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Recovery Model Strategies to Address Fatigue and Burnout

MHCSA Fall Conference

October 15, 2021

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She is a thought leader and oversees three casualty product lines including Ageonomics™, Health Care, and Musculoskeletal Claims Validation.

As a Guest Lecturer for the Harvard School of Public Health, Vicki is viewed as an expert in developing solutions for employers around aging workers, integrated health, safety and wellbeing, and systems thinking.

She is a Six Sigma black belt, has numerous certifications, and is on the board of directors for the Association of Safe Patient Handling and the North Texas Chapter of the Human Factors/Ergonomics Society.

Vicki is also part of the American Nurses Association Annual Summit for Nursing Practice & Work Environment that is focusing on policy development for key issues facing nurses

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Introduction

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Let's Level Set the Current State

The problem of burnout and fatigue has escalated during the pandemic




Gallup Poll

According to [Gallup](#), 23% of employees report feeling burnout at work very often or always, while an additional 44% reported feeling it sometimes.




World Health Org.

WHO has weighed in on the problem by taking the significant step of adding burnout to its [International Classification of Diseases](#)



Costs

[Burnout costs between \\$125 billion and \\$100 billion every year in healthcare costs and workplace stress accounts for 8% of national spending on healthcare.](#)



Turnover

Burnout is responsible for [a significant amount of employee turnover, between 20% and 50% or more, depending on the organization.](#)

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"My inner Billy Idol began to understand and my Rebel yell could be heard in the tiniest muscle of my body."
— Silvie Mateljan



Burnout is a syndrome conceptualized as resulting from **chronic workplace stress** that has not been successfully managed. It is characterized by three dimensions:


- 1) feelings of energy depletion or exhaustion;
- 2) increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and
- 3) reduced professional efficacy.

Burnout refers specifically to phenomena in the occupational context and should not be applied to describe experiences in other areas of life.


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Types of Burnout


Quick look at a few types of burnout



1. Overload burnout
With overload burnout, people work harder and ever-more frantically in search of success. They are willing to risk their health and personal life in pursuit of their ambition. They cope by complaining.



2. Under-challenge burnout
Signs of under-challenge burnout include not feeling appreciated, boredom, and a lack of learning opportunities. Because these people find no passion or enjoyment in their work, they cope by distancing themselves from their job. This indifference leads to cynicism, avoidance of responsibility, and overall disengagement.



3. Neglect burnout
This subtype of burnout results from feeling helpless at work. People may feel incompetent or unable to keep up with the demands of their job. These employees tend to be passive and unmotivated.

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Types of Fatigue

Quick look at a few types of fatigue

Mental Fatigue
Mental fatigue is a temporary inability to maintain optimal cognitive performance.

Physical Fatigue
Exhaustion from the repetition of muscle movements and actions.

Recoverable Fatigue
One that is recoverable in the moment with a short break.

Unrecoverable Fatigue
A natural decrease in motivation to work and increase in tiredness that happens over the course of the day (regardless of breaks), and which typically requires a full night's sleep to alleviate.

Decision Fatigue
This subtype of burnout results from feeling helpless at work. People may feel incompetent or unable to keep up with the demands of their job. These employees tend to be passive and unmotivated.

Central Fatigue
Central fatigue refers to changes occurring proximal to the motor neuron and involves neural and psychological changes such as motivation and recruitment.

Peripheral Fatigue
Peripheral fatigue involves the motor unit itself and occurs chiefly through exhaustion of the muscle energy supplies.


Muscle Fatigue
Muscle fatigue can present as a loss of force or power output, slowing of relaxation, changes in contractile characteristics and alterations in electrical properties.

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Why Study & Address Fatigue & Burnout

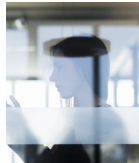
Many reasons to build an approach




More likely to take sick leave.



