

Job Related Burnout

Executive Summary

The Problem: Job Related Burnout causes increased costs and decreased profits by -

- Causing high rates of employee turnover*
- Decreasing employee satisfaction
- Increasing employee absenteeism
- Increasing employee complaints
- Increasing customer complaints
- Decreasing the quality of products and services
- Creating hostile or toxic work environments
- Increasing lawsuits

***The direct costs associated with replacing just one physician can range from \$100,000.00 to over \$1,000,000.00. Associated indirect costs will push this number even higher.**

The Definition*: The three principle hallmarks of job related burnout are -

1. **Emotional exhaustion** - It is a feeling of being emotionally depleted to the point where you feel you can no longer give of yourself at an emotional or psychological level to your company or the people you serve. KEYWORD: **Exhaustion**
2. **Depersonalization** - The development of negative and cynical feelings leading to a callous and dehumanized perception of patients, clients or customers which further leads to the view that they are somehow deserving of their problems and troubles. KEYWORD: **Cynicism**
3. **Lack of a Sense of Personal Accomplishment** - You feel so little reward from what you do there is a tendency to evaluate yourself in negative terms which leads to dissatisfaction and unhappiness in your work creating a lack of a sense of personal accomplishment. KEYWORD: **Inefficacy**

*Note: Men and women go through these differently.

The Causes: 90% of the time it is not the employee who burns themselves out, it is the work environment which burns out the employee. There are six major mismatches between the job and the employee which lead to Job Related Burnout -

1. Work Overload
2. Lack of Control
3. Insufficient Reward
4. Breakdown of Community
5. Absence of Fairness
6. Conflicting Values

The Cure: Programs and training designed to detect and mitigate any job-employee mismatches causing burnout or to prevent Job Related Burnout in the first place through -

- Instruction
- Workshops
- Measuring
- Programs to eliminate, mitigate and prevent employee burnout
- Monitoring
- Ongoing management

The Reward: Eliminating or preventing Job Related Burnout will -

- Decrease employee turnover/Improve retention of needed talent
- Increase employee satisfaction/Decrease employee complaints
- Decrease employee absenteeism
- Improve customer satisfaction/Decrease customer complaints
- Increase the quality of products and services
- Eliminate work hostility and promote workplace harmony
- Decrease the threat of lawsuits

Bottom-Bottom Line: Decreased costs and increased profits -

***Eliminating or preventing Job Related Burnout isn't just cost effective,
it is income generating!***