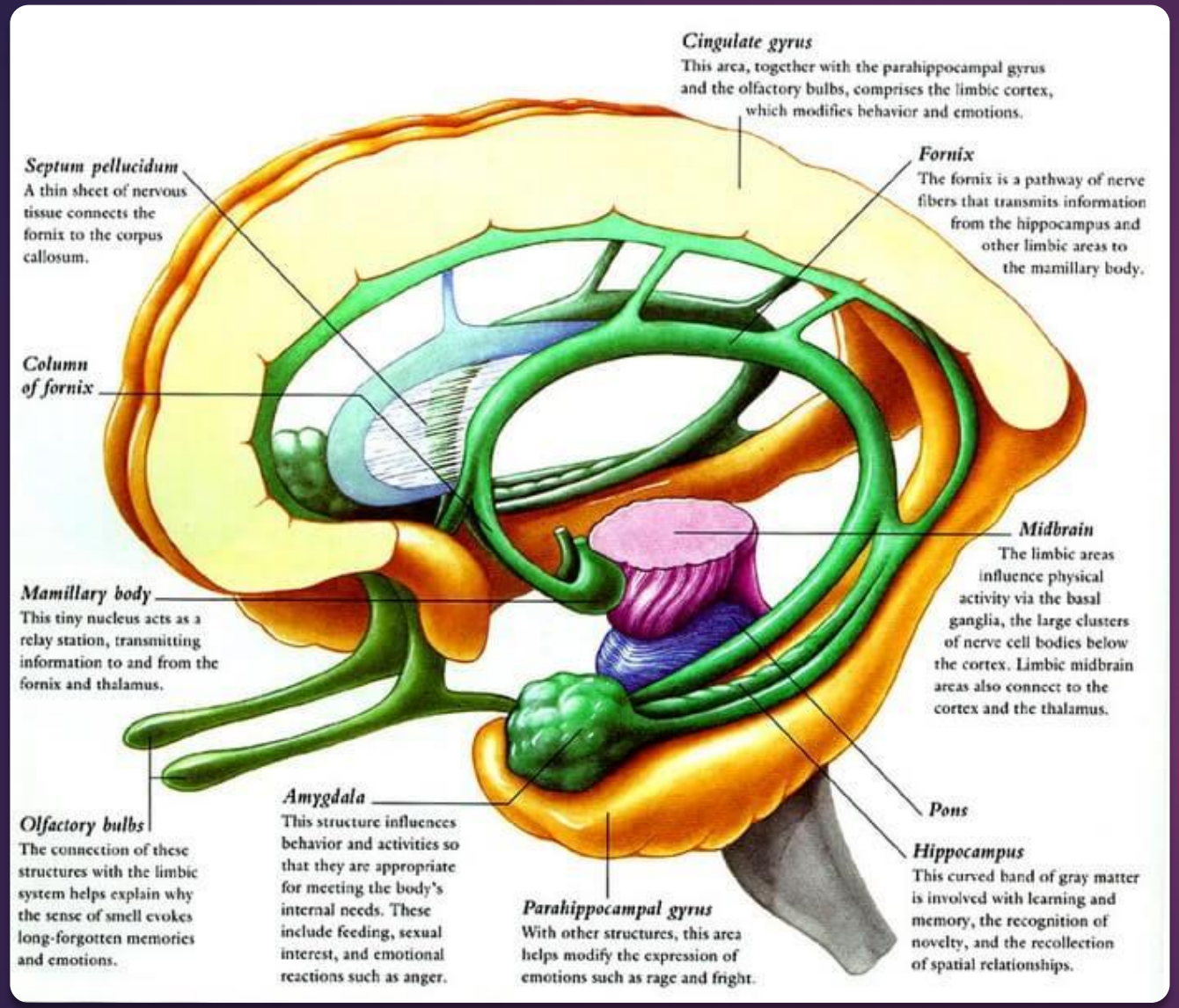




Limbic Systems connection with Repeated Stressors

HPA = *CORTISOL*

SAM = *NOREPINEPHRINE & ADRENALINE*

LC-NA SYSTEM: NOR-ADRENERGIC NUCLEUS IN THE LOCUS COERULEUS = *NOREPINEPHRINE*

VENTRAL TEGMENTAL AREA (VTA) AND THE NUCLEUS ACUMENS = *DOPAMINE*

Psychophysiological Systems of Stress

"Fight – Flight – Freeze"

