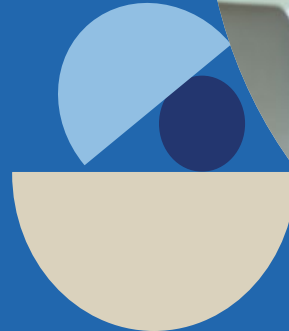


Burnout more than a buzz word

FEAL, September 2023

Sally Phillips
Head of Health Services, Zurich Australia and New Zealand



Acknowledgement of country

Zurich acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



Artwork: Beyond Empathy

What exactly is burnout?

1974

First described in 1974 by American psychologist Herbert Freudenberg as the consequences of stress in the 'helping professions'

2019

Recognised by WHO in 2019 – specifically related to occupation

- Feelings of energy depletion or exhaustion
- Increased mental distance from one's job, or feelings of negativism or cynicism related to one's job
- Sense of ineffectiveness and lack of accomplishment

2020

Prof Gordon Parker UNSW – broaden definition to include those with unpaid home or care duties who experience;

- Emotional exhaustion
- Lack of empathy and
- Reduced performance

2022

ICD 10 – Z73.1 (2016)

State of vital exhaustion

ICD 11 – QD85 (2022)

WHO definition and QF27 – Caregiver burnout (difficulty or need for assistance and no other household member able to render care)

“

46%

of Australian employees have admitted that they are feeling burnt out.

<https://www.hcamag.com/au/specialisation/employment-law/nearly-half-of-australians-suffer-from-burnout-says-new-elmo-report/403313>



Why should we care about burnout?



“

...the imposition of an unattainable level of workload and work intensity on a worker, in the absence of adequate support and resources to the job, is unreasonable management action...

Carr v Workers' Compensation

<https://www.queenslandjudgments.com.au/caselaw/qirc/2022/59>



“

Executive stress is an issue that continues to affect high performers, causing damage to both individual health and corporate profits.

Financial estimates put the cost to Australian business at around \$14.8 billion a year.

But the human cost is harder to estimate.

<https://www.raindrum.com.au/insights-and-articles/psychology/the-real-cost-of-executive-burnout>



“

Burnout is associated with chronic workplace stress caused, amongst other reasons, by longer working hours, reduced leave or lack of reward or recognition leading to impacts on organisational productivity and effectiveness.

Burnout is estimated as costing Australian businesses \$10.9bn per year due to lack of work engagement, increased human errors and lower morale.

<https://resources.asana.com/anatomy-of-work-anz-2021.html>



What are the causes,
identification and treatment
options for burnout?



What causes burnout?



Work related

- Longer working hours
- Perceived lack of control
- High risk occupations
- Lack of reward or recognition
- Monotonous unchallenging work
- Toxic workplace culture

Lifestyle related

- Lack of family/social/work support
- Parenting requirements
- Caretaking obligations
- Stress of romantic relationships
- Poor work/life balance
- Cost of living pressures

Personality traits

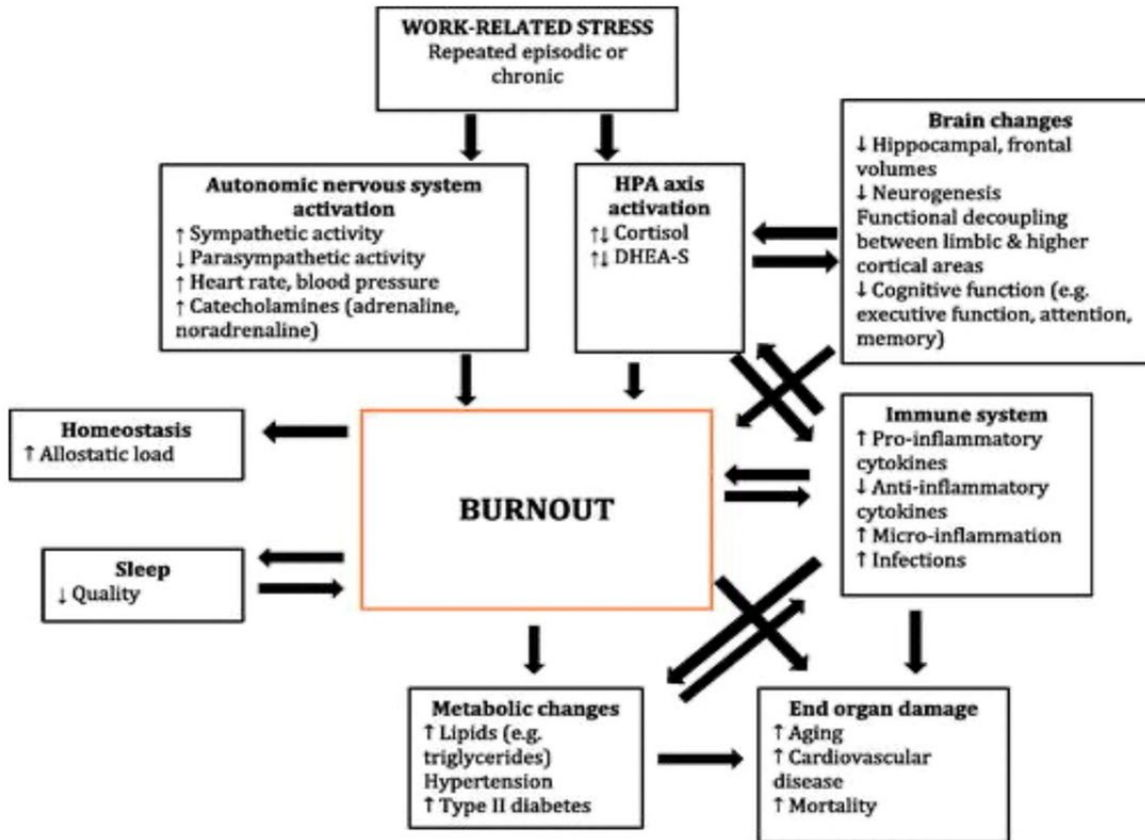
- Workaholics
- Perfectionists
- High achievers
- Introverts

