

# WORKPLACE STRESS AND RESILIENCE TRAINING IN HEALTH CARE

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# EDUCATIONAL OBJECTIVES

- ❖ Define work-related stress, burnout, and resilience
- ❖ Discuss the utilization of resilience building with individual patients
- ❖ Discuss the utilization of resilience training in the workplace
- ❖ Highlight The Resiliency Project: Addressing Work-Related Stress in Long-Term Care
- ❖ A brief walk through the training: strategies and tools to combat stress and build resilience

## DISCLOSURES

- No Commercial or Conflict of Interest to Declare

# CHRONIC EUSTRESS

Long, lasting and  
recurrent  
(Good stress)

E.g. An individual who loves their work & finds it challenging and fulfilling. Cognitive stress is placed on the mind, but it further develops and grows in a more creative manner.

Short term, generally  
not remembered or  
retained  
(Good stress)

# ACUTE EUSTRESS

E.g. Taking part in physical challenge. The stress experience within the body is sometimes referred to as an 'adrenalin rush'; this stress aids awareness and muscular strength in order to complete.

## FOUR TYPES OF STRESS

# CHRONIC STRESS

Consistent &  
unavoidable  
(Bad stress)

E.g. Experienced by a person in a highly stressful job or a particularly difficult relationship. It is chronic stress that is the most common cause of burnout.

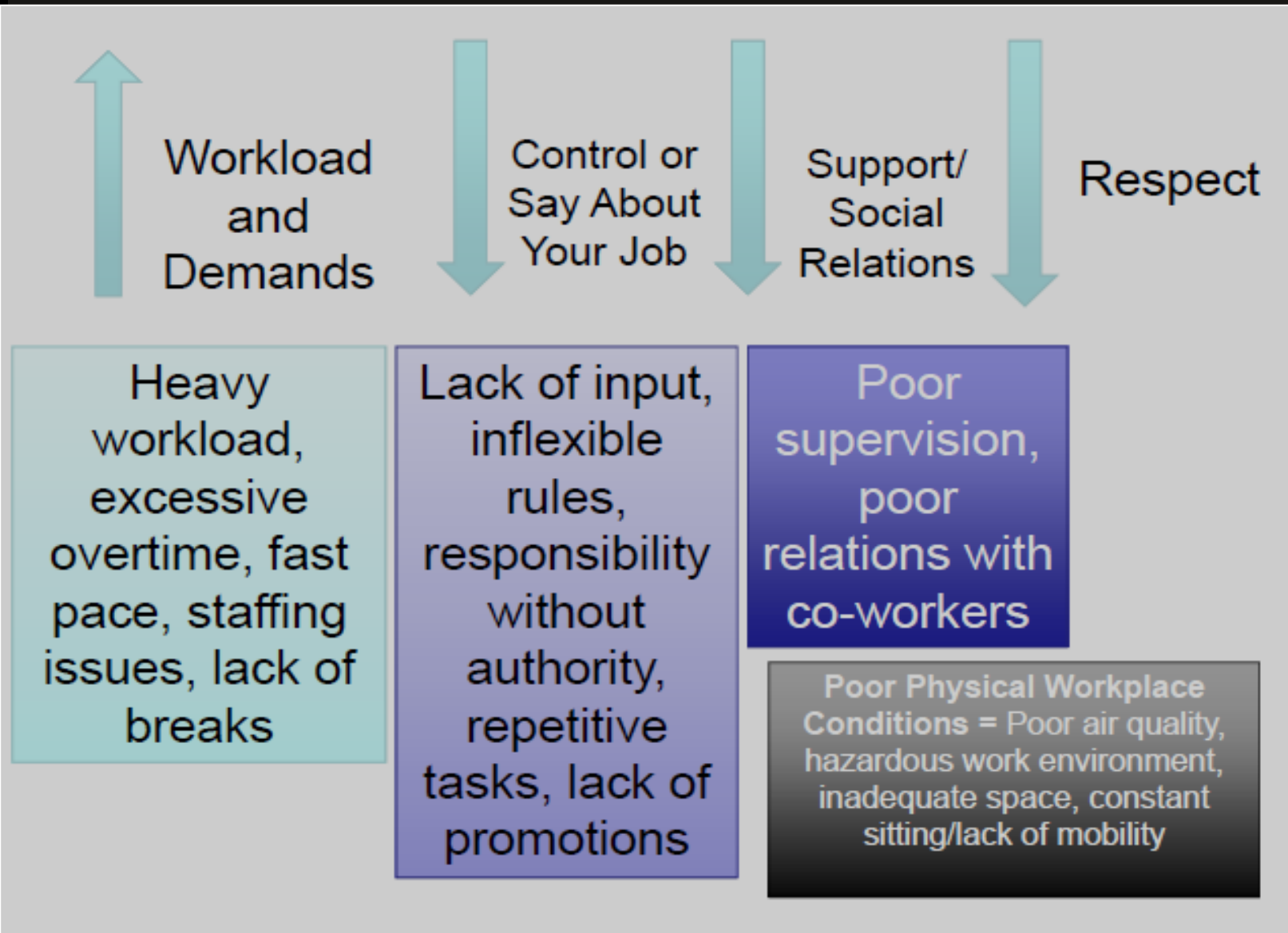
(Bad stress)

