

A MASTERCLASS WITH LOIDA GARCIA-FEBO

PREVENTING BURNOUT AND FATIGUE

THE LIBRARY 2.0 MENTAL HEALTH & WELLNESS SERIES

Loida Garcia-Febo, International Library Consultant
SJSU iSchool Health and Wellness Ambassador

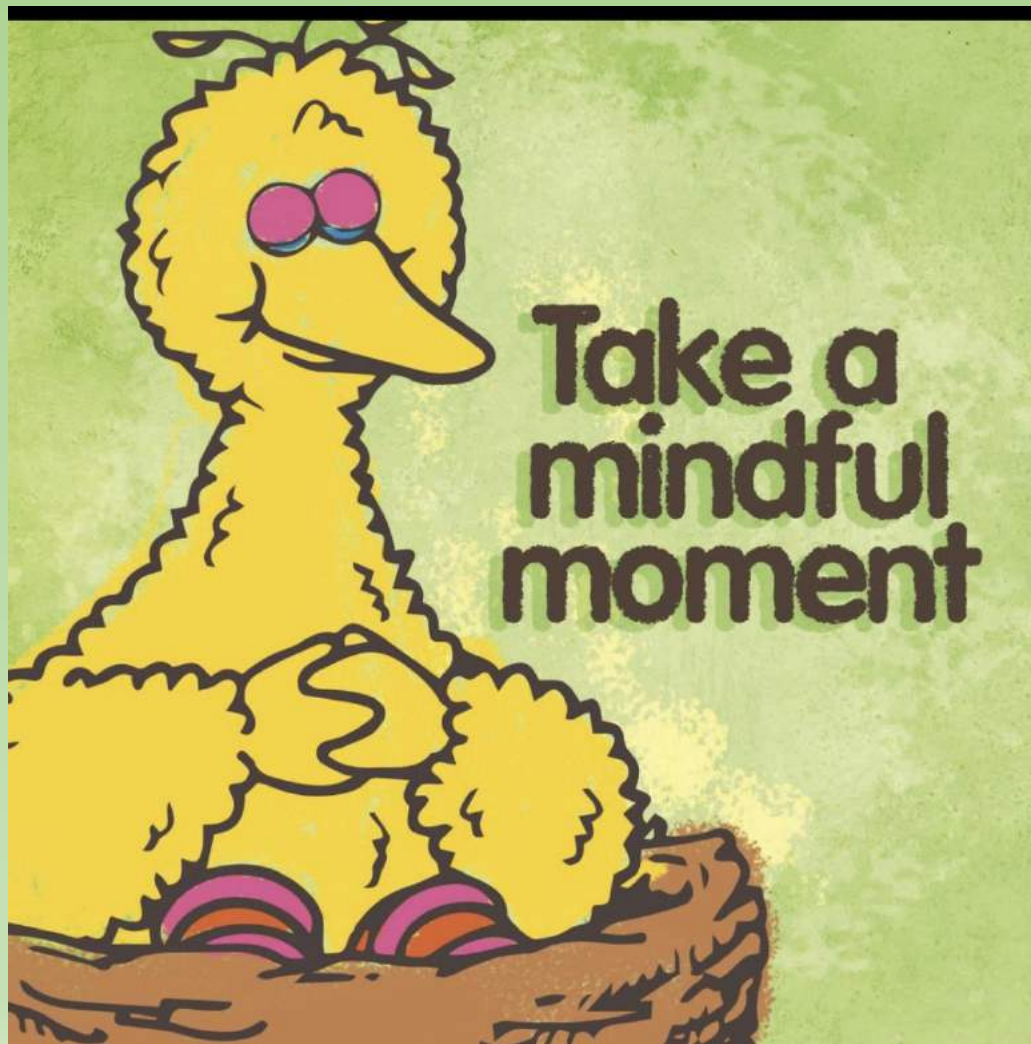




A DEPRESSION



A SEASONAL DEPRESSION



**Take a
mindful
moment**

ACTION FOR HAPPINESS

MENTAL
HEALTH
IS JUST AS
IMPORTANT
AS
PHYSICAL
HEALTH



actionhappiness



On the hard days, give
yourself extra love.
That's when you need
it the most.



SelfLoveRainbow

Agenda

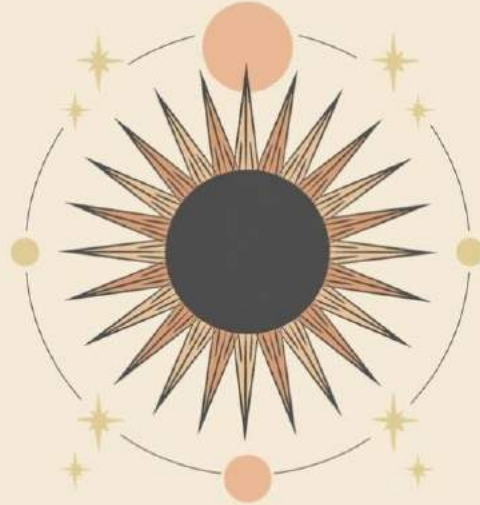
- Personal burnout assessment
- Personal fatigue assessment
- Identify stressors, unique to each one, causing burnout and fatigue
- Learn basic strategies to prevent burnout and fatigue
- Learn basic self-care and mindfulness strategies they can adapt to their personal situation
- Advocate for yourself
- Create a basic "Toolbox to manage burnout and fatigue"



Box breathing – can regulate breath, increases oxygen to the lungs, can help reduce blood pressure, and lower the heart rate.

1. Exhale to a count of five.
2. Hold your lungs empty for a five-count.
3. Inhale to a count of five.
4. Hold the air in your lungs for a count of five.
5. Exhale and begin the pattern anew.





it's time to say yes
to everything raising your vibration

and no to everything that's not.

“Burnout” has become a popular umbrella term for whatever distresses people in their work... Although the label can be misused and misunderstood, it is an important red-flag warning that things can go wrong for employees on the job. That warning should not be ignored or downplayed but should incite course corrections. All stakeholders from line workers to the boardroom need a complete understanding of what burnout and fatigue are and how it can be properly identified and successfully managed; this is essential to reshaping today’s workplaces and designing better ones in the future.

-Harvard Business Review <https://hbr.org/2021/03/how-to-measure-burnout-accurately-and-ethically>



Well-being is a positive state experienced by individuals and societies. Like health, it is a resource for daily life and is determined by **social, economic, and environmental conditions**. Well-being encompasses quality of life and the ability of people and societies to contribute to the world with a sense of meaning and purpose.

<https://www.who.int/activities/promoting-well-being>



Personal Wellness Assessment

Some ways to check-in daily:

DEDICATED SELF-REFLECTION TIME

- Choose a time of day when you're the least likely to be interrupted, turn on your favorite tunes, and have a good thinking session.

JOURNALING

- If you express yourself best through the written word, grab your notebook and set aside a quick daily writing session. Even one minute is better than none.

MEDITATION

- Mindfulness is all about becoming aware of your emotions and watching them pass with non-judgement. The meditation seat is an excellent place to work on the skill of checking in and letting go.

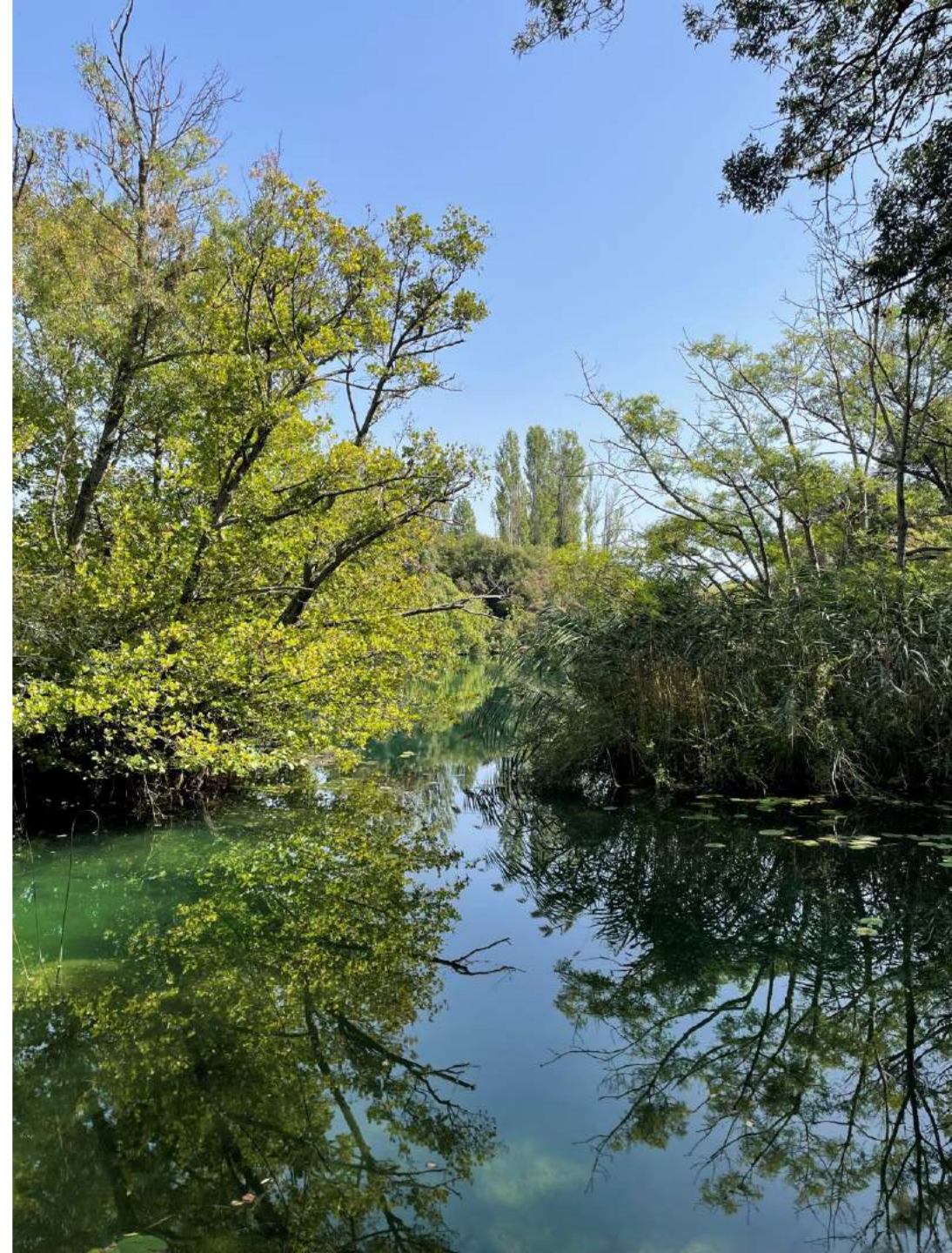
On being present:

- How are you feeling right now?
- Am I fighting life or inviting life?



