



Reducing burnout and supporting a psychologically healthy workforce

Joan Salemmme, Certified Health Coach, GBA
Marc A. Saenz, MS, CWWS

Ice Breaker

*How are you
feeling today?*

*Chat in the
emoji that
matches your
mood.*



Agenda

- ▶ **Understanding burnout — and how it impacts your City employees**
- ▶ **How COVID-19 related stress contributes to burnout**
- ▶ **Help prevent burnout by supporting a psychologically healthy workforce**
- ▶ **Resources**
- ▶ **Questions**

Burnout, stress, and mental health are top employer concerns

Demand for mental health support was already high before COVID-19 hit — and employee burnout was on the rise. With the added stress brought on by the pandemic, employers are bracing themselves for the massive mental and emotional toll it has taken on their employees.

By taking steps to support a psychologically healthy workforce, you can help employees manage stress, prevent and address burnout, and create a healthier, more supportive work culture.

Understanding burnout — and how it impacts your City employees

Burnout is a worldwide occupational phenomenon

Burnout is caused by chronic workplace stress that hasn't been successfully managed.

Employees struggling with burnout may experience:*

- Low energy or exhaustion
- Negative or cynical feelings about their job
- Lower productivity

Left unaddressed, the costs of burnout — in terms of productivity, employee retention, and health care — are too big to ignore.



*"Burn-Out an "Occupational Phenomenon:" International Classification of Diseases," World Health Organization, May 28, 2019.

The top 5 causes of burnout¹



1. Unfair treatment at work



2. Unmanageable workload



3. Lack of role clarity



4. Lack of communication and support from managers



5. Unreasonable time pressure



Who's least likely to experience burnout?²

Employees who feel most supported by their managers

Employees who have enough time to get their work done

These groups have

70%

less risk for burnout

1. "Employee Burnout, Part 1: The 5 Main Causes," *Gallup*, July 12, 2018. 2. See note 1.

The impact of burnout on your employees*



Physical

Musculoskeletal pain

Headaches

Type 2 diabetes

Cardiovascular problems



Mental

Irritability

Insomnia

Anxiety

Depression



Occupational

Absenteeism

Presenteeism

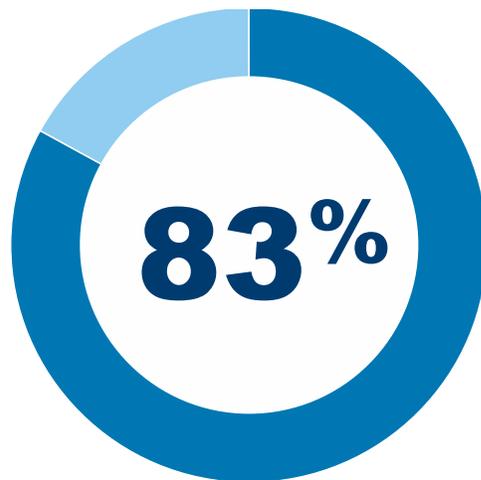
Job dissatisfaction

Reduced productivity

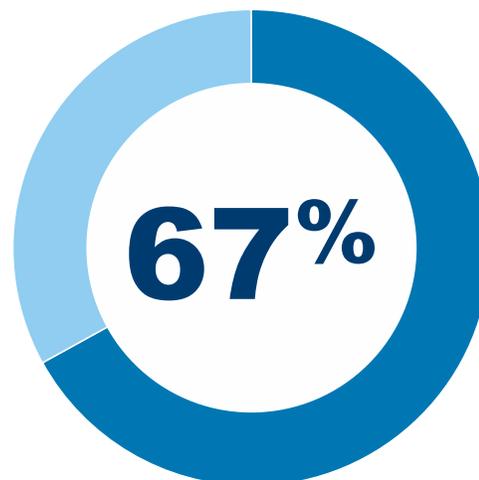
*"Physical, Psychological and Occupational Consequences of Job Burnout: A Systematic Review of Prospective Studies," *Plos One*, October 4, 2017.

Burnout is on the rise

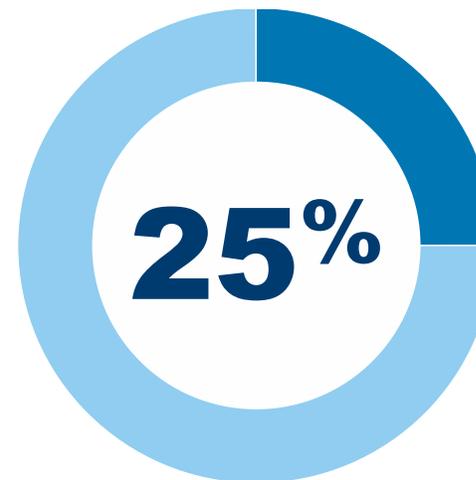
More employees have experienced burnout than not.



feel emotionally drained by their job, an early sign of burnout¹



have experienced burnout²



have experienced severe burnout³

The good news:

Leaders can help reduce the risk of workforce burnout by acknowledging the problem, helping employees minimize and manage work-related stress, and developing strategies to prevent and address burnout at the individual and organizational level.