Short term—treatable  
and ,manageable

# ACUTE STRESS

Acute stress is the most common form of stress. Occurs within one month after exposure to an extreme traumatic stressor (e.g., death of a loved one or serious accident).

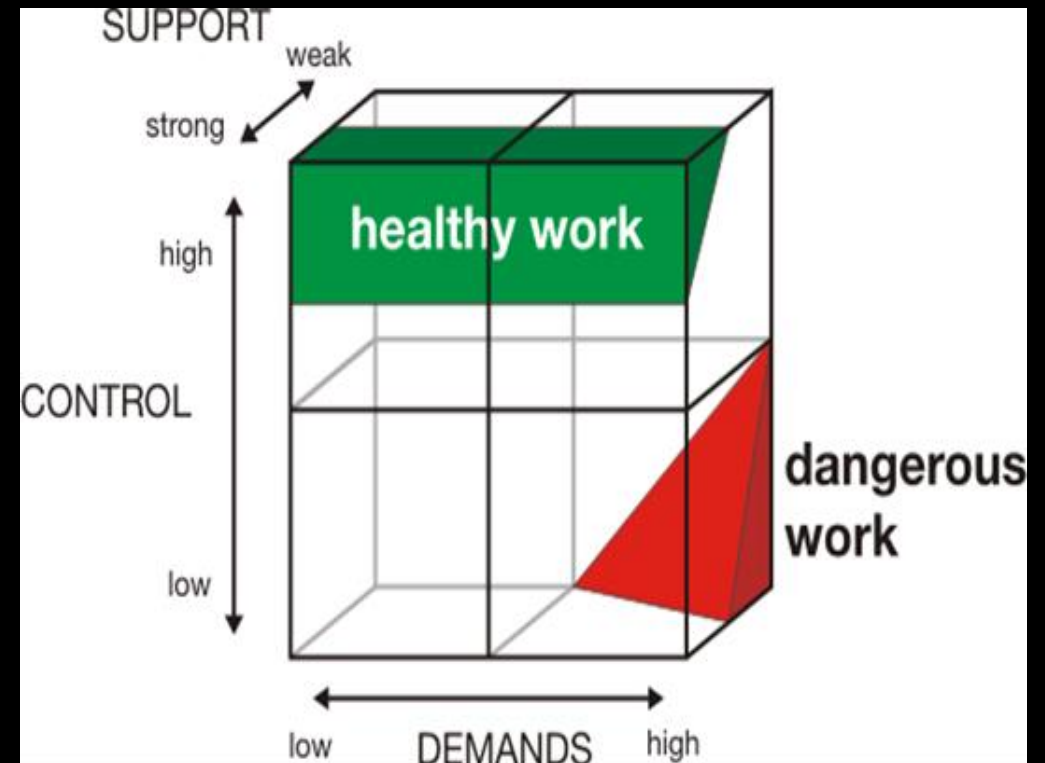
# WORK-RELATED STRESS?