Pre-Frontal Cortex

- Works with the Amygdala Gland and Hippocampus
- Regulates cognition, judgement, function and mood
  (↑ stress = ↑ impulsivity)
- Processes emotions and memories with the Hippocampus
  (↑ stress = ↓ memory)
- Part of the fear recognition processes with the Amygdala and is associated with ***Serotonin***

HPA and SAM

- Hypo-thalamic-Pituitary-Adrenal axis (HPA)
- Activates process to release ***Cortisol*** from Adrenal Glands
- Long lasting hormonal response to stressor (↑ cravings)
- Sympatho-Adrenomedullary axis (SAM)
- Activates shorter lasting ***Adrenaline and Norepinephrine*** hormones by the brain and adrenal glands
  (↑ stress = ↓ recovery/sleep)

LC – NA System

- Active process within the Locus Coeruleus located in the Pons associated with the Noradrenergic Nucleus in the LC
- Initiates response of mood, irritability, movements, arousal and attention.
- Responsible for focus, detail and response time (↑stress = ↓focus)
- Initiated by the brain as a startle effect mechanism using the production of ***Norepinephrine***
- Related to the VTA and Nucleus Accumbens connection associated with ***Dopamine***

The Cure for Burnout Symptoms

A CONTINGENCY PLAN FOR SETTING GOALS FOR RECOVERY

Theoretical Question #3:

What resources, time or money have you spent on self-help in your career?

Burnout Solutions

- Eat Right
- Exercise Regularly
- Relinquish Stress

#1 Eat Right: Dietary Considerations

Dietary Tips for Stress

"If you don't eat – you can't compete"

Anxiety

Hydrate with H20 at min 60oz daily

Cherries, Strawberries, Blue Berries, Apples, Almonds, Cashews, Bananas, Kiwi, Mango, Pineapple

Turkey, Salmon, Eggs

Lean Beef, Pork, 2 % Milk, Cheese

↓ Caffeine, Alcohol, Sugars, Chocolates, GABA, Coffee, Teas, and Fatty Foods

50-30-20

↑ 5-HIAA, Dopa, Glutamate, Acetyl-CoA, Adenosine, Vit A, E, K, C, D, B complex

Depression

Hydrate with H20 at min100oz daily

Wild Cherries, Citrus, Pears, Grapes, Oats, Grains, Bran, Dark Vegetables, Walnuts, Avocado, Kale, Coconut

Lean Beef, Seafood, Chicken, Yogurt, Skim Milk, Almond Milk, Prime Cheeses

Moderate use of wine (red) and chamomile, feverfew passion flower teas

40-30-30

Frustration

Hydrate with H20 continuously

4-6 small portioned meals a day @ +250 kcal each (every 3hrs)