More likely to look for another job



Contribute to lost revenue



Companies risk losing their top talent

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The Research

Did you know: the term burnout was coined in 1974 by psychologist Herbert Freudenberger



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Research pointing to the need to address fatigue


Percentage vacancies

<h4>Swedish Study</h4> <p>10% of nurses leave within 5 years of entering profession</p>	<h4>Finnish Study</h4> <p>RN's <35 years old—over half reported frequent intention to leave the profession</p>	<h4>USA Study</h4> <p>Those intending to leave was only 3%, yet 15% of RNs are not employed in nursing</p>	<h4>USA Study</h4> <p>RN grads leave their first job within two years at a rate of 26%</p>
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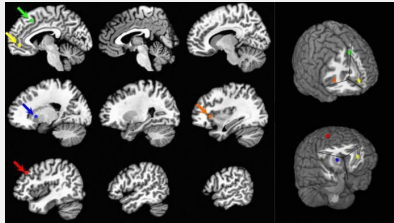
Syndemics

Health Consequences



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Impact of stress on the brain.



Fatigue can affect **your mood, memory, concentration, decision making and emotional state.**

You may feel you lack strength and motivation at times which can limit the amount of activities you feel able to do or want to do, such as housework, hobbies or socializing.

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Research on Excessive Collaboration & Multitasking

A few areas on day-to-day tasks

Harvard Business Review

Excessive collaboration

Excessive collaboration is a common ailment in organizations with too many decision makers and too many decision-making nodes. It manifests itself in endless rounds of meetings and conference calls to ensure that every stakeholder is heard and aligned. Many corporate cultures require collaboration far beyond what is needed to get the job done. Together, these structural and cultural factors lead to fragmented calendars and even fragmented hours during the day.

Excessive collaboration

Research found that senior executives now receive 200 or more emails per day. The average frontline supervisor devotes about eight hours each week (a full business day) to sending, reading and answering e-communications—many of which shouldn't have been sent to or answered by those managers.

Multitasking

Burnout is also driven by the always-on digital workplace, too many priorities, and the expectation that employees can use their digital tools to multitask and power through their workloads. Multitasking turns out to be exhausting and counterproductive as we switch back and forth between tasks. The costs of context switching are well documented: switching to a new task while still in the middle of another increases the time it takes you to finish both tasks by 25%.

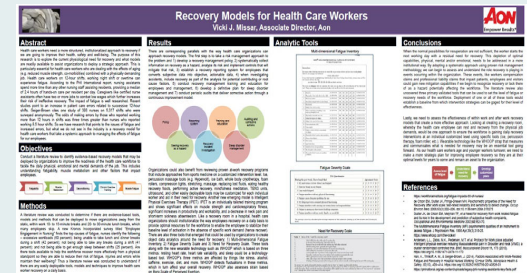
A Microsoft study found that it takes people an average of 15 minutes to return to an important project after an e-mail interruption.

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Ideation

My Research into Recovery Models for HC Workers



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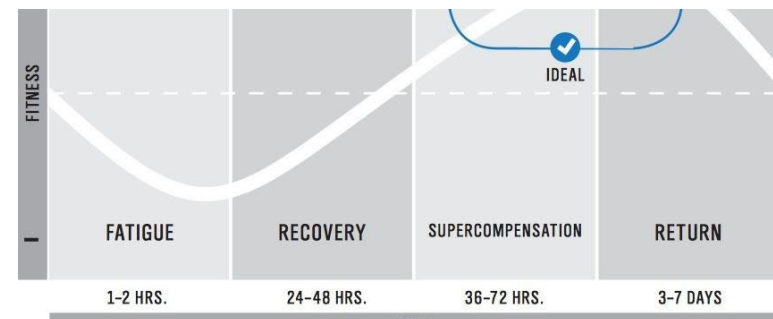
The Biological Process of Recovery

- Muscle fibers rebuild
- Restoration of fluids
- Protein synthesis

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What is Recovery?