## WORK CONTENTS MAY INFORM WORK-RELATED STRESS

- ❖ Job content
- ❖ Work load and work pace
- ❖ Working hours
- ❖ Participation and control

Retrieved from: [https://www.who.int/occupational\\_health/topics/stressatwp/en/](https://www.who.int/occupational_health/topics/stressatwp/en/)



# WORK RELATED STRESS: JOB DEMANDS

- Change management
- Cognitive demands
- Emotional demands
- Job dissatisfaction
- Job expectations
- Job insecurity
- Remuneration
- Work overload
- Work–life balance



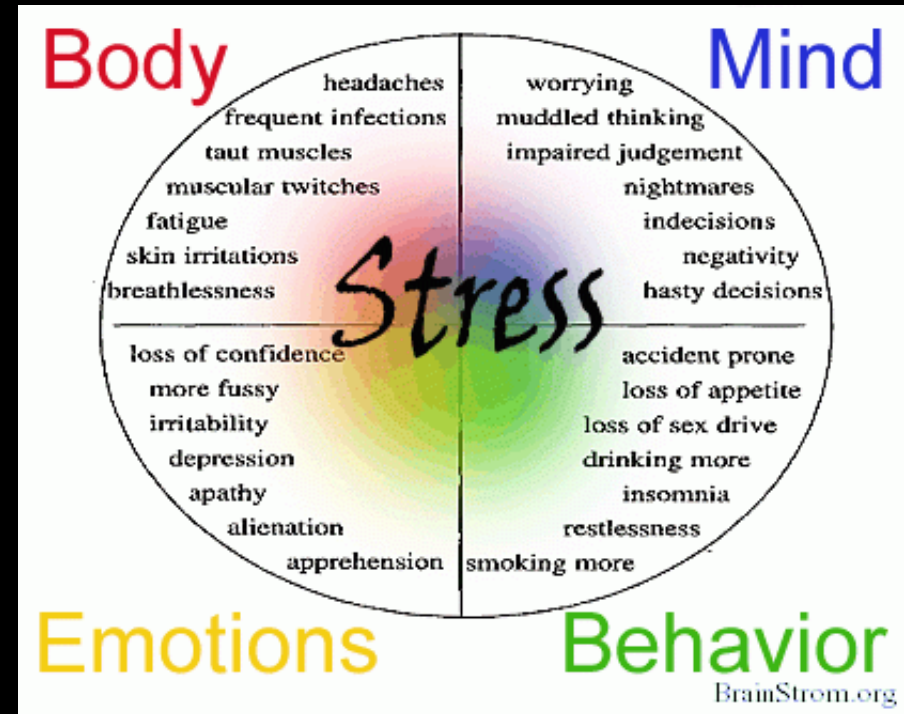
(Gauche et al., 2017)





# WORK-RELATED STRESS: THE IMPACT

- High levels of stress are reported among U.S. workers
- In 2015, for example, 65% of U.S. employees reported work as their top stressor
- In 2016, an AHA - Nielsen Employee Health Survey found that 28% of employees report that they always, almost always or very often experience stress at work
- Stressful work environments have been found to increase the likelihood of developing depression or anxiety for the first time and can lead to negative physical and mental health outcomes for individuals and organizations



(American Heart Association, 2017)

**The Holmes-Rahe Life Stress Inventory  
The Social Readjustment Rating Scale**

**INSTRUCTIONS: Mark down the point value of each of these life events that has happened to you during the previous year. Total these associated points.**