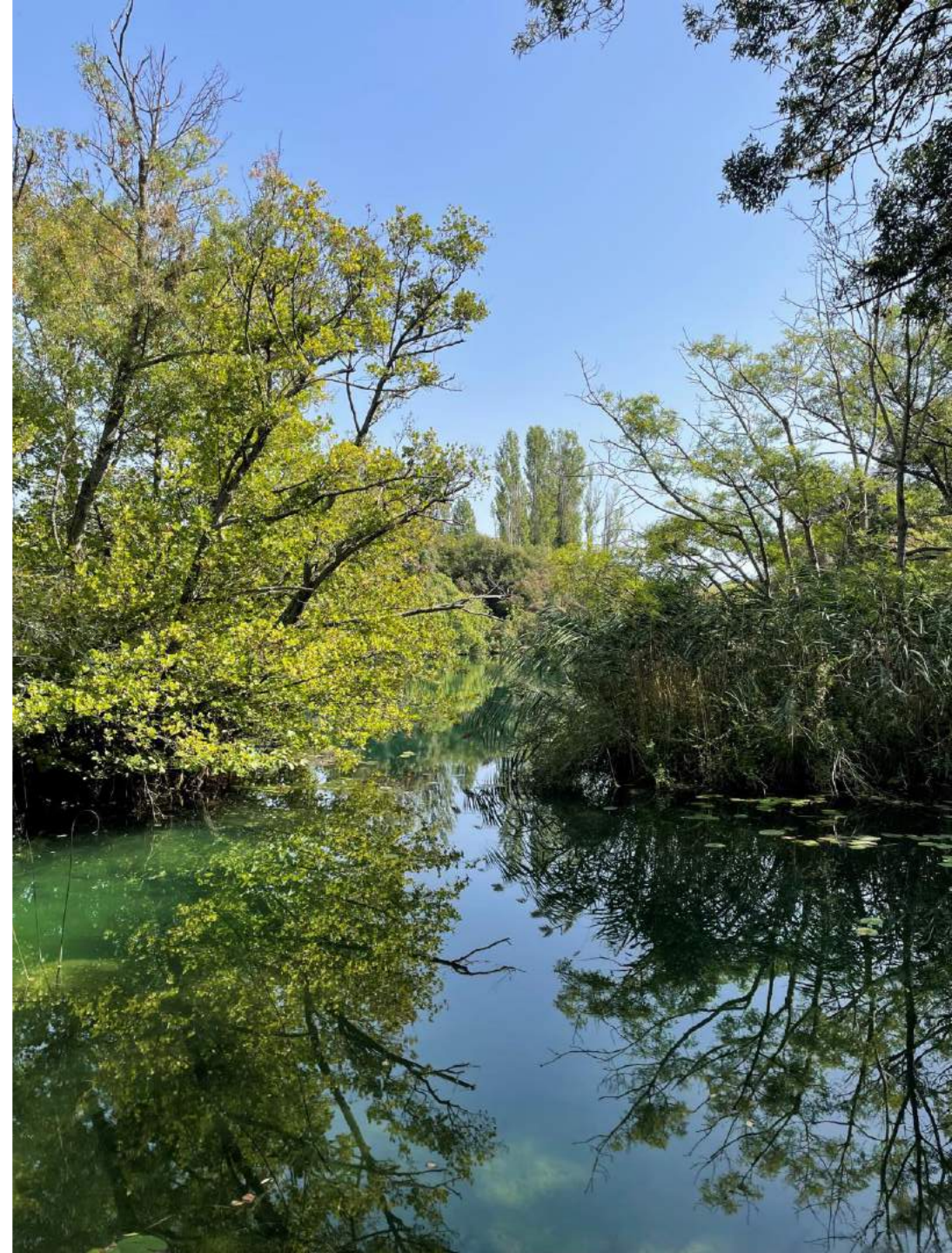
On gratitude:

- Is there something I did or a quality I have that I can acknowledge and appreciate?



On dealing with change:

- What am I holding onto? And would it benefit me to let it go?
- I'm excited to focus on...



On navigating difficult situations:

- Are there any repetitive thoughts that I've been attached to that are no longer serving me? Can I give myself permission to let these go?



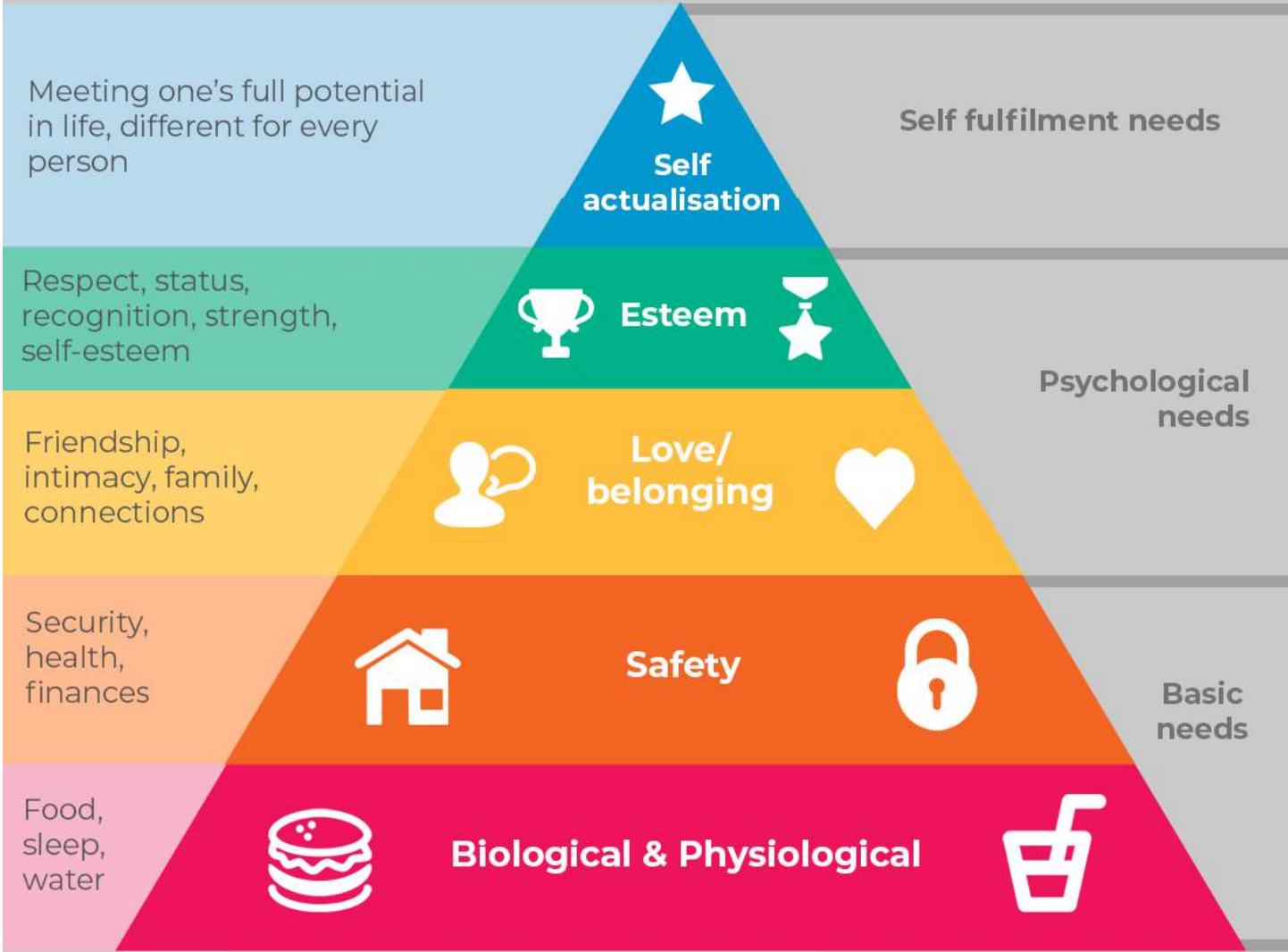


FACTS

- **National Institute of Mental Health:** Estimates that more than one in five U.S. adults live with a mental illness.
- **The World Health Organization:** Wellbeing is a positive state experienced by individuals and societies. Well-being requires a whole-of-society approach involving action across all levels.
- **United Nations:** humans are living in uncertain times that have resulted in unsettled lives.
- **Mental Health is a priority for the United Nations.**



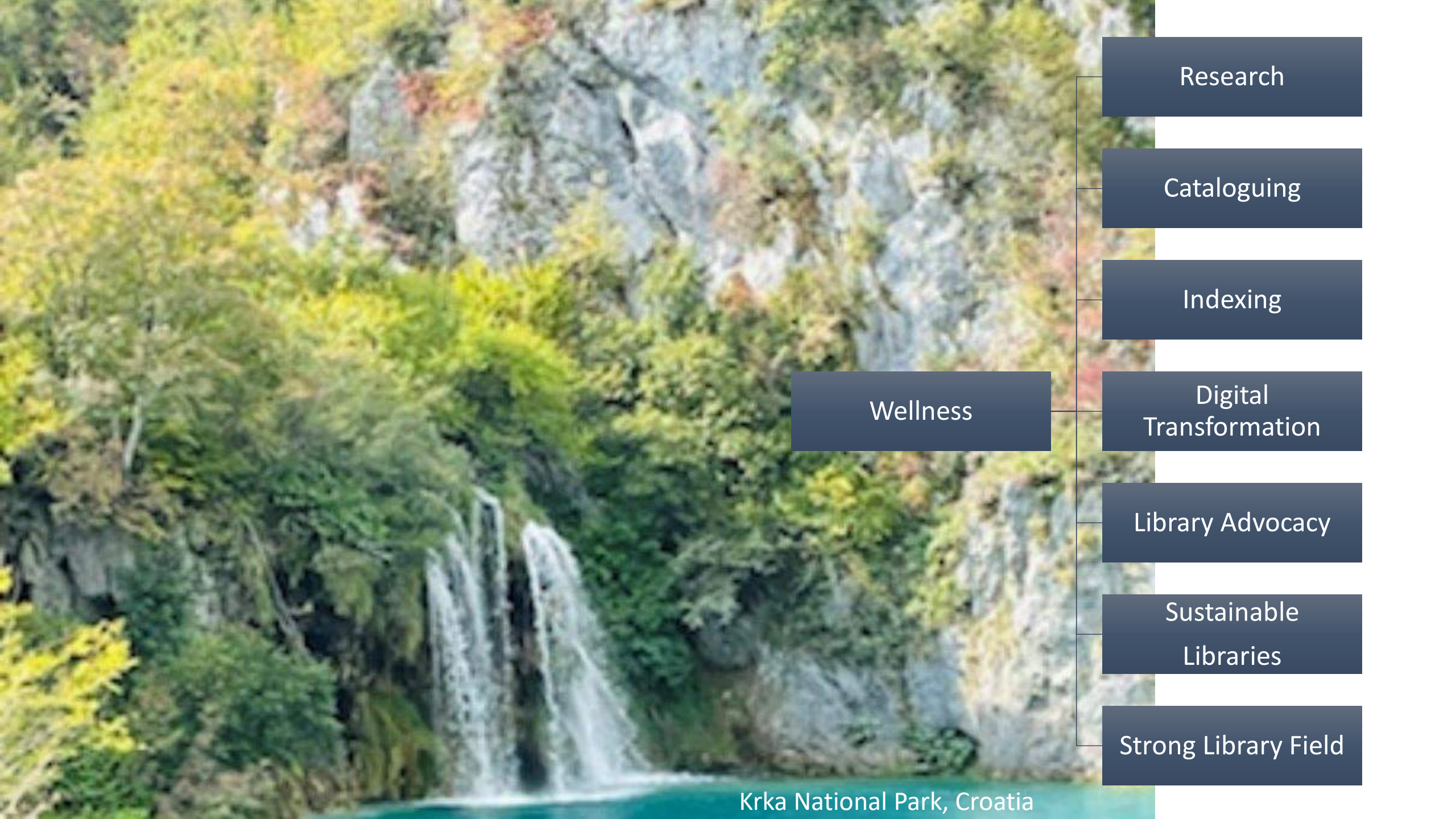
MASLOW'S HIERARCHY OF NEEDS





Library Workers Facing:

- Book banning
- Financial Needs
- Better Pay
- Long-Covid
- Caregiving
- Family Leave
- Flexible Schedule
- Housing
- Transportation
- Heart
- Education



Research

Cataloguing

Indexing

Wellness

Digital
Transformation

Library Advocacy

Sustainable
Libraries

Strong Library Field

Krka National Park, Croatia

Work-Life Balance

- *Don't work too much.*
- There is no definition.
 - Working more than 45 hours per week is detrimental to both physical and mental health. A 2014 study by John Pencavel of Stanford showed that productivity per hour declines around 50 hours per week, and working more than 55 hours is pointless. And a study by time management author Laura Vanderkam showed that around 38 hours of work per week produces the happiest employees. [Maura Thomas for Forbes.](#)



Work-Life Balance

- A study from the World Health Organization (WHO) found that working an average of 55 hours or more each week **increases your risk of stroke** by 35 percent and your **risk of dying from heart disease** by 17 percent, compared to averaging a 35-40 hour workweek.

Working long hours can lead to such serious health issues as “impaired sleep, depression, heavy drinking, diabetes, impaired memory, and heart disease.”





petra ☆
@yayodiary



stop normalizing the grind and normalize
whatever this is



🎵 @gracienoelsmit

Burnout

“Burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions:

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

Burn-out refers specifically to **phenomena in the occupational context** and should not be applied to describe experiences in other areas of life” – The World Health Organization (WHO)

Burnout – The WHO

- Burn-out is included in the 11th Revision of the International Classification of Diseases (ICD-11) as an occupational phenomenon. It is **not** classified as a medical condition.
- It is described in the chapter: 'Factors influencing health status or contact with health services' – which includes reasons for which people contact health services but that are not classed as illnesses or health conditions.

OCCUPATIONAL STRESS, BURNOUT AND FATIGUE

Time pressure, lack of control over work tasks, long working hours, shift work, lack of support and moral injury are important risk factors for occupational stress, burnout and fatigue among health workers.