1. "Mind the Workplace 2021 Survey," Mental Health America, 2021. 2. "Employee Burnout, Part 1: The 5 Main Causes," *Gallup*, July 12, 2018. 3. See note 1.

How burnout is impacting your City employees

Stress and burnout cost employers \$300 billion a year¹

- Health care costs
- Absenteeism
- Turnover
- Diminished productivity
- Legal/insurance costs

Employees experiencing burnout:

ARE
23%

more likely to visit
the emergency room²



ARE
2.6x

more likely to be actively
looking for a different job³



HAVE
63%

higher rates of
absenteeism⁴



1. "42 Worrying Workplace Stress Statistics," American Institute of Stress, September 25, 2019. 2. "Burnout Is About Your Workplace, Not Your People," *Harvard Business Review*, December 11, 2019. 3. See note 2. 4. See note 2.

How COVID-19 related stress contributes to burnout

The pandemic caused new stresses and concerns

What's top of mind for your employees?

Staying healthy

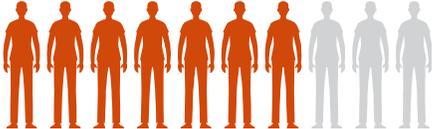
Caring for family members

Returning to work safely

Future layoffs and furloughs



Did you know?



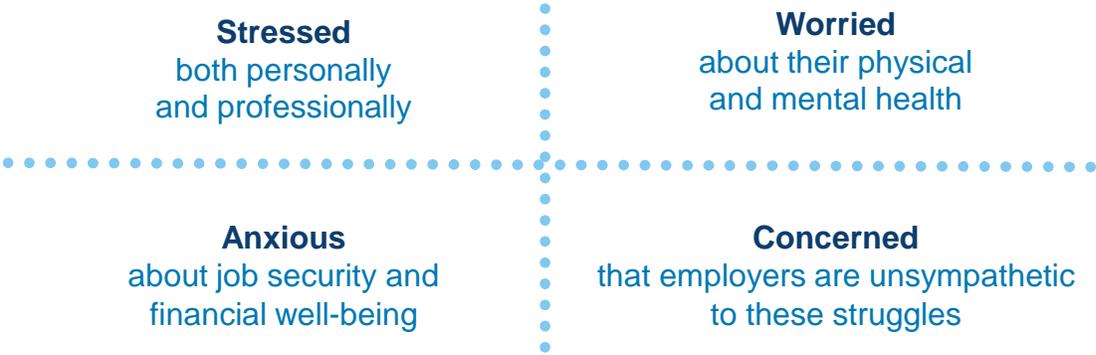
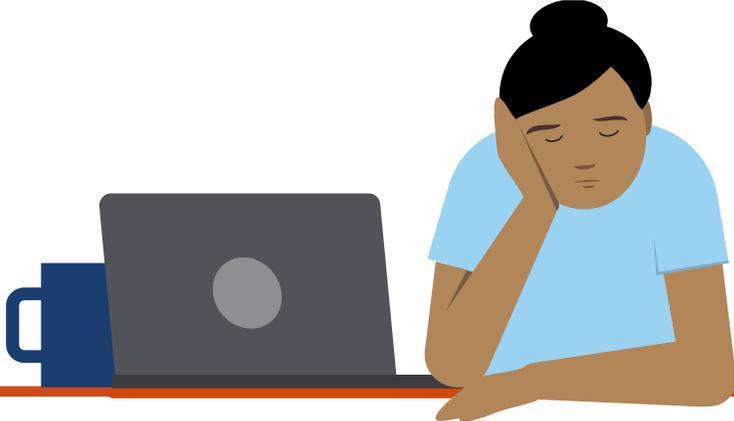
7 in 10 employees claim the COVID-19 pandemic is the most stressful time of their career.*

*"New Data From Ginger Shows Nearly 70 Percent of Workers Feel More Stressed During COVID-19 Than at Any Other Point in Their Entire Professional Career," Ginger press release, April 9, 2020.

COVID-19 brought fear, uncertainty, and rapid change

The pandemic has taken a toll on mental health, overall wellness, and job satisfaction.

Employees are feeling



Did you know?

Nearly 2 in 3 workers were actively looking for another job during the pandemic — despite the fact that unemployment was high and job creation was slowing.*

*“PwC US Pulse Survey: Next in Work,” Price Waterhouse Cooper, August 2021.

Don't confuse “pandemic brain” with burnout

Many people are experiencing what's been called "pandemic brain" — a kind of fatigue or lethargy brought on by the challenges of pandemic life.