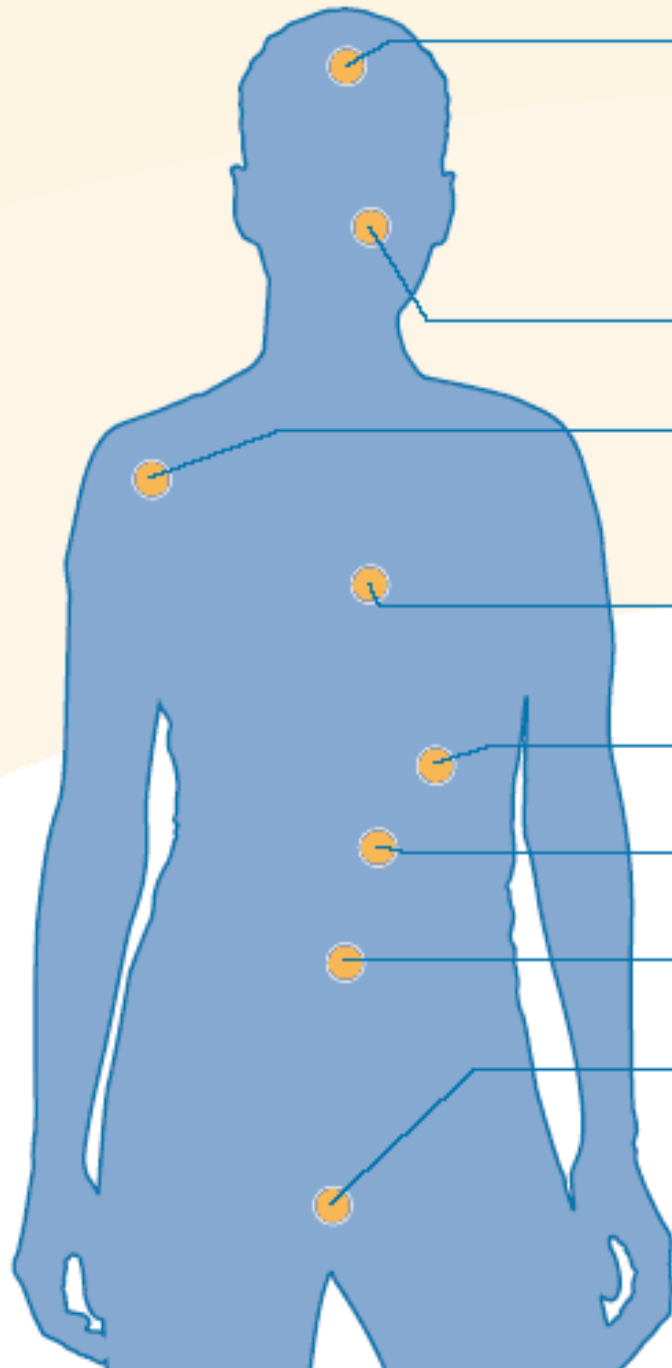
<b>Life Event</b>	<b>Mean Value</b>
1. Death of spouse	100
2. Divorce	73
3. Marital Separation from mate	65
4. Detention in jail or other institution	63
5. Death of a close family member	63
6. Major personal injury or illness	53
7. Marriage	50
8. Being fired at work	47
9. Marital reconciliation with mate	45
10. Retirement from work	45
11. Major change in the health or behavior of a family member	44
12. Pregnancy	40
13. Sexual Difficulties	39
14. Gaining a new family member (i.e.. birth, adoption, older adult moving in, etc)	39
15. Major business readjustment	39
16. Major change in financial state (i.e.. a lot worse or better off than usual)	38
17. Death of a close friend	37
18. Changing to a different line of work	36
19. Major change in the number of arguments w/spouse (i.e.. either a lot more or a lot less than usual regarding child rearing, personal habits, etc.)	35
20. Taking on a mortgage (for home, business, etc..)	31
21. Foreclosure on a mortgage or loan	30
22. Major change in responsibilities at work (i.e. promotion, demotion, etc.)	29
23. Son or daughter leaving home (marriage, attending college, joined mil.)	29
24. In-law troubles	29
25. Outstanding personal achievement	28
26. Spouse beginning or ceasing work outside the home	26
27. Beginning or ceasing formal schooling	26
28. Major change in living condition (new home, remodeling, deterioration of neighborhood or home etc.)	25
29. Revision of personal habits (dress manners, associations, quitting smoking)	24
30. Troubles with the boss	23
31. Major changes in working hours or conditions	20
32. Changes in residence	20
33. Changing to a new school	20
34. Major change in usual type and/or amount of recreation	19
35. Major change in church activity (i.e.. a lot more or less than usual)	19
36. Major change in social activities (clubs, movies,visiting, etc.)	18
37. Taking on a loan (car, tv,freezer,etc)	17
38. Major change in sleeping habits (a lot more or a lot less than usual)	16
39. Major change in number of family get-togethers ("")	15
40. Major change in eating habits (a lot more or less food intake, or very different meal hours or surroundings)	15
41. Vacation	13
42. Major holidays	12
43. Minor violations of the law (traffic tickets, jaywalking, disturbing the peace, etc)	11

**Now, add up all the points you have to find your score.**

**150pts or less** means a relatively low amount of life change and a low susceptibility to stress-induced health breakdown.