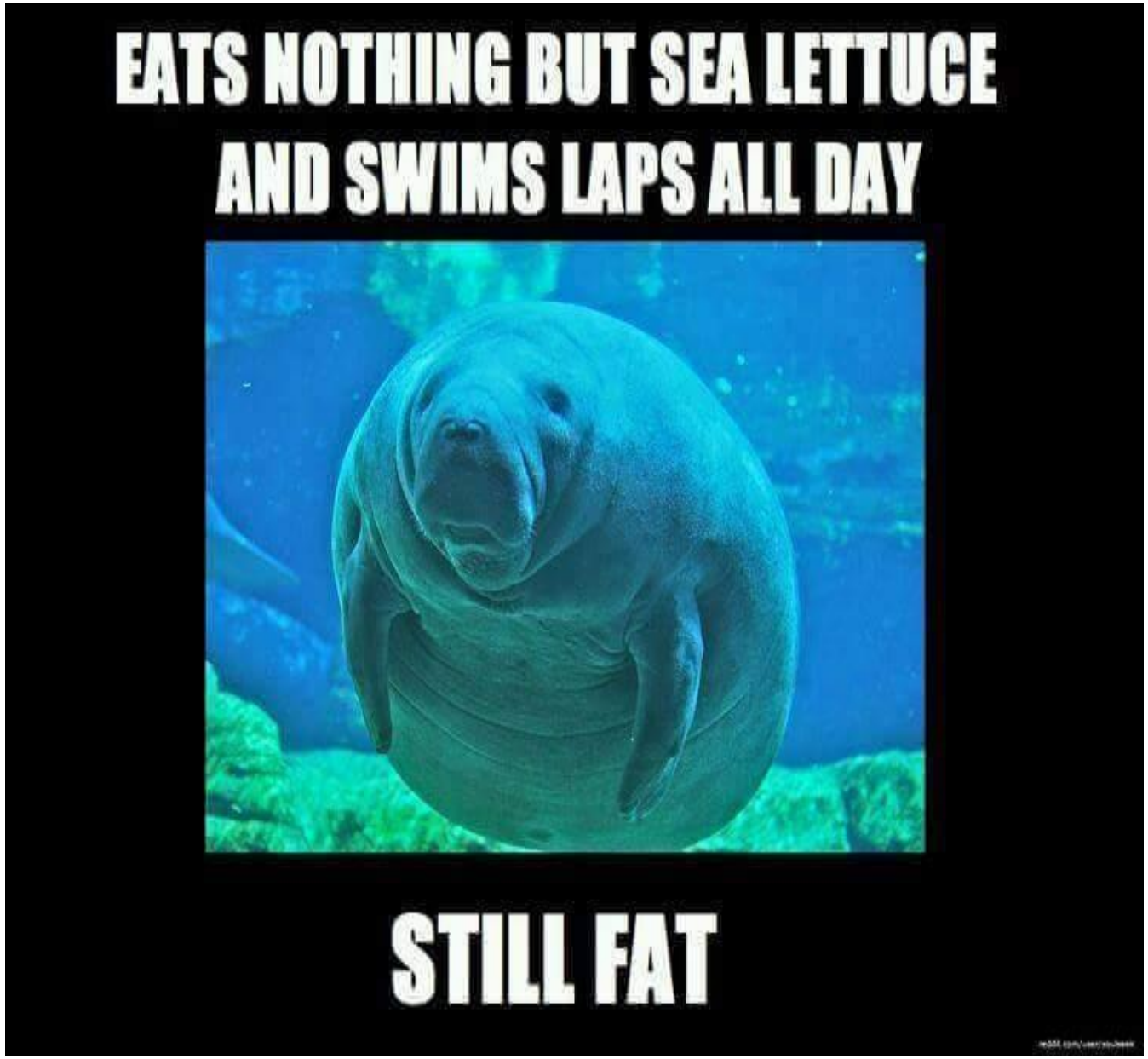
↑ good fats and proteins in AM

↑ clean carbs and protein in PM

↓ GABA intake, alcohol, caffeine, sodas, sugars, fats in PM

Eat slowly and enjoy

40-30-30



#2 Exercise Regularly: Activity Modifications

Exercise Tips for Stress

"You Got to Lift Right to Get Right"

Anxiety

HIIT 2 to 3 times a week

Cardiovascular training 2x week

Alternate intensity sessions daily

60-90 minute sessions

4 sets per exercise on high intensity days; 5-6 sets per exercise on low intensity days

Total Body Conditioning 3 days a week with combat intensive programming (Spartan, Alpha, CrossFit, Spin, Crusader EBC)

