



**Understanding Burnout
Connecticut Medical Group
Management Association
November 7, 2024**

The mission of the Connecticut Medical Group Management Association is to enhance the performance of healthcare management professionals to benefit their organization through education, certification and advocacy.

Today's Discussion

- Understanding burnout and its impact on employees
- How burnout is different from depression
- Signs of burnout
- Your role as a leader
- Having a conversation with an employee-how to respond to the employee who “overshares” personal information
- Following up

What Is Burnout?

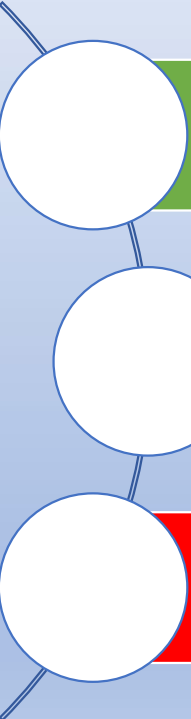
What It Is

- Working harder/feeling depleted
- Mental, physical and emotional exhaustion
- Sense of detachment “I just don’t care anymore”
- Reduced effectiveness at work and at home
- Diminished joy in daily life

What It Isn't

- Occasional physical or mental exhaustion (has a time element)
- Something that a good night's rest will fix

How is Burnout Different from Depression?

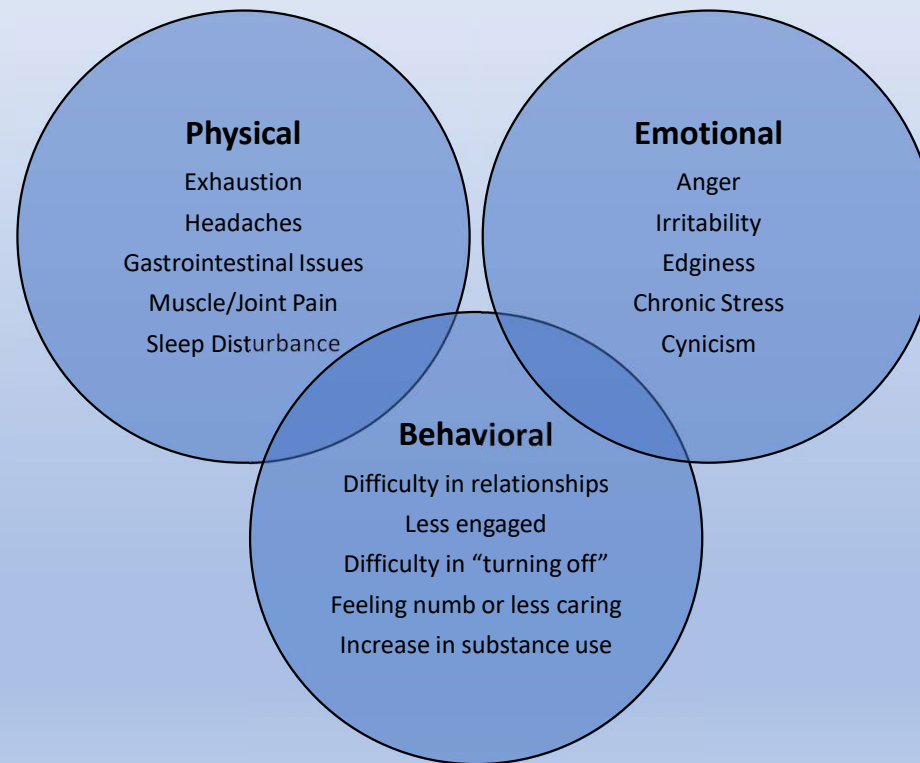


Feeling down or feelings of sadness that fade over time, can be associated with acute stress and generally has a beginning and an end

Burnout can be caused by specific stressors, e.g., unrelenting or chronic stress

Depression is a medical diagnosis and condition and can also be accompanied by symptoms of burnout

Signs of Burnout



Your Role as a Leader

Be the leader and facilitator-not the counselor or advisor

Observe and address changes in performance and/or behavior: don't wait for a crisis

Lead by example by practicing self care and encouraging your team to do the same

Provide access to resources

Check in with your team as a group and individually

What's Not Helpful?