**150 to 300 pts** implies about a 50% chance of a major health breakdown in the next 2 years.

**300pts or more** raises the odds to about 80%, according to the Holmes-Rahe statistical prediction model.



### BRAIN AND NERVES

Headaches, feelings of despair, lack of energy, sadness, nervousness, anger, irritability, increased or decreased eating, trouble concentrating, memory problems, trouble sleeping, mental health problems (such as panic attacks, anxiety disorders and depression)

### SKIN

Acne and other skin problems

### MUSCLES AND JOINTS

Muscle aches and tension (especially in the neck, shoulders and back), increased risk of reduced bone density

### HEART

Faster heartbeat, rise in blood pressure, increased risk of high cholesterol and heart attack

### STOMACH

Nausea, stomach pain, heartburn, weight gain

### PANCREAS

Increased risk of diabetes

### INTESTINES

Diarrhea, constipation and other digestive problems

### REPRODUCTIVE SYSTEM

For women-irregular or more painful periods, reduced sexual desire. For men-impotence, lower sperm production, reduced sexual desire

### IMMUNE SYSTEM

Lowered ability to fight or recover from illness

Employees who experience high levels of stress are more likely to engage in unhealthy lifestyle behaviors such as alcohol and substance abuse (American Heart Association, 2017)



<https://www.primarycarenetwork.org/2017/11/28/recognition-management-substance-abuse-primary-care/>

## STRESS OR BURNOUT?

# STRESS vs BURNOUT

Overengagement •

Reactive or over reactive emotions •

Sense of urgency and hyperactivity •

Lost or diminished energy •

Leads to anxiety •

Physically tolling •



• Disengagement

• Blunted or distant emotions

• Sense of helplessness

• Motivation is lost or diminished

• Leads to feeling depressed

• Emotionally tolling

# BURNOUT

- Burnout is a psychological syndrome emerging as a *prolonged response to CHRONIC stressors on the job*
- Burnout includes three key dimensions of this response which are:
  - ❖ an overwhelming exhaustion
  - ❖ feelings of cynicism and detachment from the job
  - ❖ a sense of ineffectiveness and lack of accomplishment



(Maslach & Leiter, 2016)

# BURNOUT: AN OCCUPATIONAL PHENOMENON

- The World Health Organization (WHO) for the first time classified *burnout as an “occupational phenomenon”* in the eleventh revision of the International Classification of Disease

(W.H.O., 2019)



# beware

## OF EMPLOYEE BURNOUT

burnt-out employees  
COST AN ESTIMATED

**\$125–  
\$190B**  
a year

in health care  
spending in the U.S.

**23%**  
more likely  
to visit the  
emergency room

**13%**  
LOWER  
CONFIDENCE  
IN PERFORMANCE

**63%**  
MORE LIKELY  
to take a sick day

**50%**  
less likely  
to discuss  
performance goals  
with their manager

**2 OUT  
OF 3**  
FULL-TIME WORKERS  
experience  
burnout  
on the job







**BUILD RESILIENCE**

**MANAGE STRESS**

# RESILIENCE

- being able to *bounce back* from setbacks
- and to *keep going* in the face of tough demands and difficult circumstances
- including the *enduring strength* that builds from *coping well* with challenging or stressful events

Hey, you.  
Don't give up,  
okay?