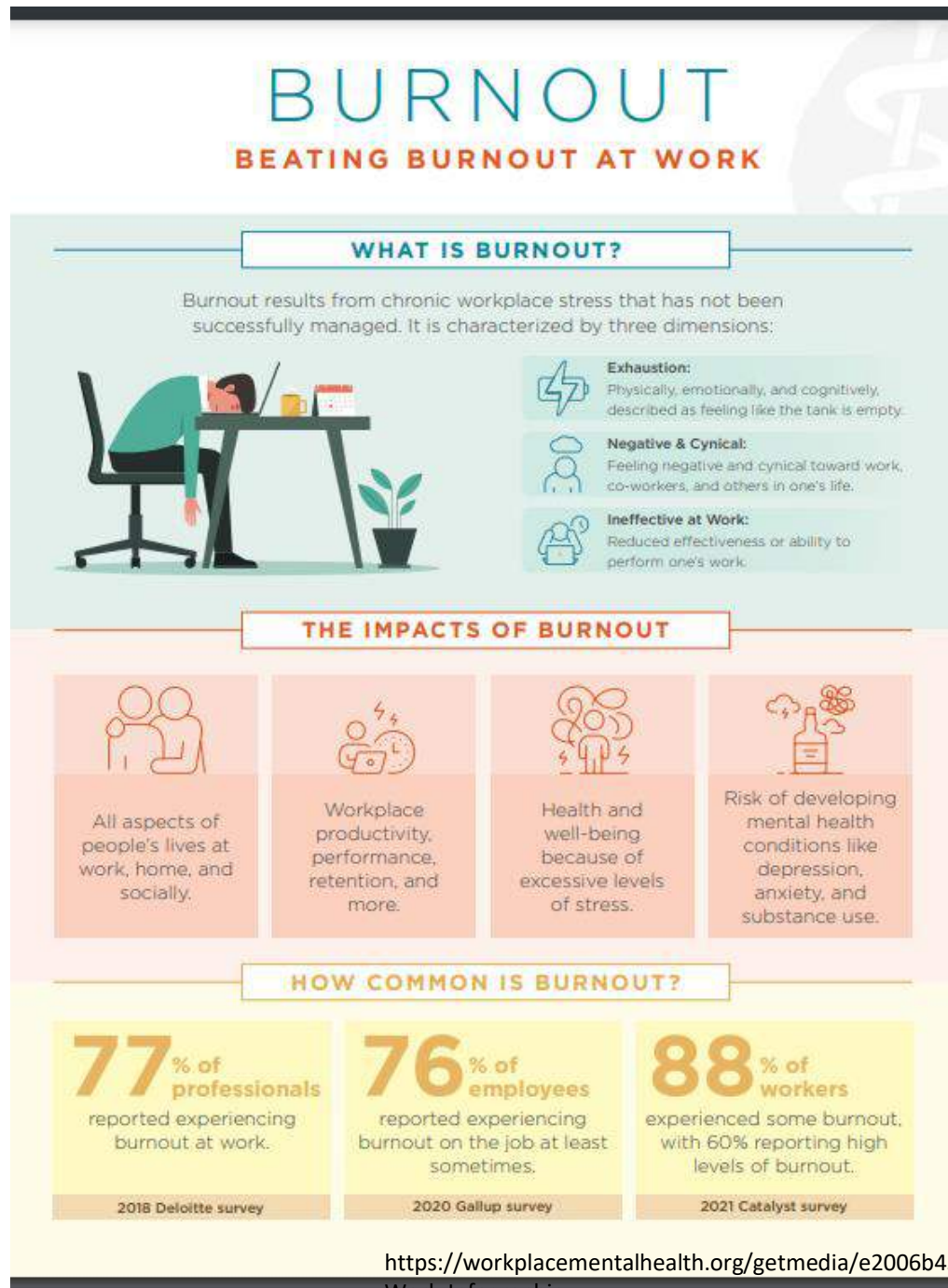


Key facts

- ✓ Intrinsic demands of the job, individual susceptibility, and poor work organization contributes to increased stress in health workers.
- ✓ Prolonged job stress may cause burnout, chronic fatigue, absenteeism, high staff turnover, reduced patient satisfaction, and increased diagnosis and treatment errors.

https://cdn.who.int/media/images/default-source/occupational-health-2/occupational-stress-thumb.png?sfvrsn=82619fff_3

American Psychiatric Association
Foundation/ Center for Workplace
Mental Health



Burnout

- a. “Fatigue, fatigue, and more fatigue” or, when I’ve just “had it up to here.”
- b. Feeling the sense that they just could not do it and could not care about their work, or do it as well as they would like.
- c. Some leaders recognized burnout in employees who are, “in my office crying” or workers that are simply tired and on edge where “just one more little request” could be met with a breakdown. *Leaders can see the impact of burnout when the workers who are typically kind, compassionate, and committed just lose their passion and are perhaps just going through the motions.*

Not Burnout

- ***Fatigue*** – feelings of tiredness, low energy, and general attention/cognitive impairment. The big distinguishing feature here vs. burnout is that feelings and effects of fatigue tend to last only a few hours or weeks at a time.
- ***Boredom*** – may also be experienced and observed as low energy or low engagement, but it is linked to *under*-stimulation. Chronic *over*-stimulation and overload leads to burnout.
- ***Loneliness*** – more than a feeling and a serious risk to our health. This condition is linked to unmet affiliation needs in and outside of work.
- ***Engagement*** –Plenty of workers who are heavily engaged also end up being at high risk for or even experiencing burnout.



- ***Moral distress*** – within healthcare settings especially, moral distress is experienced when a person, “is prevented from acting in ways they would have considered right based on personal values” (Riedel et al., 2022, p. 3).
- ***Moral injury*** –Moral injury is a loss of trust in self (a betrayal of what is right), due to or by an authority figure in a high stakes situation or system. Burnout is more focused on the individual and their own feelings about themselves, while moral injury also involves perceptions of the organization or environment in which one works.
- ***Compassion fatigue*** –“the extreme stress and burnout from helping others (Paiva-Salisbury & Schwanz, 2022). It is perhaps best understood as one component of more generalized burnout.



Toxic Positivity

- Toxic positivity is a way of expressing denial or self-sabotage that deprives us of the motivation to make healthy changes. <https://www.psychologytoday.com/us/blog/the-high-functioning-hotspot/202107/what-is-toxic-positivity>
- Toxic positivity is an obsession with positive thinking. It is the belief that people should put a positive spin on all experiences, even those that are profoundly tragic.
- Toxic positivity can silence negative emotions, demean [grief](#), and make people feel under pressure to pretend to be happy even when they are struggling.

Burnout – Dr. C. Maslach

- First, we feel exhausted and as though we have no energy to do good work.
- Second, we feel cynical and have negative attitudes toward our projects. We also experience a sense of disassociation from those projects and from the people around us, whether coworkers, friends, or family.
- Third, burnout makes us feel ineffective, as though we're accomplishing significantly less than usual and can't muster the fortitude to be productive.

Maslach: stress at work

- **Workload.**
- How sustainable the amount of work on our plate is. The more our workload eclipses our capacity, the more likely we are to reach the point of burnout.
- **Values.**
- What lets us connect with our work on a deeper level. This may sound wishy-washy, but the more our work aligns with what we value, the more meaningful it feels and engaged we become. Both help us avoid burnout.
- **Reward.**
- The level of reward we get from our job — including financial rewards (salary, bonuses, stock options, etc.) and social rewards (whether we're recognized for the contributions we make). Insufficient reward can make us feel ineffective, one of the core attributes of burnout.
- **Control.**
- The autonomy we have over when, where, and how we do our work. The less control we have, the more likely we are to burn out.
- **Fairness.**
- The feeling that we're treated equitably at work relative to our colleagues. Fairness is an important ingredient that promotes engagement and keeps cynicism at bay.
- **Community.**
- Professional relationships contribute enormously to minimizing burnout and boosting engagement. The weaker our relationships and the more conflict we experience, the more likely we are to burn out.
- While burnout is traditionally defined as an occupational phenomenon, the ongoing stressors we face at home can also count toward our total level of chronic stress. The bottom line is this: The more chronic stress we face, no matter where it's coming from, the closer we get to burning out.

Personal Burnout Assessment

Maslach Burnout Inventory (MBI)



Maslach Burnout Inventory (MBI)

| Questions: | Never | A Few Times per Year | Once a Month | A Few Times per Month | Once a Week | A Few Times per Week | Every Day |
|---|----------|----------------------|--------------|-----------------------|-------------|----------------------|-----------|
| Section A: | 0 | 1 | 2 | 3 | 4 | 5 | 6 |
| I feel emotionally drained by my work. | | | | | | | |
| Working with people all day long requires a great deal of effort. | | | | | | | |
| I feel like my work is breaking me down. | | | | | | | |
| I feel frustrated by my work. | | | | | | | |
| I feel I work too hard at my job. | | | | | | | |
| It stresses me too much to work in direct contact with people. | | | | | | | |
| I feel like I'm at the end of my rope. | | | | | | | |
| Total score – SECTION A | | | | | | | |

| Questions: | Never | A Few Times per Year | Once a Month | A Few Times per Month | Once a Week | A Few Times per Week | Every Day |
|--|----------|----------------------|--------------|-----------------------|-------------|----------------------|-----------|
| Section B: | 0 | 1 | 2 | 3 | 4 | 5 | 6 |
| I feel I look after certain patients/clients impersonally, as if they are objects. | | | | | | | |
| I feel tired when I get up in the morning and have to face another day at work. | | | | | | | |
| I have the impression that my patients/clients make me responsible for some of their problems. | | | | | | | |
| I am at the end of my patience at the end of my work day. | | | | | | | |
| I really don't care about what happens to some of my patients/clients. | | | | | | | |
| I have become more insensitive to people since I've been working. | | | | | | | |
| I'm afraid that this job is making me uncaring. | | | | | | | |
| Total score – SECTION B | | | | | | | |

| Questions: | Never | A Few Times per Year | Once a Month | A Few Times per Month | Once a Week | A Few Times per Week | Every Day |
|---|----------|----------------------|--------------|-----------------------|-------------|----------------------|-----------|
| Section C: | 0 | 1 | 2 | 3 | 4 | 5 | 6 |
| I accomplish many worthwhile things in this job. | | | | | | | |
| I feel full of energy. | | | | | | | |
| I am easily able to understand what my patients/clients feel. | | | | | | | |
| I look after my patients'/clients' problems very effectively. | | | | | | | |
| In my work, I handle emotional problems very calmly. | | | | | | | |
| Through my work, I feel that I have a positive influence on people. | | | | | | | |
| I am easily able to create a relaxed atmosphere with my patients/clients. | | | | | | | |
| I feel refreshed when I have been close to my patients/clients at work. | | | | | | | |
| Total score – SECTION C | | | | | | | |

SCORING RESULTS – INTERPRETATION

Section A: Burnout

Burnout (or depressive anxiety syndrome): Testifies to fatigue at the very idea of work, chronic fatigue, trouble sleeping, physical problems. For the MBI, as well as for most authors, “exhaustion would be the key component of the syndrome.” Unlike depression, the problems disappear outside work.

- Total 17 or less: Low-level burnout
- Total between 18 and 29 inclusive: Moderate burnout
- Total over 30: High-level burnout

Section B: Depersonalization

“Depersonalization” (or loss of empathy): Rather a “dehumanization” in interpersonal relations. The notion of detachment is excessive, leading to cynicism with negative attitudes with regard to patients or colleagues, feeling of guilt, avoidance of social contacts and withdrawing into oneself. The professional blocks the empathy he can show to his patients and/or colleagues.

- Total 5 or less: Low-level burnout
- Total between 6 and 11 inclusive: Moderate burnout
- Total of 12 and greater: High-level burnout

Section C: Personal Achievement

The reduction of personal achievement: The individual assesses himself negatively, feels he is unable to move the situation forward. This component represents the demotivating effects of a difficult, repetitive situation leading to failure despite efforts. The person begins to doubt his genuine abilities to accomplish things. This aspect is a consequence of the first two.

- Total 33 or less: High-level burnout
- Total between 34 and 39 inclusive: Moderate burnout
- Total greater than 40: Low-level burnout

A high score in the first two sections and a low score in the last section may indicate burnout.

Fatigue

- Dissecting the fatigue experience: A scoping review of fatigue definitions, dimensions, and measures in non-oncologic medical conditions - Ruel Billones, Josephine K. Liwang, Kierra Butler, Letitia Graves, and Leorey N. Saligan
- Their review of 8,376 articles resulted in the affirmation that fatigue is a multidimensional construct, agnostic of medical condition, and that individual fatigue dimensions can be measured by validated clinical measures.
- Fatigue is a prevalent and potentially debilitating symptom that impacts the health-related quality-of-life of individuals diagnosed with acute and chronic medical conditions.