Bompa and Haff 2009



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Recovery Models

What does the research tell us

Protocol	Value
2 hours wearing compression garments	0.1
Massage	0.5
Ice bath	0.25
Contrast showers	0.25
Normatec MVP system	0.25
20-minute gentle walk	0.25
Foam roll	0.1
8 hours of sleep	0.5
30-minute nap	0.1 (add 0.1 for every 30min)
Meditation	0.25
Proper diet	0.25
Targeted range-of-motion work	0.25
Alcohol	-0.25

Most people are not adequately recovering.

To make the jump to full recovery (a value of at least 1.0), you'll need targeted recovery.

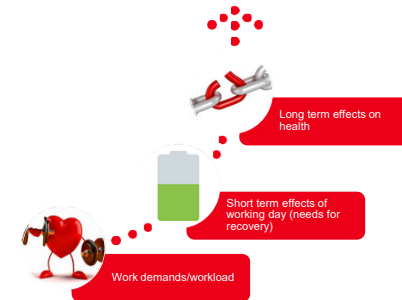
In a given day, even getting eight and a half hours of sleep (likely broken into eight hours of sleep plus a nap) coupled with eating well still only gives you a score of 0.85.

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Hospital Nurses showed the most need for recovery after working time

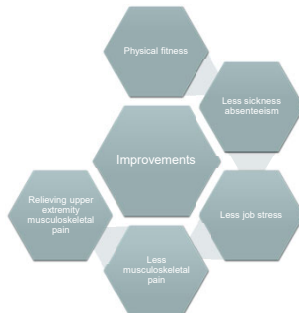
Need for recovery from work related fatigue and its roll in the development and prediction of subjective health complaints (Sluiter et. al 2003)



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Positive Effects of Workplace Interventions on Employee Health



SOURCES

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A multi-hospital cross-sectional study

<https://doi.org/10.1111/jan.13952>

Methods

Nurses from 39 hospitals completed self-reported questionnaires from June to September 2015. Descriptive statistics were used to summarize hospitals and nurses' characteristics, fatigue levels and prevalence, and type of musculoskeletal disorders. Linear and logistic regression analyses were used to identify correlational factors.

Results

The results revealed that 71.3% of participants reported a work-related musculoskeletal disorder in the previous 12 months, mainly backpain. The reported musculoskeletal disorders were significantly correlated with years of experience, nurse to patient ratios, and chronic occupational fatigue. Higher chronic occupational fatigue levels were associated with education, age, years of experience, nurse to patient ratio, and model of care.