<https://www.pinterest.com/pin/362962051218090546/>

A set of learnable skills that *mitigate* the experience of stress and *speed* productive responses when setbacks occur

(Pulla et al., 2012)



# What is resilience?



## RESILIENCE:

The ability to  
**WITHSTAND**,  
**RECOVER** and **GROW**  
in the face of stressors  
and changing demands<sup>5</sup>

### WITHSTAND:

deal with a  
challenge



### RECOVER:

**bounce back**  
(including to levels  
better than  
pre-stressor levels)



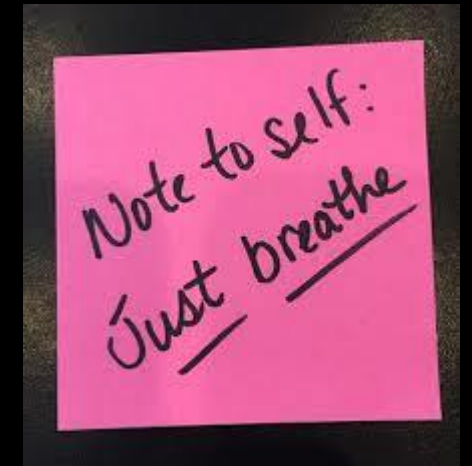
### GROW:

Thrive in  
the face of  
adversity



**Bouncing back after stressful situations** is a helpful skill for a thriving workforce

- Building resilience among individuals and groups may equip them with the capacity to cope with these stressors, including developing protective factors against the negative effects of stress
- In the context of workplace health, they may improve ability to cope with, and recover from negative workplace stressors



(American Heart Association, 2017)