Fatigue

- MedlinePlus: Fatigue is a feeling of weariness, tiredness, or lack of energy.
- **Causes**
- There are many possible causes of fatigue, including:
 - [Anemia](#) (including [iron deficiency anemia](#))
 - [Depression](#) or [grief](#)
 - Iron deficiency (without anemia)
 - Medicines, such as sedatives or antidepressants
 - Persistent pain
 - [Sleep disorders](#) such as [insomnia](#), [obstructive sleep apnea](#), or [narcolepsy](#)
 - Thyroid gland that is [underactive](#) or [overactive](#)
 - Use of alcohol or drugs, such as cocaine or narcotics, especially with regular use

- [Addison disease](#) (a disorder that occurs when the adrenal glands don't produce enough hormones)
- [Anorexia](#) or other eating disorders
- Arthritis, mainly adult or [juvenile rheumatoid arthritis](#)
- Autoimmune diseases such as systemic [lupus](#) erythematosus
- [Cancer](#)
- [COVID-19](#)
- [Diabetes](#)
- [Fibromyalgia](#)
- [Heart failure](#)
- Infection, especially one that takes a long time to recover from or treat, such as bacterial endocarditis (infection of the heart muscle or valves), parasitic infections, hepatitis, [HIV/AIDS](#), [tuberculosis](#), and [mononucleosis](#)
- Kidney disease
- Liver disease
- [Malnutrition](#)
- Certain medicines may also cause drowsiness or fatigue, including antihistamines for allergies, blood pressure medicines, sleeping pills, steroids, and diuretics (water pills).
- [Chronic fatigue syndrome](#) (CFS) is a condition in which symptoms of fatigue persist for at least 6 months and do not resolve with rest. The fatigue may be worsened with physical activity or mental stress. It is diagnosed based on the presence of a specific group of symptoms and after all other possible causes of fatigue are ruled out.

RISKIEST Work Schedules

43% of workers report not getting enough sleep. Shift schedules can be a major barrier.

NIGHT SHIFTS

Safety incidents are 30% higher during night shifts

Limit shift length and number of consecutive nights

EARLY MORNING START

Before 7 a.m., body is still in sleep mode

Limit consecutive early morning shifts and ensure ample opportunity for rest between shifts

LONG HOURS

Injury risk increases 13% with a 10-hour shift, 30% with a 12-hour shift

Provide time for recuperative rest by scheduling at least 12 hours between shifts

ROTATING SCHEDULES

It takes time to adjust to a new schedule, often causing sleep loss

Forward-rotate shifts and provide night-time sleep opportunities between rotations

UNPREDICTABLE SCHEDULES

Any changes to the planned schedule can increase the risk of fatigue

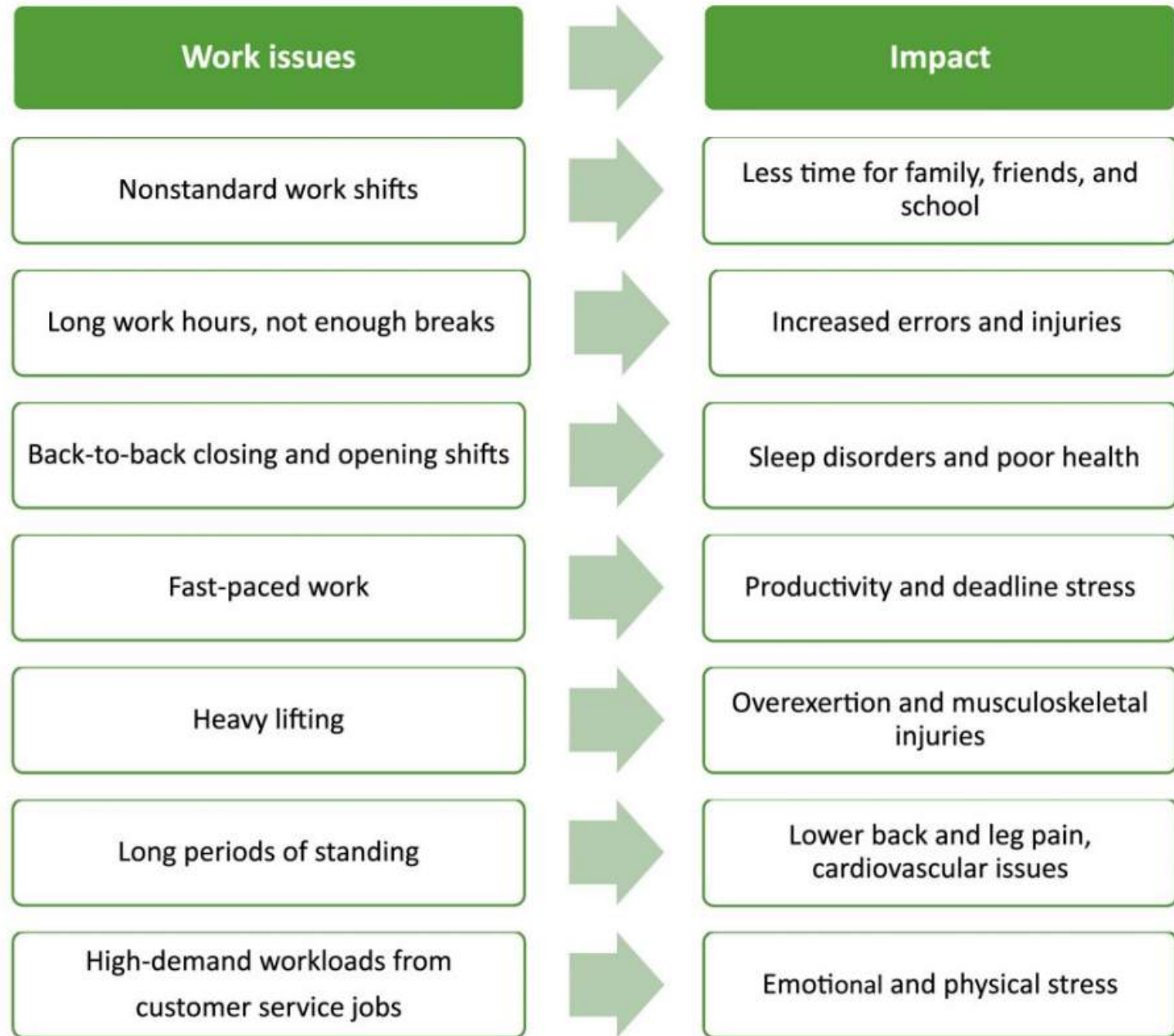
Reduce the occurrence of unplanned schedule changes and provide compensatory rest periods if sleep loss may have occurred

FATIGUE AT WORK nsc.org/fatigueatwork

Stressors

Retail workplace fatigue and how they may affect retail workers

The **National Institute for Occupational Safety and Health (NIOSH)** is the United States federal agency responsible for conducting research and making recommendations for the prevention of work-related injury and illness. NIOSH is part of the Centers for Disease Control and Prevention (CDC) within the U.S. Department of Health and Human Services.



Signs of Excessive Fatigue

Physical signs

Yawning, Drooping eyelids, Rubbing of eyes, Head dropping, Microsleeps, Digestive problems

Mental signs

Difficulty concentrating on tasks, Lapses in attention, Difficulty remembering tasks being performed, Failing to communicate important information, Failing to anticipate events or actions, Accidentally doing the wrong thing, Accidentally not doing the right thing

Emotional signs

More quiet or withdrawn than usual, Lack of energy, Lacking the motivation to perform the task well

- Fatigue Risk Management in the Workplace from the American College of Occupational and Environmental Medicine: <https://acoem.org/acoem/media/News-Library/Fatigue-Risk-Management-in-the-Workplace.pdf>

Personal Fatigue Assessment



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 |

Reprinted from Michielsen et al. [1]. Copyright © 2003, with permission from Elsevier.

Note: The abbreviations after the items indicate the scale from which the items has been abstracted. The following are the scales:

CIS - Checklist Individual Strength

WHOQOL - World Health Organization Quality of Life assessment instrument

FS - Fatigue Scale

Perelman School of Medicine

[https://www.med.upenn.edu/cbti/assets/user-content/documents/Fatigue%20Assessment%20Scale%20\(FAS\).pdf](https://www.med.upenn.edu/cbti/assets/user-content/documents/Fatigue%20Assessment%20Scale%20(FAS).pdf)

| | | Not At All | A Little Bit | Somewhat | Quite a Bit | Very Much |
|----|--|------------|--------------|----------|-------------|-----------|
| 1 | I feel fatigued | 0 | 1 | 2 | 3 | 4 |
| 2 | I feel weak all over | 0 | 1 | 2 | 3 | 4 |
| 3 | I feel listless (“washed out”) | 0 | 1 | 2 | 3 | 4 |
| 4 | I feel tired | 0 | 1 | 2 | 3 | 4 |
| 5 | I have trouble <u>starting</u> things because I am tired | 0 | 1 | 2 | 3 | 4 |
| 6 | I have trouble <u>finishing</u> things because I am tired | 0 | 1 | 2 | 3 | 4 |
| 7 | I have energy | 0 | 1 | 2 | 3 | 4 |
| 8 | I am able to do my usual activities | 0 | 1 | 2 | 3 | 4 |
| 9 | I need to sleep during the day | 0 | 1 | 2 | 3 | 4 |
| 10 | I am too tired to eat | 0 | 1 | 2 | 3 | 4 |
| 11 | I need help doing my usual activities | 0 | 1 | 2 | 3 | 4 |
| 12 | I am frustrated by being too tired to do the things I want to do | 0 | 1 | 2 | 3 | 4 |
| 13 | I have to limit my social activity because I am tired | 0 | 1 | 2 | 3 | 4 |

Scoring: Items are scored as follows: 4=Not At All; 3=A Little Bit; 2=Somewhat; 1=Quite A Bit; 0=Very Much, EXCEPT items #7 and #8 which are reversed scored. Score range 0-52. A score of less than 30 indicates severe fatigue. The higher the score, the better the quality of life.

Basic strategies to prevent burnout and fatigue

Preventive measures:

- ✔ Set clear and consistent goals for staff.
- ✔ Provide frequent training to increase role effectiveness and coping strategies.
- ✔ Provide work-focused consultations to staff who are experiencing job stress.
- ✔ Encourage the development of support groups and resource exchange networks.
- ✔ Organize work to reduce job strain by optimizing workload and working time, ensuring safe staffing levels, encouraging regular breaks and having flexible schedules.
- ✔ Maximize staff autonomy and participation in decision-making.
- ✔ Provide training in conflict resolution.
- ✔ Optimize shift lengths to avoid fatigue, giving preference to shift rotation in a forward direction.
- ✔ Provide accommodation for health workers during emergency operations with access to food services, sanitary facilities and recreational opportunities.

https://cdn.who.int/media/images/default-source/occupational-health-2/occupational-stress-thumb.png?sfvrsn=82619fff_3

WHAT CAN EMPLOYEES DO TO REDUCE AND PREVENT BURNOUT?

American Psychiatric
Association Foundation/
Center for Workplace
Mental Health

Employees can also take steps to reduce burnout and enhance their mental health and well-being by:



Connecting with support through an EAP, or by talking with a mental health or primary care professional.



Taking time off and addressing sleep issues.



Focusing on self-care by scheduling time for exercise, social connections, and joyful activity.



Making changes that reduce or eliminate factors contributing to excessive levels of stress.



WHAT CAN ORGANIZATIONS DO TO TACKLE BURNOUT AT WORK?

Small changes can lead to big results in reducing and preventing burnout by addressing six key workplace factors (Maslach, 2016). Here are those factors and tips for addressing them:



Workload

Ensuring people have the time and tools needed to get the job done.

Tip: Remind people managers to check-in on workload, and openly communicate about expectations and deadlines.



Autonomy and Control

Offering people the chance to have some control over how they perform their work?

Tip: Explore ways to give team members more autonomy & control over tasks while still meeting deadlines.



Reward and Recognition

Ensuring people are recognized and rewarded for a job well done.

Tip: Remind everyone of the need to recognize and reward wins and achievements, both big and small.



Community and Sense of Belonging

Creating opportunities for people to feel like there is trust & mutual support with colleagues.

Tip: Find ways for people to connect with peers, supervisors, and across teams, through ERGs, mentorship programs, and in virtual settings.



Fairness

Offering opportunities for people to be promoted and feel like they are treated fairly at work.

Tip: Review opportunities for advancement to ensure alignment exists between performance and promotion.



Values and Purpose in Work

Supporting people in feeling good about their work and proud of their contributions.

Tip: Find ways to relate the meaning of work tasks to organizational purpose and mission and communicate employee contributions to both.