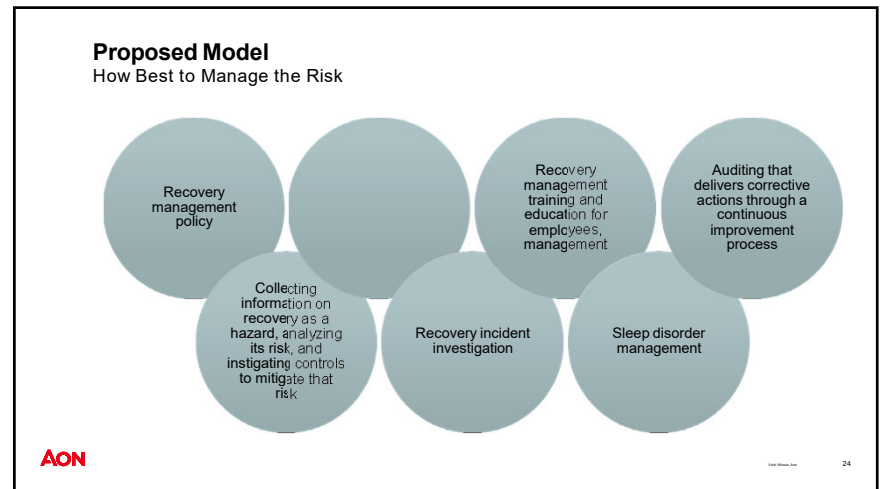
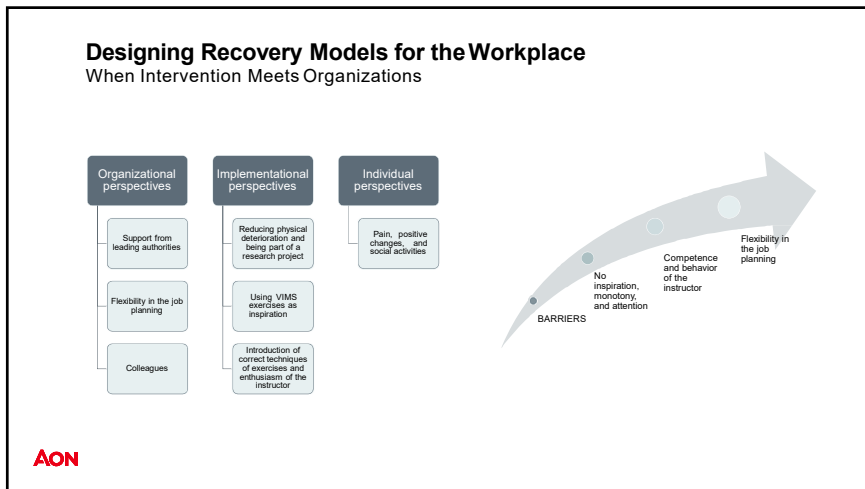
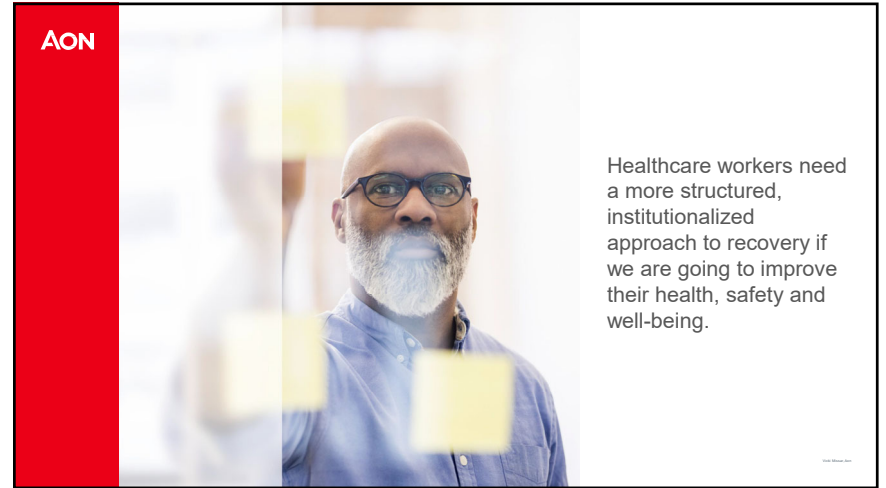


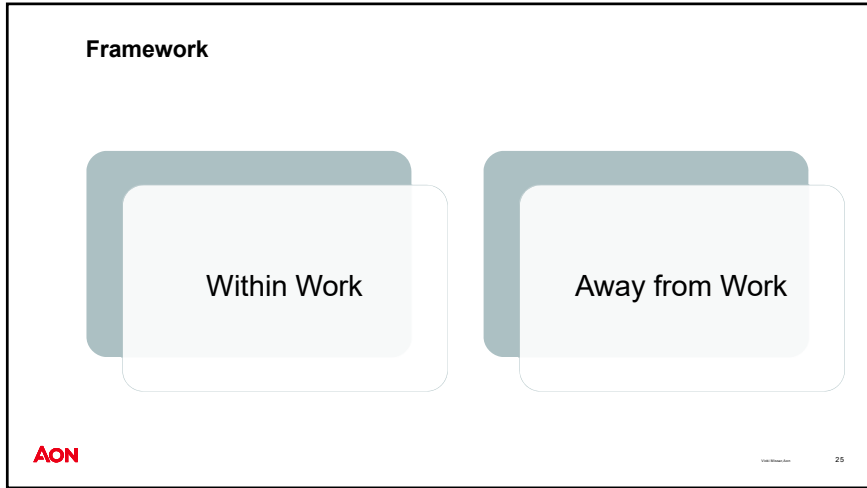
Conclusion

Preventive work organization strategies **are needed** to ensure healthier occupational environment for nurses.