Leveraging  
resilience to  
promote  
Occupational  
Health



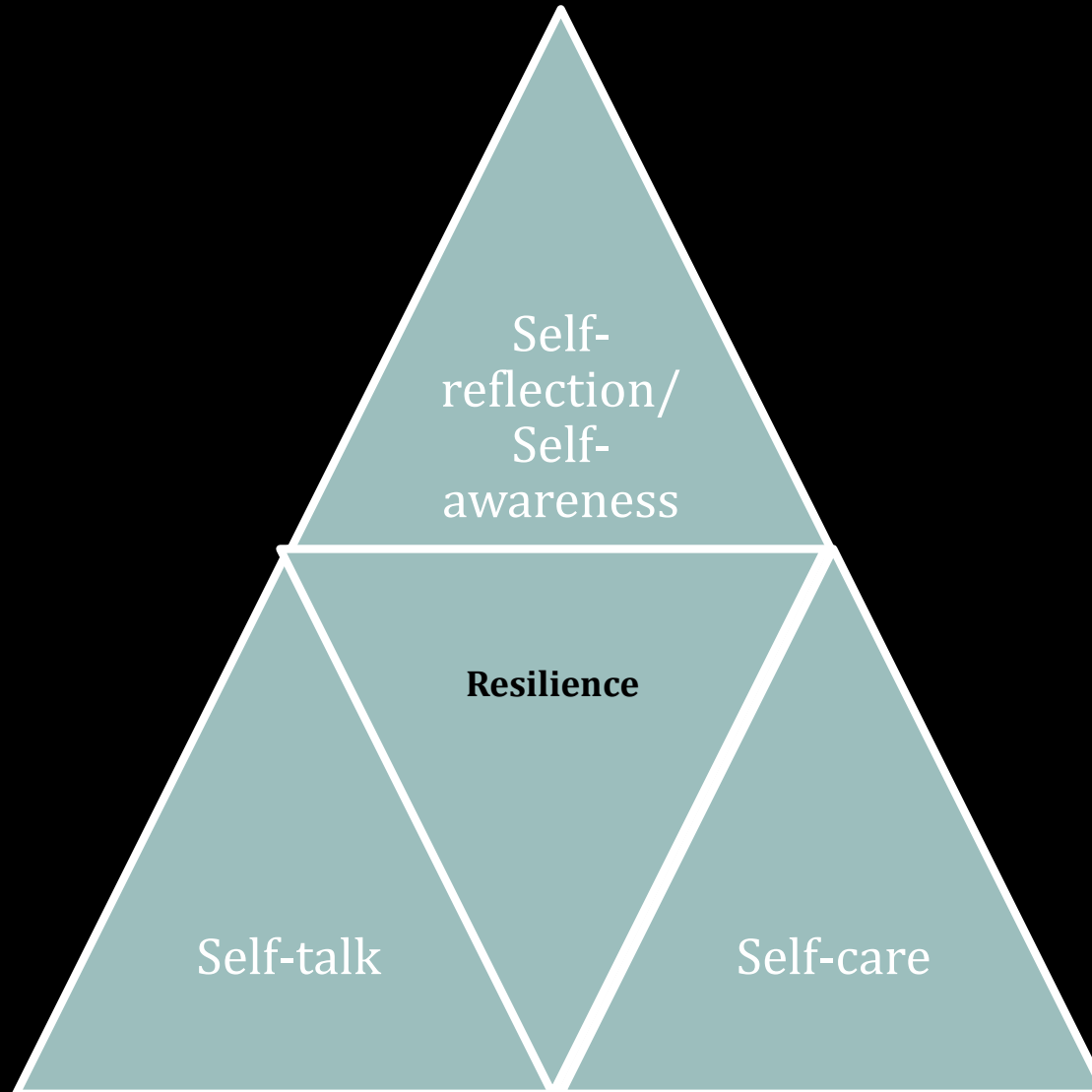
## MICRO SOCIAL WORK: RESILIENCE WORK WITH INDIVIDUAL PATIENTS

- Work-related illness/injury is in itself can be extremely stressful/challenging:
  - ❖ Complexity
  - ❖ Stigma
  - ❖ Financial distress
  - ❖ Legal system
  - ❖ Pain/illness
  - ❖ Functional limitations
  - ❖ Comorbid mental health diagnoses (PTSD, depression, anxiety, etc.)

**Workers'  
Compensation  
Board**



# RESILIENCE WORK WITH INDIVIDUAL PATIENTS



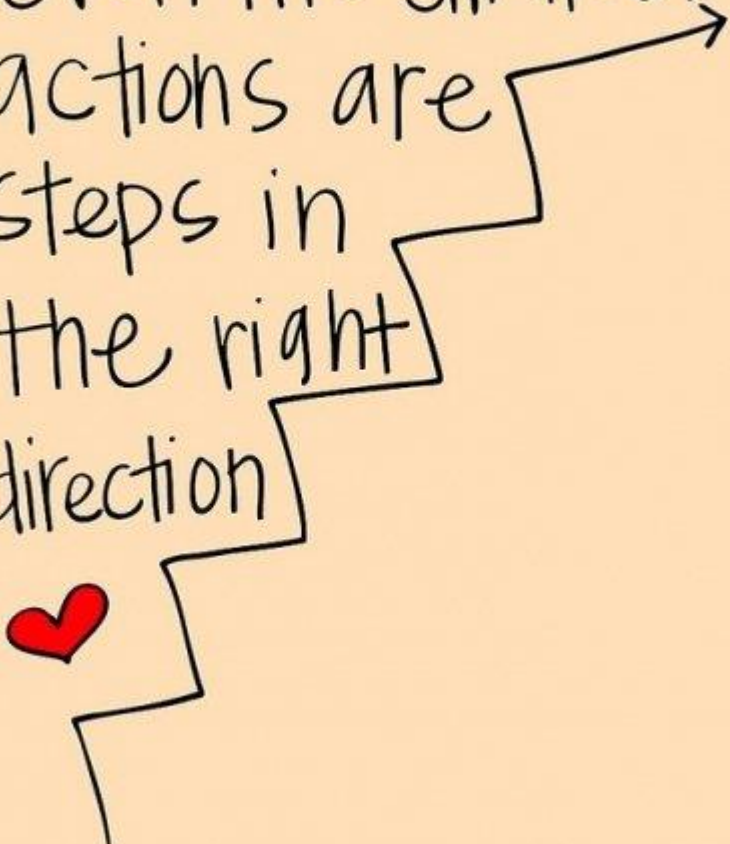


## BUILDING RESILIENCE: WITH INDIVIDUAL PATIENTS

- Building resilience is a *personal journey*
- There is NOT a “one size fits all” resilience model
- Culture informs which resilience approach/activities work best

(Comas-Diaz et al., 2016)

even the smallest  
actions are  
steps in  
the right  
direction

A hand-drawn illustration of a staircase with a red heart at the base, symbolizing a personal journey. The staircase is drawn with simple black lines, and the heart is a solid red color. The text is written in a casual, handwritten style.