Employers can also help reduce and prevent burnout by:

- ✓ **Supporting People Managers:** Remind managers about leading with empathy, scheduling regular check-ins, and encouraging open dialogue with their teams around the factors that contribute to burnout.
- ✓ **Offering Training:** Offer an interactive training with people leaders that informs them about the six (6) factors and how to effectively address them to reduce or eliminate burnout on their teams.
- ✓ **Surveying Employees:** Develop a simple survey to assess and prioritize the factors that may be impacting burnout in the workplace. Better understanding how burnout is impacting your organization is key in tackling it.
- ✓ **Developing an Action Plan:** Work with a small group of thoughtful employees to create an action plan that addresses the issues uncovered in the employee survey. Be sure to address organizational culture, as it impacts performance, productivity, retention, and more.

Fatigue Prevention

Employees

- Make sure you give yourself enough time to sleep after working your shift.
- Avoid heavy foods and alcohol before sleeping; these can disrupt sleep.
- Get seven or more hours of sleep to feel refreshed and alert the next day.
- Sleep somewhere dark, comfortable, quiet, and cool, so you can fall asleep quickly and stay asleep.
- Ask your doctor for help if you are having trouble sleeping.
- [Drink enough water](#) to replace fluids lost from heat and workload; do not wait until you feel thirsty.
- Exercise routinely. Keeping fit can help you manage stress, stay healthy, and improve your sleep.
- Follow current nutrition guidelines on healthful meals and snacks.
- Report injuries and near misses to help determine whether fatigue is an issue.

Fatigue Prevention

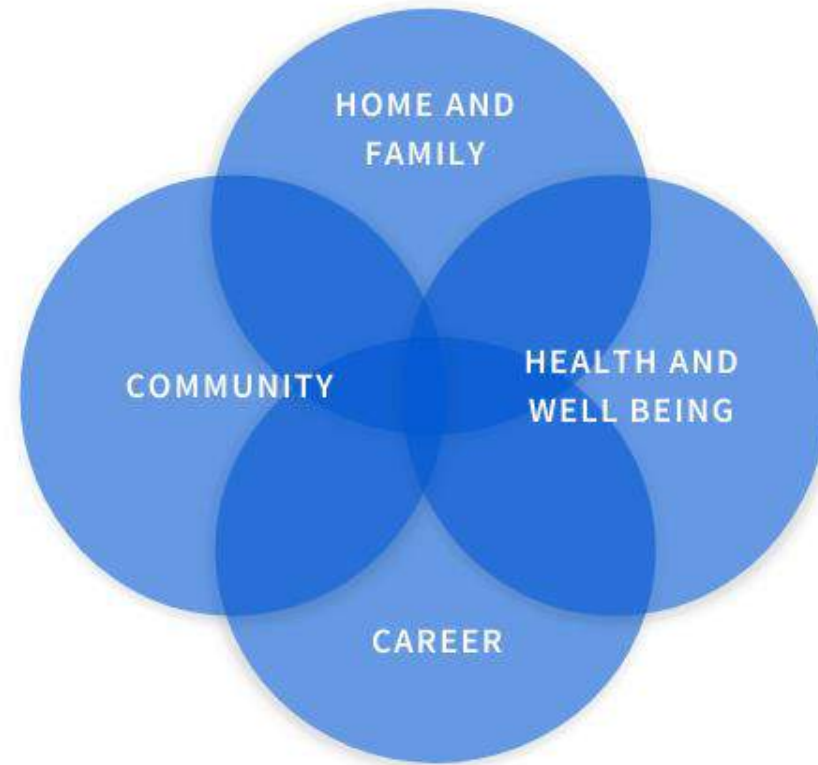
Employers

- Consider allowing at least 10 hours between shifts, so workers can get 7–8 hours of sleep.
- Consider allowing for variation in workers' tasks, duties, and positions to avoid monotony and muscle fatigue.
- Give as much advance notice as possible for schedule changes.
- Ensure that 12-hour shifts do not include excessive workloads.
- Consider allowing rest breaks of 10 to 15 minutes regularly, such as every 1–2 hours during demanding work.
- Consider providing anti-fatigue mats, shoe inserts, and sit/stand stations for cashiers and others who stand for long periods.
- Record injuries, near misses, and other information to help determine whether fatigue is an issue.
- Employers, workers, their families, and communities all benefit from improved health, illness prevention, and work productivity that can result from adequate amounts of sleep and reduced fatigue [NORA Sector Council 2016].

Recommendations

- Ensure that any program striving to advance worker safety, health, and well-being has the commitment of organizational leadership, support from all levels of management, and worker participation and input.
- Evaluate existing resources and current policies, programs, and practices to assess what is effective in promoting autonomy, determining work schedules and workloads that promote good health, and promoting other conditions that minimize fatigue.
- Involve workers and labor representatives in designing and implementing procedures and practices to reduce burnout and fatigue.
- Link existing worker safety and health programs to related programs such as counseling or employee assistance programs and related training efforts.

WORK-LIFE INTEGRATION



Improving work-life balance

1. Pause and evaluate:

- Am I committing enough time and energy to people or things that are meaningful to me?

2. Assess your priorities:

- What really matters to me and am I doing enough of it?

3. Time management: Review how you currently spend your time and look for ways to adjust your schedule where possible.



Improving work-life balance

4. Establish boundaries:

- A boundary is a statement of what you expect, what you need or what you want in a given situation
 - Verbalized or expressed through your actions
- Work boundaries fall into one of three categories—physical, emotional, or time. Start by setting small boundaries and expand from there.
- **Physical:** Boundaries for personal space, personal touch, as well as your health, such as hunger and energy.
- **Emotional:** Boundaries about your feelings, how you handle colleagues' feelings, and your mental energy.
- **Time:** Boundaries about how you manage your time and how you handle requests.



Improving work-life balance

4. Establish boundaries: ‘How do we find a way that works for both of us to maintain this relationship-work or family relationship?’

5. Reflect, refine, repeat: Life changes, you should refine your strategy over time.



Basic self-care and mindfulness strategies to adapt to our personal situation



Mindfulness

- Mindfulness is a state of active, open [attention](#) to the present. This state is described as observing one's thoughts and feelings without judging them as good or bad.

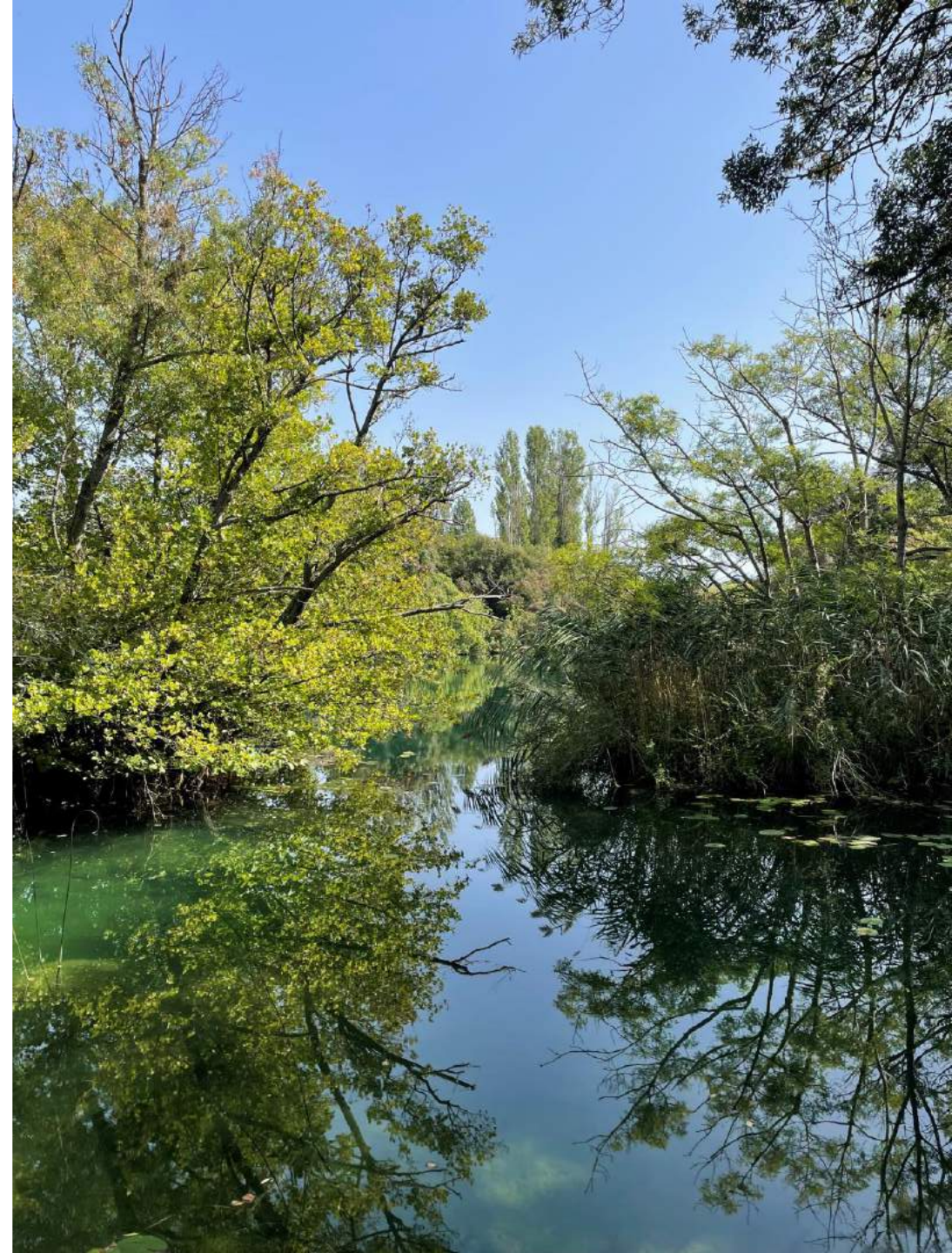
<https://www.psychologytoday.com/us/basics/mindfulness>



SELF-CARE & MINDFULNESS STRATEGIES

Find your fuel: What or who in your life makes you feel good.

Strategies: Yoga class after work or having a meaningful conversation with a close friend.



SELF-CARE & MINDFULNESS STRATEGIES

Talk it out: Discussing weaknesses is not fun, but it can be a helpful practice.

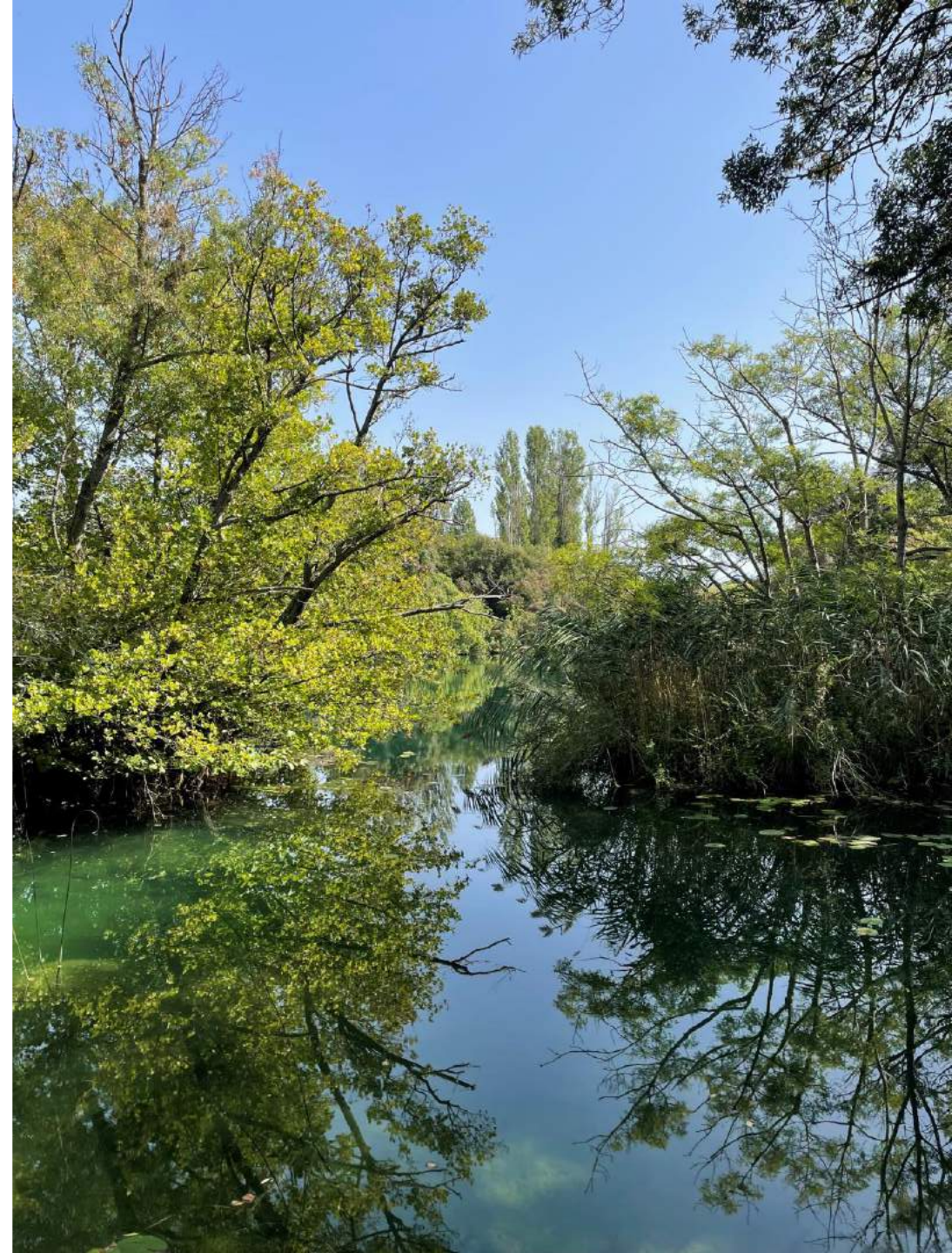
Strategies: share burdens with other,
journal.