How do you identify burnout?



- ✓ Low energy
- ✓ Disengaged
- ✓ Feel isolated
- ✓ Procrastination
- ✓ Irritability
- ✓ Disrupted sleep

How does burnout impact the body?



Physical

- ✓ Obesity
- ✓ Hyperlipidemia
- ✓ Type 2 Diabetes
- ✓ Headaches
- ✓ Prolonged fatigue



Mental

- ✓ Insomnia
- ✓ Depression

How is burnout diagnosed?



- ✓ No accepted set of diagnostic criteria
- ✓ Self-diagnosis is not recommended
- ✓ Maslach Inventory - most commonly used
- ✓ New clinical checklists in research



Clinical

- Emergency hospital admission
 - Physical – heart attack etc
 - Mental – suicidal ideation, substance abuse, MH crisis
- Outpatient care
 - Chronic condition management
 - Medication
 - Psychotherapy
 - Counselling
 - Allied health



Self-care

- Nutrition
- Movement
- Sleep
- Mindfulness/meditation
- Social connection
- Environmental connection
- Financial control



Work

- Take leave
- Identify of work stressors
- Reorganising priorities
- Personal and work balance
- Change workplace
- Change job/ occupation



Life Insurance

Mortality - increased alcohol abuse disorders and cardiovascular disease

Morbidity - working long hours increased the incidence of coronary heart disease and stroke

Predictor for prolonged fatigue, headaches, musculoskeletal pain, depression, mental health conditions and severe injuries

Employers

Workers compensation – increase in psychological injury claims, about 1/4 workplace accidents related to fatigue

Productivity impacts

- Presenteeism - \$25.7bn cost to economy (Medibank 2011 study)
- Hiring training temporary workers
- Absenteeism impact on co-workers
- Productivity loss - 7.6% depression, 4.7% influenza, 5.5% back pain

Healthcare

Health professional burnout - contributes to rising healthcare service costs due to increased medical errors, patient dissatisfaction, impacts on other healthcare workers, repeat procedures, and increased use and wastage of consumables and hardware.



Identify

- High-risk occupations.
- High levels of role alienation, job frustration, or decreased control.
- Disclosure of high workloads, work stress, or long working hours.
- Claims for fatigue, concentration difficulties, mental health conditions, and/or sleep difficulties.
- Cases of heart attacks or strokes with working hours > 55 hours p/w.
- Cases where fatigue has been identified as a cause of an injury or accident.



Monitor

- Number of hours logged on
- Number of absence days
- Lack of holiday leave
- Poor performance management
- Incidents due to manual errors
- Resignations with no alternative employment
- Low eTNPs measures
- Workers' compensation and income protection claims associated with burnout



Measure

- Employee education regarding the signs and symptoms of burning out and presenteeism
- Encouraging taking leave when unwell
- Set working hours or only short periods with prolonged working
- EAP and wellbeing programs
- Mental health condition leadership and people leader training
- Impact of burnout prevention and support programs
- Organisational structural changes that are causing the burnout

Thank you