Depression

HIIT 1 to 2 times a week

Cardiovascular training 2x week

Low to moderate intensity walking and swimming programs

45-60 minute sessions 4x a week

4 to 5 sets per exercise alternating high to moderate intensities

Total Body Condition days separated by specific body training 24 hours apart

Frustration

Limit HIIT to once a week

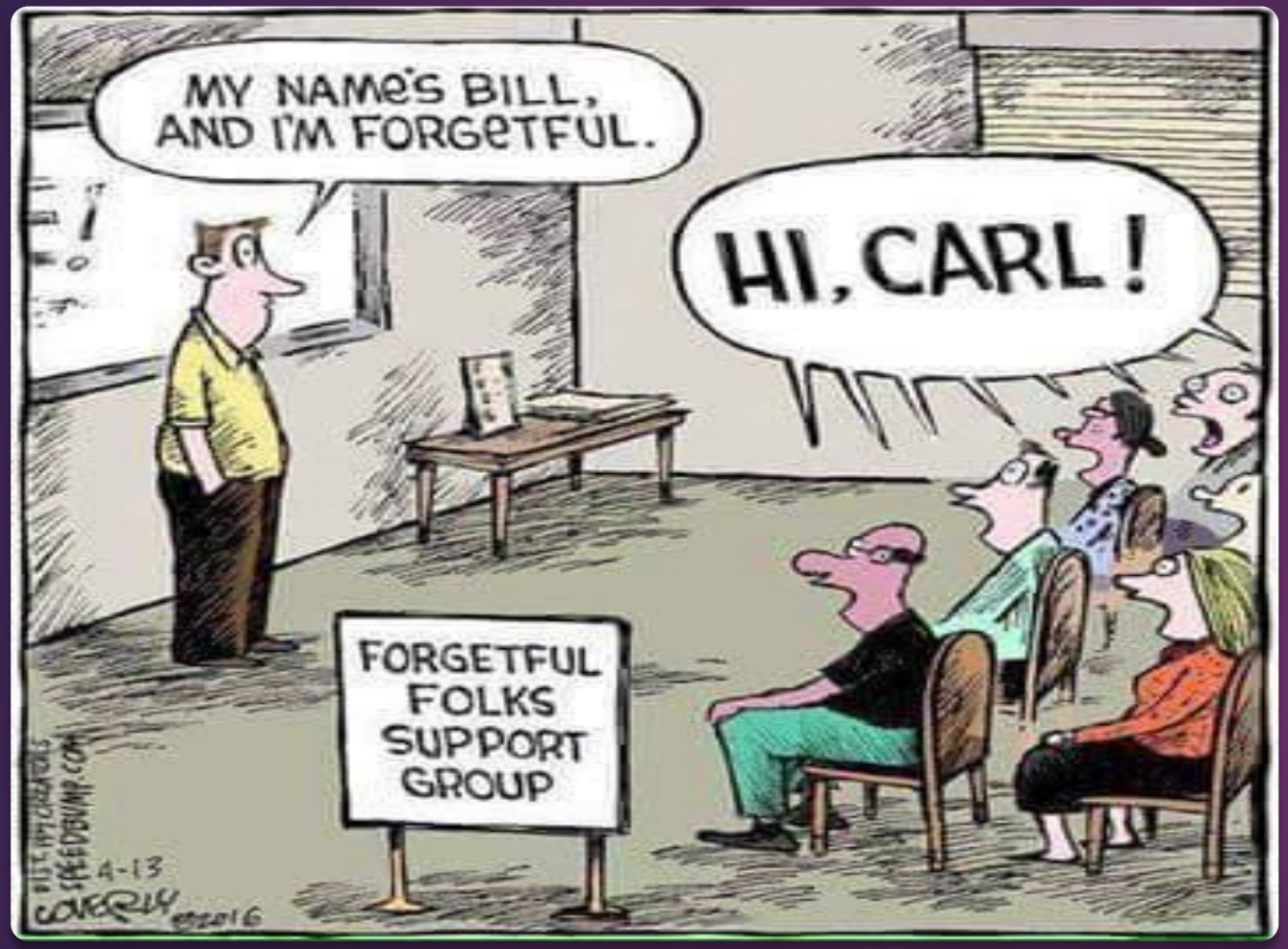
Sustained moderate intensity training 3-4x a week