SELF-CARE & MINDFULNESS STRATEGIES

Be patient with yourself- Roll with what life throws at you.

Strategies: be patient with yourself and not let your expectations deter your progress, adjust balance and strategies according to life changes.



SELF-CARE & MINDFULNESS STRATEGIES

Take a Mental Moment: When you're running around, you forget to pause and let your mind take a breather.

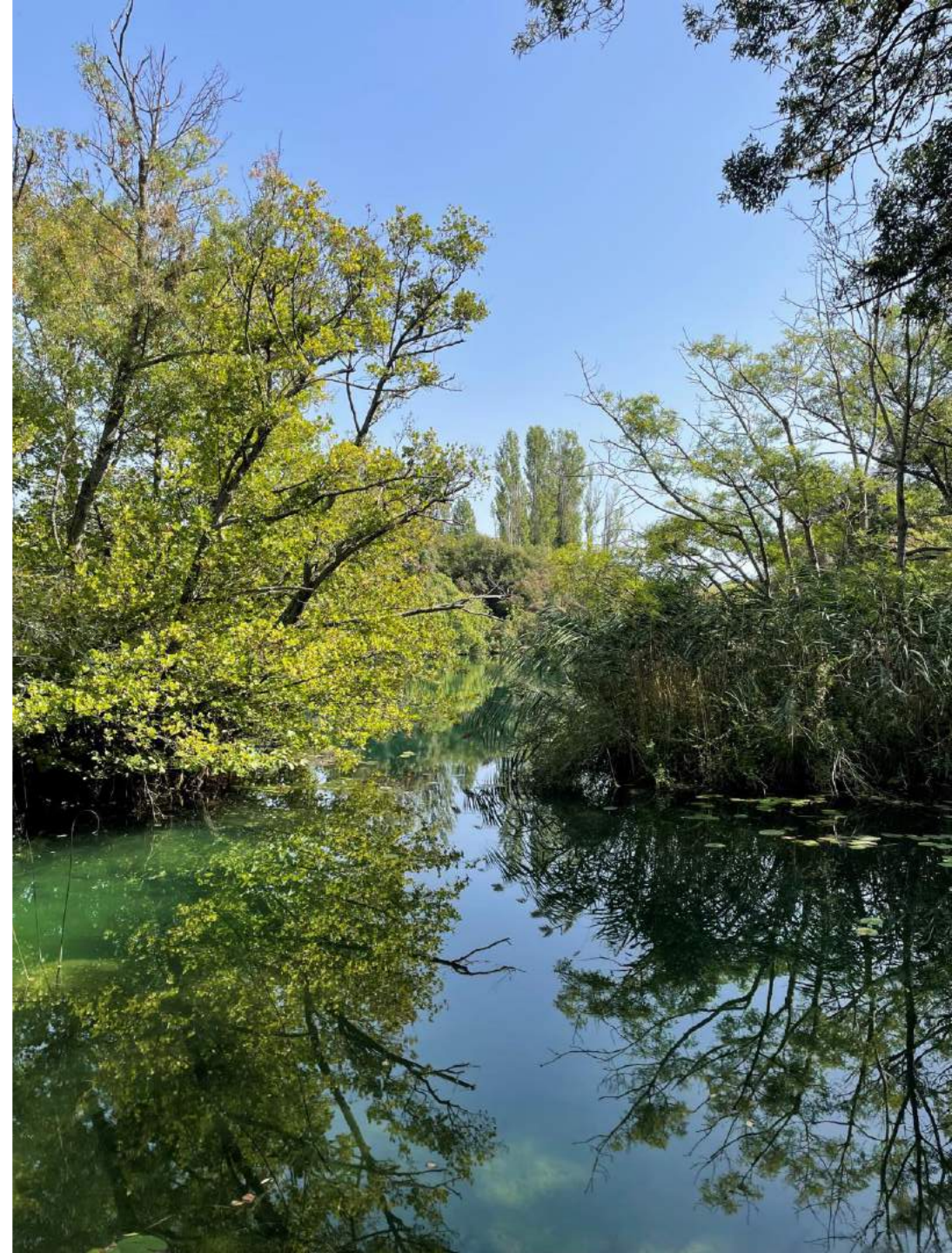
Strategy: Try to give yourself a mental moment where you can be in your thoughts and allow yourself to process what is going on around you.



SELF-CARE & MINDFULNESS STRATEGIES

Live a Little: Take a step back and look at the bigger picture.

Strategy: Schedule fun into your life, do more of what you enjoy doing outside of work. **What is fun for you?**



SELF-CARE & MINDFULNESS STRATEGIES

Stay Inspired: How to approach each day?

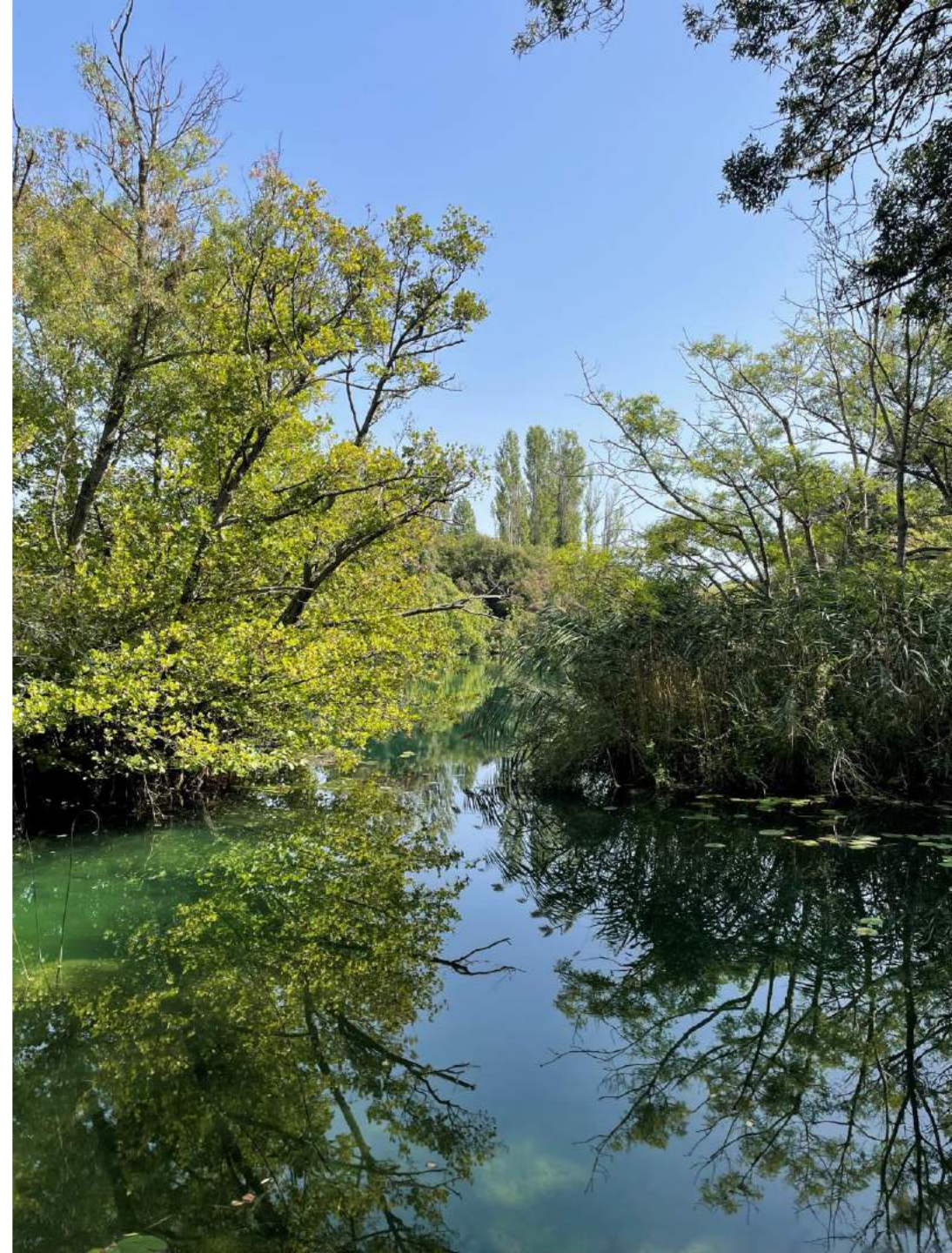
Strategy: Try to focus on what you can do to turn bad things around. Uncover inspiration. **What inspires you?**



SELF-CARE & MINDFULNESS STRATEGIES

Make the Most of Your Time: While you might not be able to change the amount of time that you have available, you can control how you use the time that you are given.

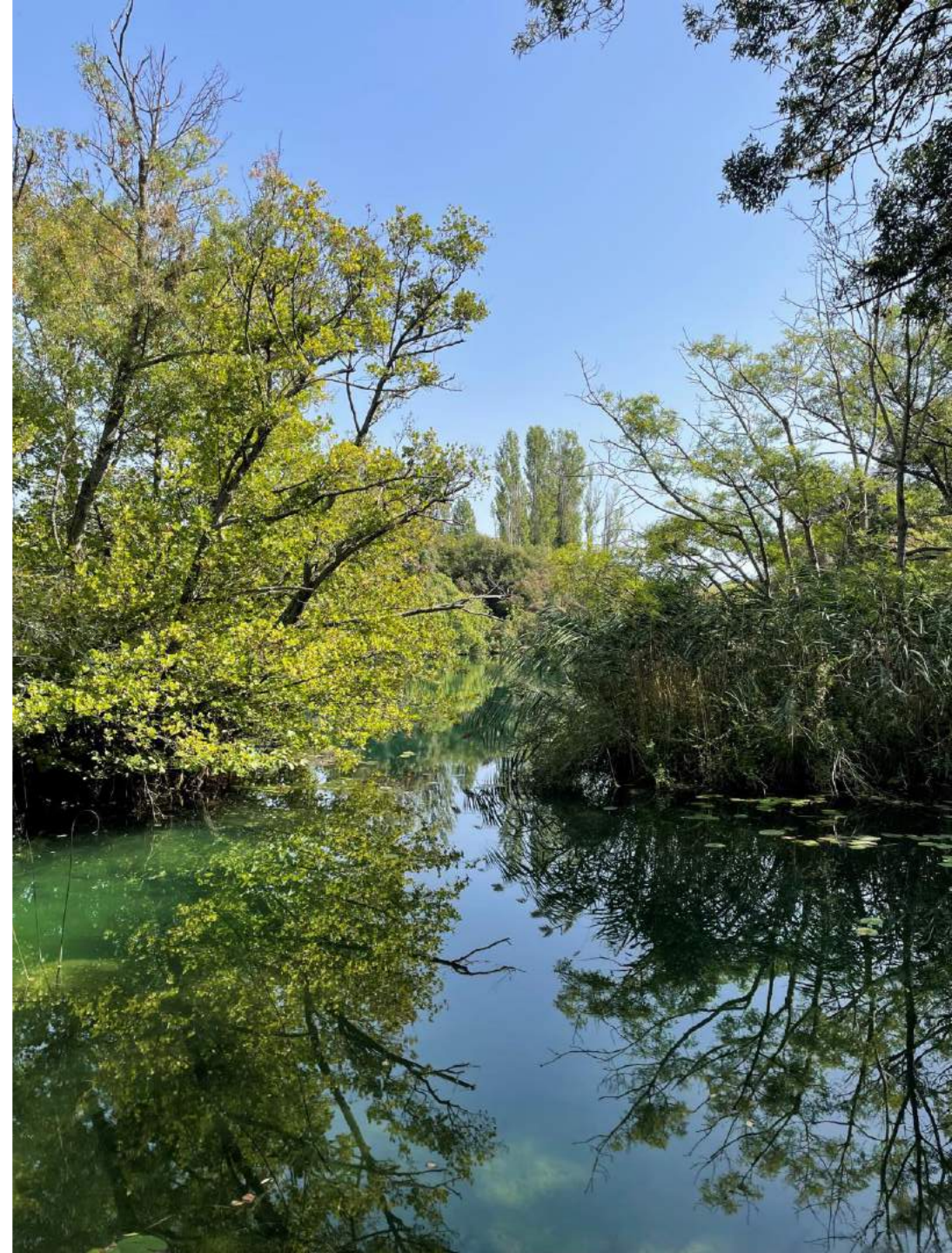
Strategy: Be strategic to find time to do things.