Pandemic brain symptoms:*

- Slower processing of information
- Memory dysfunction
- Less efficiency or productivity
- Slower or more difficulty problem-solving

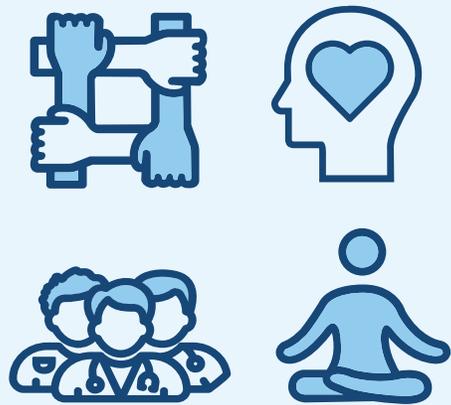


COVID-19 disrupted our lives and subjected employees to months of fear and uncertainty. Pandemic brain is a natural response to this prolonged period of stress.

*"What to Know About COVID-19 and Brain Fog," Healthline, March 17, 2021.

Help prevent burnout by supporting a psychologically healthy workforce

What makes a psychologically healthy workforce?



A supportive work culture that fosters employee health and well-being while enhancing organizational performance.

CHAT:

What are some ways your City supports employee well-being?

4 steps to support a psychologically healthy workforce



Know the impact



Break the silence



Provide robust care and support



Build a culture of well-being

Source: "Working Well Toolkit: Leading a Mentally Healthy Business," Center for Workplace Mental Health, 2016.

Get the facts about what employees are experiencing



Know the impact

Gathering formal data and informal insights can help you understand what your workforce needs from you.



Take a look at formal data, including:

- Mental health benefits utilization
- Employee assistance program utilization
- HR questions and forms
- Use of emotional wellness resources



Use these opportunities to gain informal insights:

- Manager check-ins
- Q&A's at staff meetings
- Leadership office hours (in person or virtual)

Break the silence to help reduce stigma



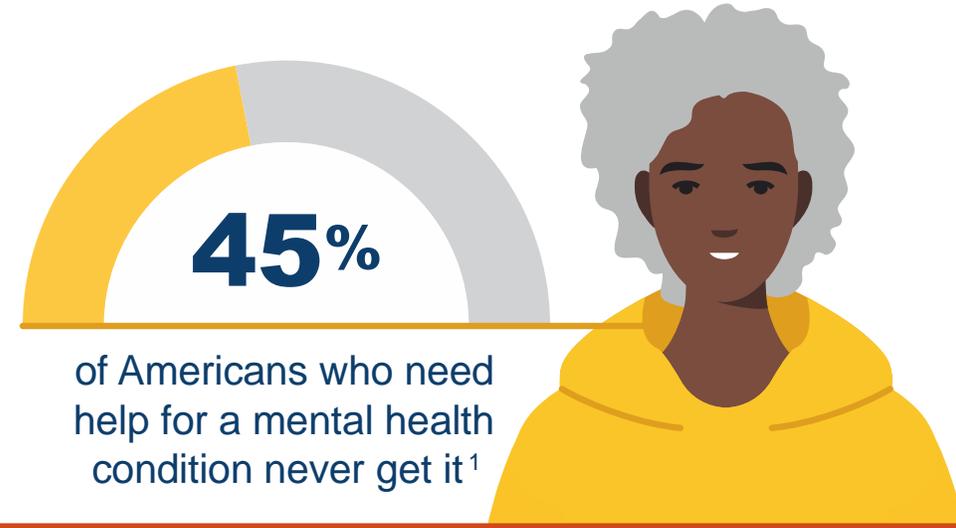
Break the silence

Understand and acknowledge stigma

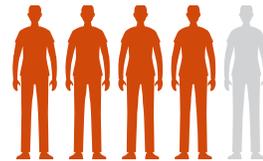
Create policies that promote safety and respect for all employees

Provide trainings on stigma reduction and mental health awareness

Offer guidance and resources to support managers and staff



Did you know?