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Barometer Tools

Multidimensional Fatigue Inventory

MFI

This slide shows the header and instructions for the Multidimensional Fatigue Inventory (MFI). The title 'MFI® MULTIDIMENSIONAL FATIGUE INVENTORY' is at the top right. Below it, the author 'R. Smith, J. Brown, R. Jones' is listed. The instructions section explains that respondents should rate 20 statements on a scale from 1 (not at all) to 5 (very much) based on how they have been feeling lately. A 'FREE RELEASE' section is also present. The AON logo is in the bottom left corner.

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Barometer Tools

Fatigue Recovery Scale

FSS

FSS Questionnaire	
During the past week, I have found that:	Agreement Score
1. My motivation is lower when I am fatigued.	1 2 3 4 5 6 7
2. Exercise brings on my fatigue.	1 2 3 4 5 6 7
3. I am easily fatigued.	1 2 3 4 5 6 7
4. Fatigue interferes with my physical functioning.	1 2 3 4 5 6 7
5. Fatigue causes frequent problems for me.	1 2 3 4 5 6 7
6. My fatigue prevents sustained physical functioning.	1 2 3 4 5 6 7
7. Fatigue interferes with carrying out certain duties and responsibilities.	1 2 3 4 5 6 7
8. Fatigue is among my three most disabling symptoms.	1 2 3 4 5 6 7
9. Fatigue interferes with my work, family, or social life.	1 2 3 4 5 6 7

The scoring is done by calculating the average response to the questions (adding up all the answers and dividing by nine).

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Barometer Tools

Need for Recovery Scale

NRS

Table 1. Items of the "need for recovery scale"	
1.	I had a difficult time at the end of a working day.
2.	By the end of the working day, I had really worn out.
3.	Because of my job, at the end of the working day, I had rather exhausted.
4.	After the evening meal, I generally had to go to sleep.
5.	In general, I only start to feel relaxed on the second working day.
6.	I had a difficult concentration on my first time the work.
7.	I cannot really show any interest in other people when I have just come home myself.
8.	Generally, I need more than an hour before I had completely recuperated after work.
9.	When I get home from work, I need to be left alone for a while.
10.	Often, after a day's work I had to find that I cannot get involved in other activities.
11.	A feeling of tiredness prevents me from doing my work as well as I normally would during the last part of the working day.

The answer "yes" signals unfavorable situations, except for item 4, where "no" signals an unfavorable situation. This translation of the original Dutch scale into UK English for the other scales of the NRS-A was done by Jahnke and Chamberlain in collaboration with the first author. Please note that the translation presented here differs slightly from the version published by Jahnke et al. (2007) and Jansen et al. (2008) although their version is also based on the same original.

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Barometer Tools

Fatigue Assessment Scale

FAS

Fatigue Assessment Scale (FAS)

The following 10 statements refer to how you usually feel. For each statement you can choose one out of five answer categories, varying from never to always. 1 = never; 2 = sometimes; 3 = regularly; 4 = often; 5 = always.

	Never	Sometimes	Regularly	Often	Always
1. I am bothered by fatigue (WHOQOL)	1	2	3	4	5
2. I get tired very quickly (CIS)	1	2	3	4	5
3. I don't do much during the day (CIS)	1	2	3	4	5
4. I have enough energy for everyday life (WHOQOL)	1	2	3	4	5
5. Physically, I feel exhausted (CIS)	1	2	3	4	5
6. I have problems starting things (FS)	1	2	3	4	5
7. I have problems thinking clearly (FS)	1	2	3	4	5
8. I feel no desire to do anything (CIS)	1	2	3	4	5
9. Mentally, I feel exhausted	1	2	3	4	5
10. When I am doing something, I can concentrate quite well (CIS)	1	2	3	4	5

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Q&A

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Thank You

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