SELF-CARE & MINDFULNESS STRATEGIES

Accept Others: Working with people who you do not see eye-to-eye with can be one of the hardest challenges to overcome.

Strategy: In many cases, as soon as you can feel comfortable with what you bring to the table, it will be easier to communicate that to others without engaging in confrontation.



SELF-CARE & MINDFULNESS STRATEGIES

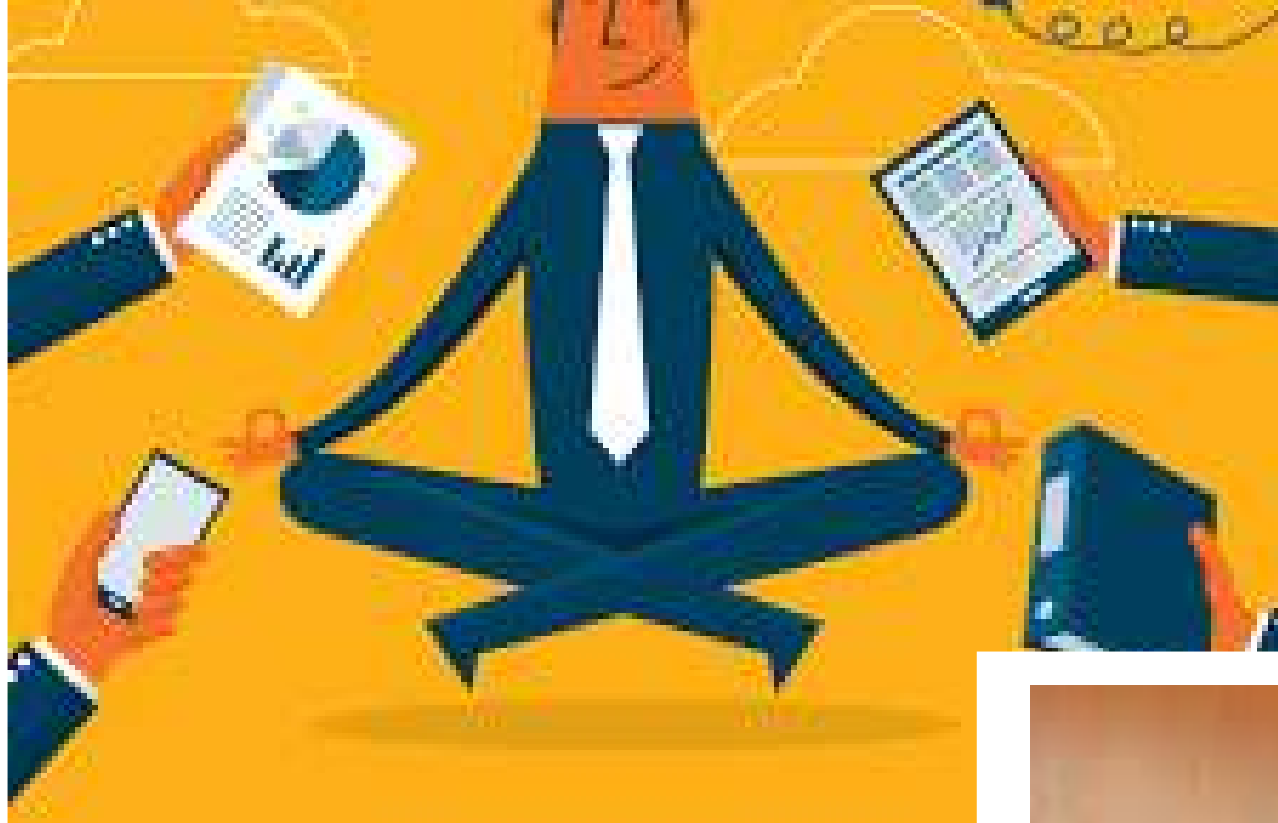
Overall: spend time listening to yourself.

What do you want to spend time on? Who do you want to spend time with? What refreshes you? Find your inspiration and take small steps to find—and maintain—balance between your job and your personal life.





Resources to
advocate for
ourselves





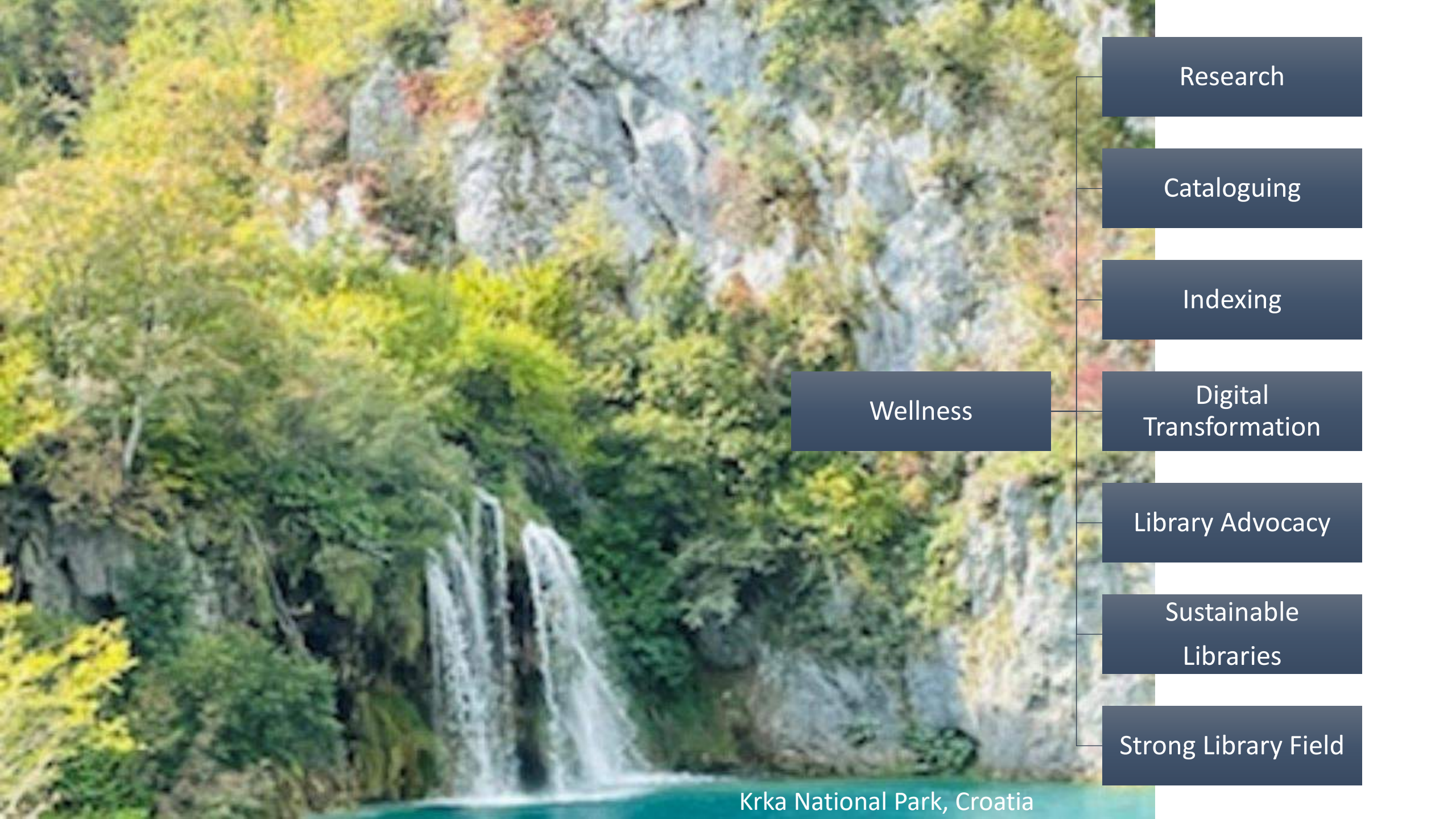
LIS WELLNESS



LIBRARY ASSOCIATIONS
WELLNESS



LIBRARY WORKERS
WELLNESS



Research

Cataloguing

Indexing

Wellness

Digital
Transformation

Library Advocacy

Sustainable
Libraries

Strong Library Field

Krka National Park, Croatia



- 1) Focus on how your objectives support organizational goals. Team building!
- 2) Emphasize how the benefits outweigh the costs and risks.
- 3) Problem-solve with your boss. Involve him in the process.
- 4) Adopt an “unless directed otherwise” mindset.
- 5) As a last resort, ask probing questions. Why hesitation?

- True well-being requires that workplaces adopt an inclusive approach to worker health and safety [Schulte et al. 2015].
 - *Prioritize work policies, programs and practices designed to protect workers and improve their health (NIOSH 2015b)*
- Benefits
- **Direct:** Lowering costs to employers paying for worker health-related expenditures, workers' compensation
- **Indirect:** include fewer reported illnesses and injuries; lower costs for workers who pay for their own health care expenses (hourly staff); better worker morale; increased productivity with lower worker health risks and fewer medical conditions; improved recruitment and retention; and an increased financial "bottom line" for the business [Fabius et al. 2013; Davis et al. 2005].

<https://libguides.merrimack.edu/MindfulMcQuade>



THE STEVENS MEMORIAL LIBRARY IN
NORTH ADOVER

CLIMATE PREPAREDNESS CAFE

MARCH 6TH AT 7PM
CONTACT: MCKEEVERH@MERRIMACK.EDU
FOR MORE QUESTIONS



ENVIRONMENTAL MOVIE NIGHT

FIRE & FLOOD
QUEER RESILIENCE
IN THE ERA OF
CLIMATE CHANGE

WED, OCT 2: SNEAK-PEEK
FILM SCREENING
WITH LIVE Q & A
FROM FILM'S CREATOR.
FIRE AND FLOOD:
QUEER RESILIENCE
IN THE ERA OF CLIMATE
CHANGE

A collage of photos showing a group of diverse people at a community event. The photos are arranged in a grid-like pattern, capturing various moments of people interacting, smiling, and participating in the event. The background of the collage features a stylized globe.

RAMS Renew Space

De-stress for Success!