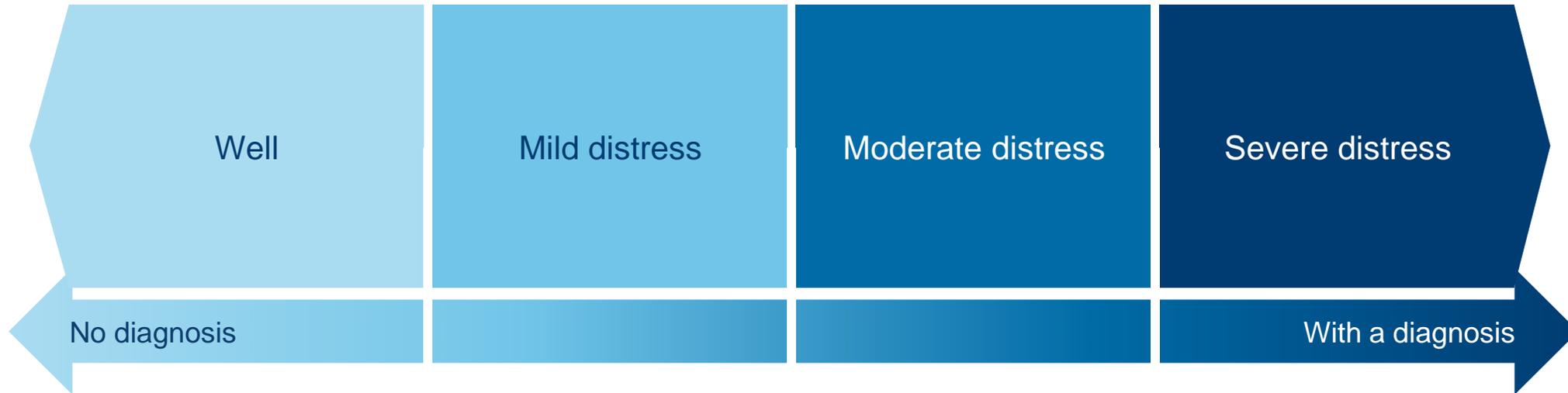


4 in 5 workers say shame and stigma prevented them from seeking needed mental health care.²

1. "Mental Health has Bigger Challenges than Stigma," Sapien Labs, 2021. 2. "StigmaFree Company," National Alliance on Mental Illness, NAMI.org, accessed September 16, 2021.

Care options should address the full spectrum of mental health needs

 Provide robust care and support



Make sure employees have access to:

Self-care tools for resilience and emotional wellness

Employee assistance program support

Specialty mental health and addiction care

What does a psychologically healthy work culture look like?



Build a culture
of well-being

In a work environment where people feel connected, engaged, and supported, all employees should:

- Have a healthy work/life balance
- Feel seen, heard, and included
- Understand their roles and responsibilities
- Feel appreciated, recognized, and valued
- Know how to get support when they need it



How leaders can create a supportive work environment



Build a culture of well-being



Lead with empathy

- Practice active listening
- Check in with your team
- Be compassionate to employees' challenges
- Be flexible and open to different ways of working
- Help employees find purpose in their work



Lead by example

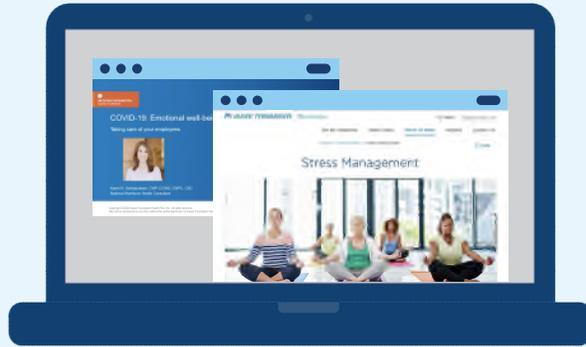
- Model a healthy work/life balance
- Encourage employees to focus on self-care
- Establish firm boundaries
- Ask for and integrate feedback
- Share your own experiences



Lead inclusively

- Be mindful of bias
- Treat all employees fairly and equitably
- Seek out diverse perspectives
- Have conversations about stigma and mental health

Resources



Mental health and wellness resources to support employee well-being

- ↳ [Virtual](#) mental health awareness training offerings
- ↳ [Taking care of yourself and your employees webinar](#)
- ↳ [Psychologically healthy workplace webinar](#) and [scoresheet](#)
- ↳ [Mind Tools: Burnout Self-Test](#)
- ↳ [Find Your Words](#)
- ↳ [Workforce mental health insights](#)
 - Finding Balance [stress management toolkit](#)
 - Rest and Revive [sleep management toolkit](#)
- ↳ [Mental health in the workplace](#) articles (including support for first responders)
- ↳ [Calm meditation app](#)



Finding Balance stress management toolkit



kp.org/workforcehealth



8 weekly emails
to guide your employees through the program, plus a promotional email to kick things off



A poster and flyer
to promote the program and encourage your employees to participate



An employee guide
with facts and tips about stress management



A workbook
with activities that help employees see how stress is affecting them, and what they can do about it

CHAT:

Which resource could you share with your teams/colleagues to support a psychologically healthy workplace?

Please take our survey!

For “Event ID” use **08**

Today’s date is **06/07/2022**

For “Consultant ID” use **F**

Two easy options to complete the survey:

- Open browser and type in <https://tinyurl.com/2022KPWebinar>
- Open your smartphone camera and focus it on the QR code and then click on the notification that pops up



Questions