Making judgements or assumptions

Encouraging the “power through it” approach

Telling people to “relax”

Providing feedback without suggesting resources

Getting over-involved or providing solutions, e.g., “here’s what you should do”

Having the Discussion with an Employee

Having a conversation with the employee

- Provide a private space for the discussion, whether in person or by phone
- Remove distractions (phone, computer, etc.)
- Prepare talking notes for yourself including specific observations
- Consult with your HR business partner or leadership
- Move into the discussion quickly-if you spend too much time getting to the issues, the employee's stress level may skyrocket
- Use positive reinforcement, highlight the employee's strengths
- Provide resources, e.g., EAP if it is available
- Plan and stick to a follow up to review progress and changes

The employee who "overshares" information

- Be an active listener
- Tell the employee that you appreciate their willingness to share the information
- Be empathetic but not the problem solver
- Follow with referring to appropriate resources; you can say "I appreciate you sharing this information; I'm not the best resource for you in terms of support or what you might need."
- Don't offer solutions

Next Steps

- What are one or two ideas you gained today about burnout?
 - How might you apply these in your practice?

Thank you for attending and participating!!

About the Presenter

Orlene is Principal of Gallops Consulting where she provides consulting to businesses with a focus on Employee Assistance Program (EAP) strategy, program evaluation, and organization-wide education and training. She also develops content and delivers targeted education and development programs that are specific to the organization's culture and business need. Orlene also provides consultation and support for workplace crisis situations, management consultation, training and leadership coaching and development. Her clients include financial services and health care institutions, not-for-profit and labor organizations, universities and the international travel industry.

Prior to forming Gallops Consulting in 2012, Orlene joined Aetna in 1998 and managed the internal EAP until 2004 when she joined Aetna's EAP business. In this role, she provided account management services for two major client companies, including one of the nation's largest financial institutions. This involved oversight of EAP and Work/Life services, education and training, reporting, management services and crisis consultation.

Prior to joining Aetna, Orlene held the position of Vice President, Workplace Services for The Governor's Prevention Partnership, a private/public sector venture in Connecticut. Orlene directed a number of statewide initiatives, including initiating the design of a statewide Employee Assistance Program model geared to small businesses. Her work also involved management of a statewide coalition, funded by the Robert Wood Johnson Foundation, which focused on reducing underage access to alcohol through public policy change. During her tenure, she was a member of the Governor's Task Force on Substance Abuse. At this time, Orlene also worked for Family Counseling of Cheshire, where she provided individual and group counseling.

Prior to joining The Governor's Prevention Partnership Orlene was Director of Employee Relations for the former Shawmut Bank (known today as Bank of America). In this capacity, she was responsible for policy development, program design and employee outreach, including the Bank's Employee Assistance Program, Dependent Care, Outplacement, Employee Medical, Drug Testing, Wellness and Health Promotion. In this role, Orlene also conducted training in identifying troubled employees, management skills, selection and interviewing and sexual harassment prevention. Her role also involved consultation to senior management on complex Employee Relations and EAP-related issues.

Orlene has been an active member of the Connecticut Chapter of the Employee Assistance Professionals Association for over twenty years and served as President from 2007-2009 and Vice President from 2013-2015. Orlene is past President of the Board of Directors of Interval House, one of eighteen shelters in Connecticut aiding victims of domestic and partner violence. She also served on the Board of Directors and Executive Committee of the Connecticut Coalition Against Domestic Violence. She is also an active member of the Association of University Women, Lower Connecticut Valley Chapter and recently joined the Patient Advisory Panel at Middlesex Health.

Orlene recently published her first book, *Hiding In Plain Sight*, a personal account of uncovering her Jewish heritage and the tragic past of her family, shrouded in mystery for decades. Her research spanned five years in a relentless search for answers, taking her around the globe to places and meeting people she never could have imagined. The book weaves together the research detail with an extraordinary story of her family's unspeakable loss and desire to leave the past behind.

Orlene holds an M.A. in Counseling from the University of St. Joseph's in West Hartford, CT and a B.A. in Sociology from Queens College of the City University of New York. She is a Certified Employee Assistance Professional.