Low intensity walking and swimming programs as alternates

30-60 minute sessions daily

4 to 5 sets per exercise (100 reps)

Total Body conditioning with Pilates, Yoga, Stretch, Calisthenics, Group Fitness, Play



#3 Relinquishing Stress: Behavioral Modifications

Diseases and Disorders Associated with Stress

- Auto-Immune Disease
- Respiratory Disease
- Obesity
- Diabetes
- Cardiovascular Disease
- Graves Disease (Thyroid)
- Neurologic and Genetic Disorders
- Mental Health Disorders (Alzheimer's)
- Learning Disabilities (Youth)

Stress Relieving Tips For Burnout Levels

"Smooth is Fast and Fast is Smooth"

Anxiety

Improve sleep & rest times: 6-7hrs

Regulate daily activities leaving alternatives and options open

Start self-affirmation statements

Start imagery and meditative practice on goal oriented and social oriented improvements

Start breathing techniques of 4 sec inhale and 6 secs exhale

Daily sunshine

Mediation and Forgiveness

Depression

Improve sleep & rest times: 7-8hrs

Regulate daily activities to prioritize level of importance

Increase self-affirmative statements and therapy cues

Increase imagery and cognitive enhancement exercises

Implement breathing techniques 2-3 times a day (6-4)

Reading, Music, Hobbies

Meditation and Forgiveness

Frustration

Add daily rest times (20min nap) along with daily sleep: 8-9hrs

Schedule priority activities with options and alternatives

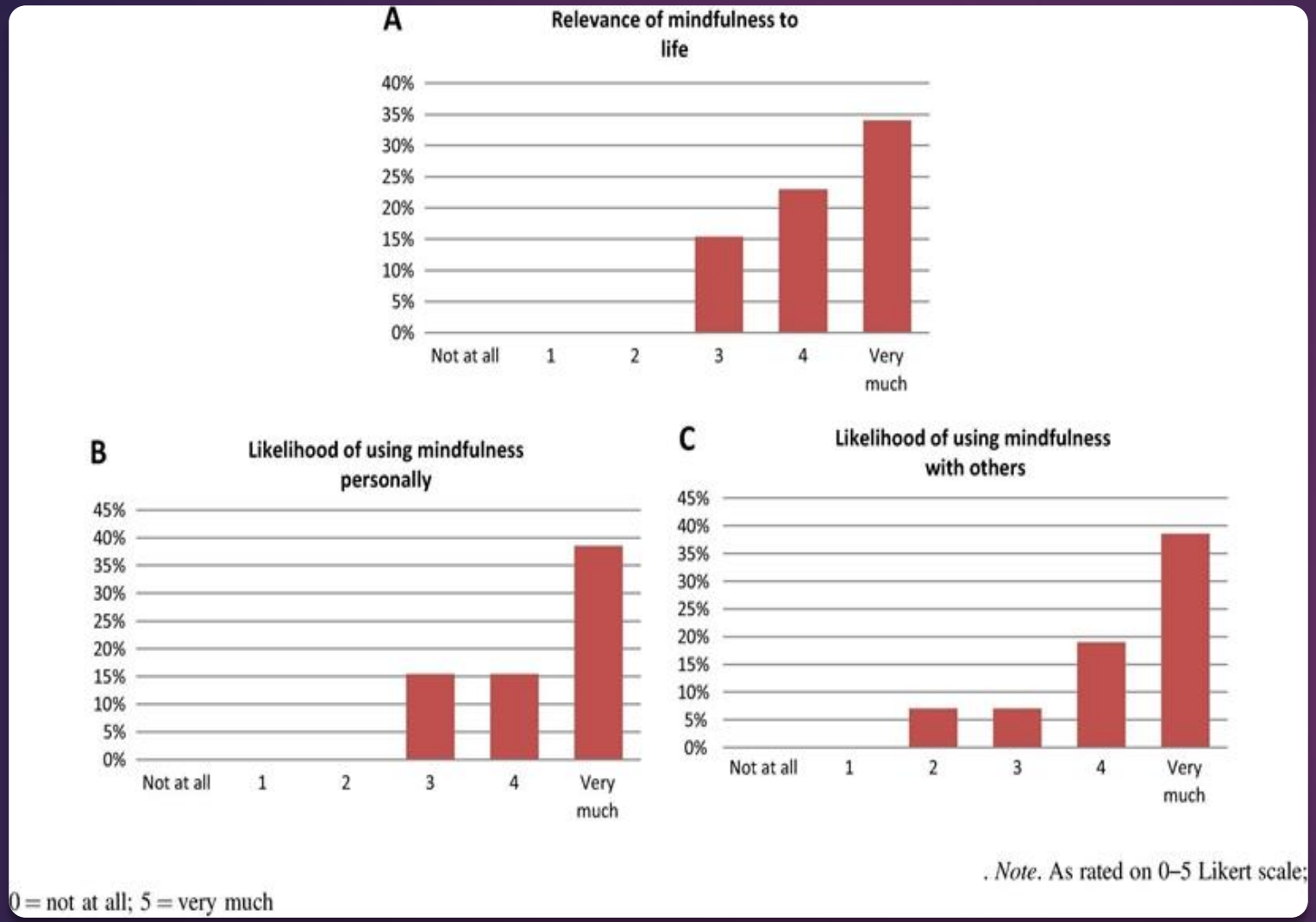
Contingency contracting for work completed with flexibility