Your RAMS Renew Space

What's Inside

Mindfulness and Related Resources

How to Reserve the Space

Search this Guide

Search

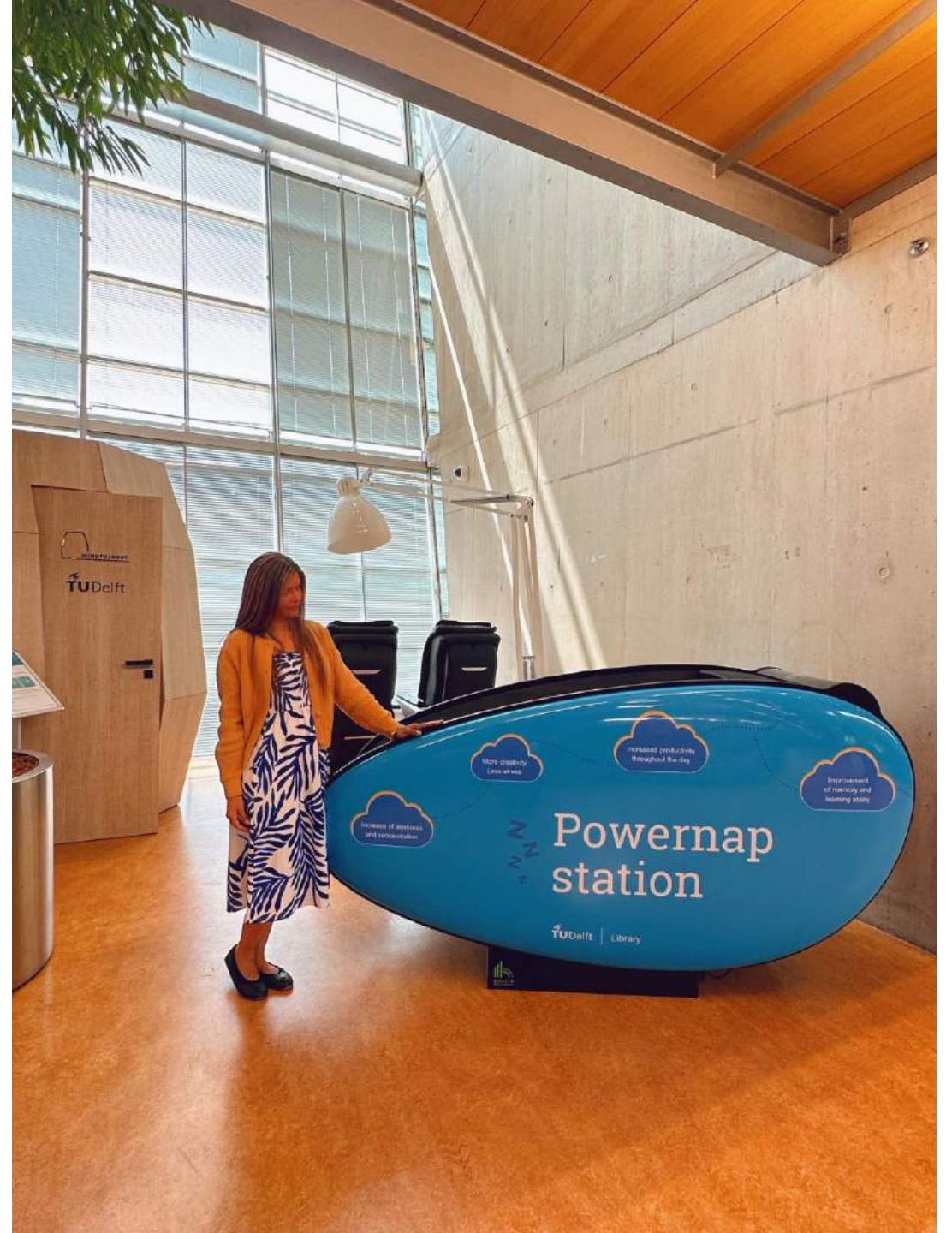


wellness room wide shot



<https://libguides.framingham.edu/ramsrenew>











Intangible
Return
On
Investment

New Staff Titles

- Herald of Happy News or Happiness Engineer
- Director of Taco Relations or Chief Taco Officer
- Chief Heart Officer or Chief People Officer
- Chief Paranoid
- Chief UNO Player
- The Sweet and Spicy Committee



Stand for the Banned: ALA President Loida Garcia-Febo reads from The ...



Make It Happen – Take Action! @ Lib...

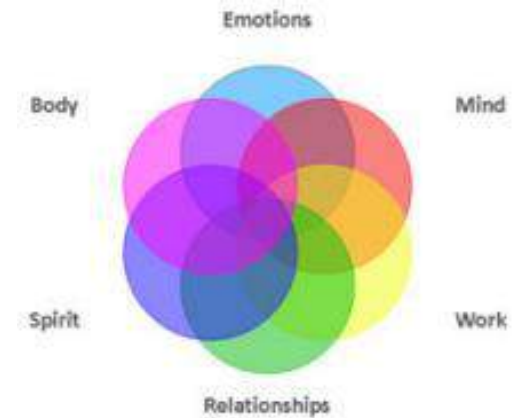


Happy Women's History Month from ALA Past President Loida Garcia-F...



Self-care Plan

"Toolbox to manage burnout and fatigue"



1. How do you cope now?

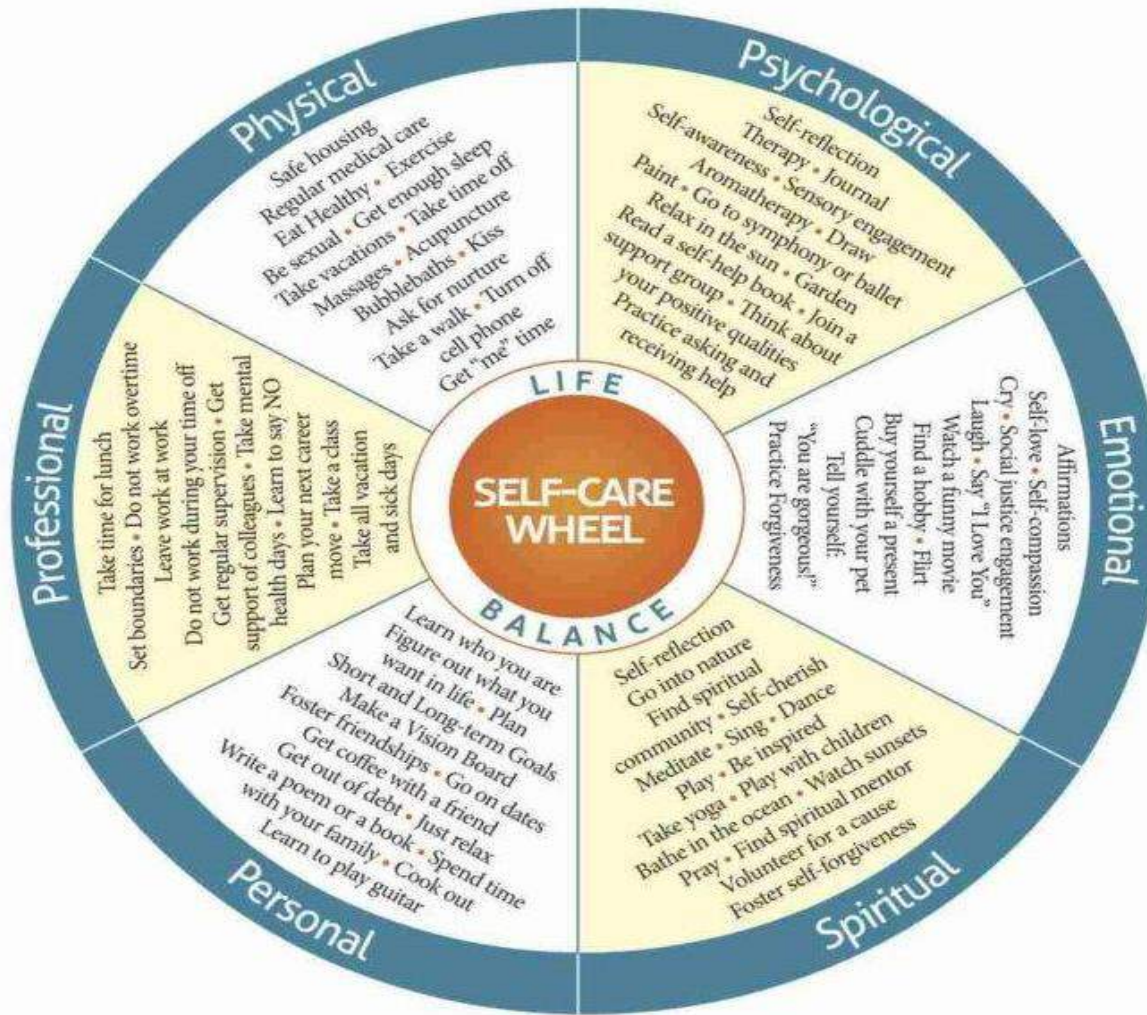
- Identify what you do *now* to manage the stress in your life.

2. What do you do for self-care now? (Earlier)

3. Maintenance self-care: Adding self-care practices and eliminating obstacles

- "Maintenance self-care" refers to the activities that you have identified as important to your well-being and that you have committed to engage in on a regular basis to take care of yourself.
- Mind – Body – Emotions – Spirit – Work - Relationships

SELF-CARE WHEEL



<https://olgaphoenix.com/wp-content/uploads/2021/09/SCW-LARGE.png>

https://docs.google.com/document/d/1umZSA107gLcalG8oZR_o0RgfDpvMnkCL4Xze_Nfcysq0/edit?usp=sharing

Self-Care

| Physical (Body) | Psychological (Mind) | Emotional |
|----------------------|-------------------------------------|------------------------------------|
| Safe housing | Self-reflection | Affirmations |
| Regular medical care | Therapy | Self-love |
| Eat healthy | Journal | Self-compassion |
| Exercise | Self-awareness | Laugh |
| Be sexual | Sensory engagement | Say 'I Love You' |
| Get enough sleep | Aromatherapy | Watch a funny movie |
| Take vacation | Draw | Find a hobby |
| Take time off | Paint | Flirt |
| Massages | Go to symphony or ballet | Buy yourself a present |
| Acupuncture | Relax in the sun | Cuddle with your pet |
| Bubblebaths | Garden | Tell yourself: 'You are gorgeous!' |
| Kiss | Read a self-help book | Practice Forgiveness |
| Ask for nurture | Join a support group | Allow yourself to cry |
| Take a walk | Think about your positive qualities | Find things that make you laugh |
| Turn off cell phone | Practice asking and receiving help | Make time for self-reflection |
| Get 'me' time | | Take a vacation or mini vacay |
| | | Minimize stress |
| | | Read material unrelated to work |

- Take a break during the workday (e.g., lunch) Take time to chat with co-workers
- Make quiet time to complete tasks
- Identify projects or tasks that are exciting and rewarding
- Set limits with patrons and colleagues
- Balance my caseload so that no one day or part of a day is “too much” Arrange work space so it is comfortable and comforting
- Get regular supervision or consultation
- Negotiate for my needs (benefits, pay raise) Have a peer support group

| Self-Care | | |
|--|---|--|
| a | | |
| Professional (Work) | Personal (Relationships) | Spiritual |
| Take time for lunch Set boundaries Do not work overtime Leave work at work Do not work during your time off Get regular supervision Get support of colleagues Take mental health days Learn to say NO Plan your next career move Take a class Take all vacation and sick days | Learn who you are Figure out what you want in life Plan short and long-term goals Make a Vision Board Foster friendships Go on dates Get coffee with a friend Get out of debt Just relax Write a poem or a book Spend time with your family Cook out Learn to play guitar Send emails, holiday cards Ask for help when needed Make that phone call | Self-reflection Go into nature Find a spiritual community Self-cherish Meditate Sing Dance Play Be inspired Take yoga Play with children Bathe in the ocean Watch sunsets Pray Find spiritual mentor Volunteer for a cause Foster self-forgiveness |

4. **Emergency self-care: Be prepared** -Planning out what you would do under extremely trying circumstances is very important.

1.

- Make a list of what you can do when you are upset that will be good for you. What will help me relax? For example
 - Breathing, Muscle relaxation, Music • Reading for fun, watching a movie • Exercising, Taking a walk.
- What do I like to do when I'm in a good mood?
 - List all the things you like to do so you remember what they are when you need to think of something to do.
- What can I do that will help me throughout the day? For example
 - Get enough sleep • Avoid too much caffeine if feeling anxious • Remember to breathe
 - Watch my thoughts • Stay in the moment. Other: What else do YOU need to do that is specific to YOU?

2. Make a list of people you can contact if you need support or distraction. For example, your best friend, other friends, sibling, parent, grandparent, other relative, therapist, priest/minister/rabbi/imam, etc.

- Divide the list of people into categories by asking yourself the following questions:
 - Who can I call if I am feeling depressed or anxious?
 - Who can I call if I am lonely?
 - Who will come over to be with me if I need company?
 - Who will listen?
 - Who will encourage me to get out of the house and do something fun?
 - Who will remind me to follow my self-care plan?

3. Make a list of positive things to say to yourself when you are giving yourself a hard time. Try to think about what you would say to a library patron with the same struggles and apply it to yourself.

4. Make a list of who and what to avoid when you are having a hard time.

5. Make a commitment to yourself

- Put your needs first. Prepare goals and strategies to achieve them.

6. Share your plan

- Friends, *family, peers, and/or colleagues* may be good additional resources for exchanging new self-care ideas/strategies and to provide support and encouragement.

7. Follow your plan

- Implement your plan, keep track of progress, and revise it. Use your emergency plan when facing challenging times.



Wellness

How what was once
unfeasible is now
reachable

A MASTERCLASS WITH LOIDA GARCIA-FEBO

PREVENTING BURNOUT AND FATIGUE

THE LIBRARY 2.0 MENTAL HEALTH & WELLNESS SERIES

Loida Garcia-Febo, International Library Consultant
SJSU iSchool Health and Wellness Ambassador