Allow for unlimited breathing techniques and therapy cues (6-4; 4-6)

Taking it Easy means being Easy

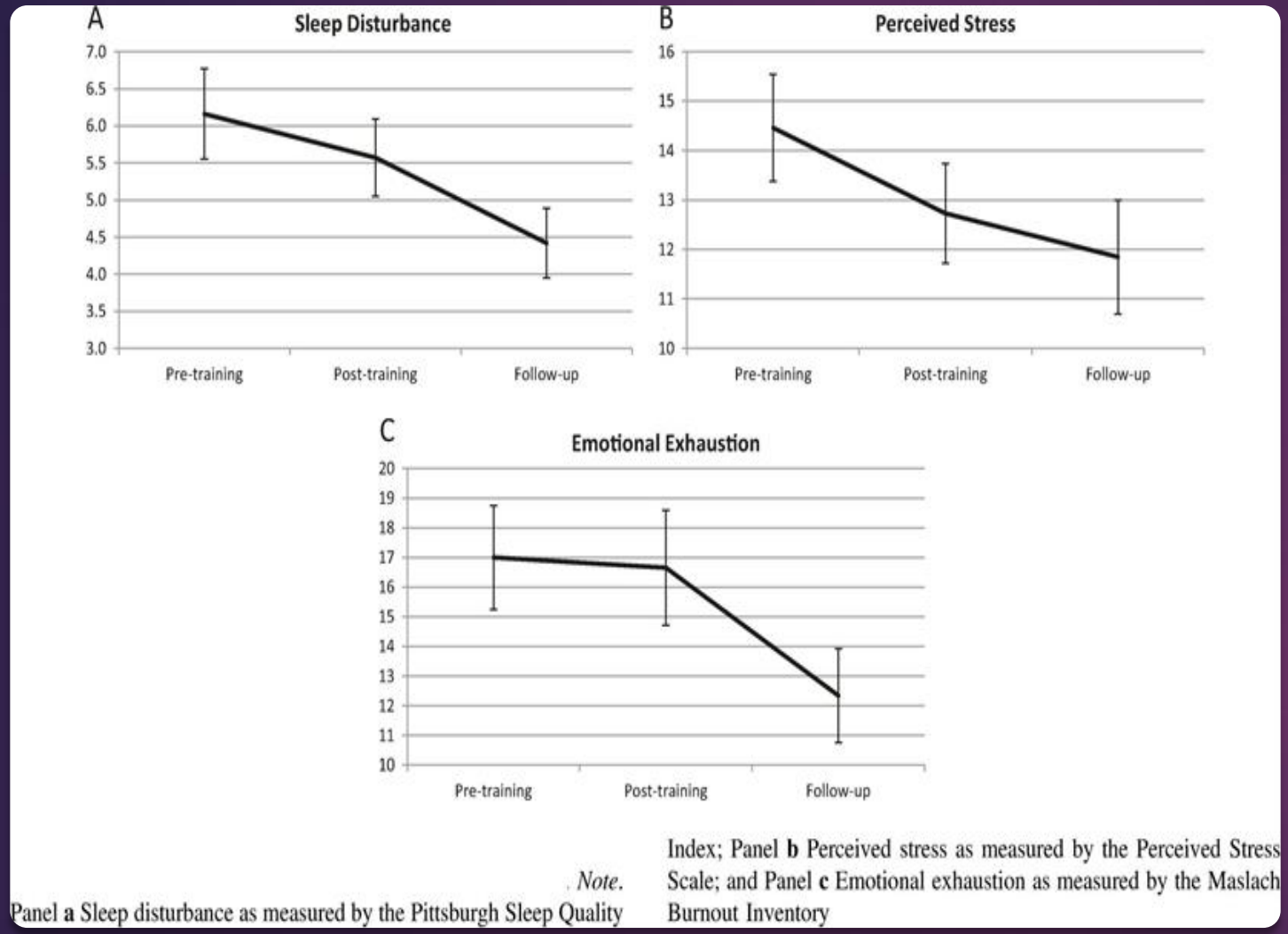
Meditation and Forgiveness

Mindfulness and Stress Reduction Training



[Article: Jacobs, R., Guo, S., Kaundinya, P., Lakind, D., Klein, J., Rusch, D., … Atkins, M. (2017). A Pilot Study of Mindfulness Skills to Reduce Stress among a Diverse Paraprofessional Workforce. *Journal of Child & Family Studies*, 26(9), 2579–2588. https://doi-org.lopes.idm.oclc.org/10.1007/s10826-017-0771-z] [Image: Journal of Child & Family Studies, Sep2017, Vol. 26 Issue 9, p2579-2588, 10p, 2 Charts, 2 Graphs Graph; found on p2585]

Mindfulness and Stress Reduction Results



Note. Panel **a** Sleep disturbance as measured by the Pittsburgh Sleep Quality Index; Panel **b** Perceived stress as measured by the Perceived Stress Scale; and Panel **c** Emotional exhaustion as measured by the Maslach Burnout Inventory

[Article: Jacobs, R., Guo, S., Kaundinya, P., Lakind, D., Klein, J., Rusch, D., … Atkins, M. (2017). A Pilot Study of Mindfulness Skills to Reduce Stress among a Diverse Paraprofessional Workforce. *Journal of Child & Family Studies*, *26*(9), 2579–2588. https://doi-org.lopes.idm.oclc.org/10.1007/s10826-017-0771-z]

[Image: Journal of Child & Family Studies, Sep2017, Vol. 26 Issue 9, p2579-2588, 10p, 2 Charts, 2 Graphs
Graph; found on p2583]

Resolution Questions

- I strive to be:
- I feel important because:
- I am satisfied with myself:
- I have strengths in:
- I will work on this weakness:
- I have this support system:
- I am grateful for:
- I can forgive myself for:
- I feel loved when this happens:
- I struggle with this in my past:

Review

- Enjoy your meals, Enjoy your environment, Enjoy yourself
- Focus on the benefits of having emotional, cognitive and physical activities. Positive always wins!!
- Learn to Forgive faults rather than trying to forget that we are surrounded by them
- ***Your Attitude determines Your Path, Intensity, & Destiny***
- Gold Rule: Treat others like you want to be treated
- Platinum Rule: Treat others like they would like to be treated
- ***Never Give Up: Always give yourself a fighting chance***
- ***Don't take yourself too seriously. Life is Good and your part of the Good!!***

Thank You

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