## MEZZO/MACRO SOCIAL WORK: TEACHING RESILIENCE

- Among US employers, resilience training is one of fastest growing interventions offered to employees
- Specifically, resilient employees have the ability to apply these positive mental skills—which include emotion control, optimism, self-efficacy, and problem-solving—to remain psychologically robust when faced with challenges or adversity, diminishing the negative effects of stress



# RESILIENCE LITERATURE

- The resilience literature suggests that resilience training programs in the workplace have low to moderate, but statistically significant, effects on a broad range of physical, mental health, well-being, psychosocial and work performance outcomes

\*\*More research is needed to better understand how effective resilience training programs are in specific workplace settings.

(American Heart Association, 2017)



# EMPLOYEE RESILIENCE AND IMPORTANT WORK-RELATED OUTCOMES

- A growing body of evidence connects employee resilience with important work-related outcomes
  - Resilience is associated with
    - lower levels of perceived stress
    - higher job satisfaction
    - fewer stress-related symptoms (such as chronic pain, headaches, and poor sleep quality)

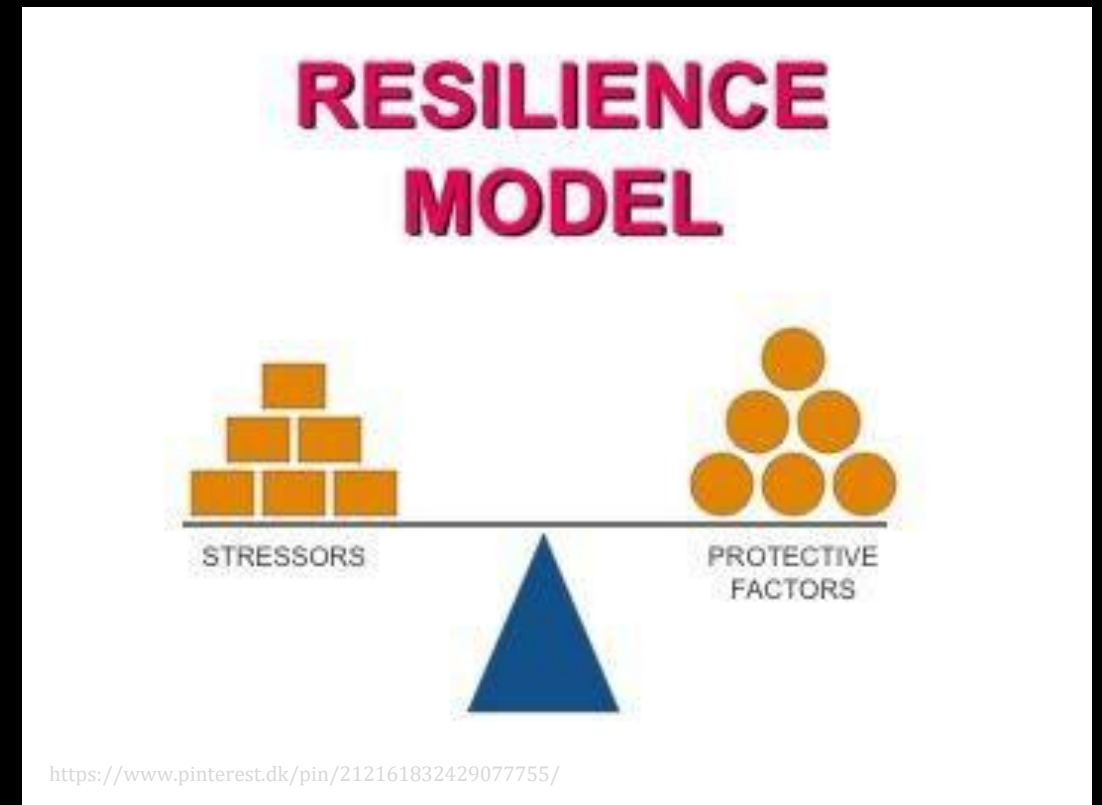
(Smith et al., 2018)



# EMPLOYEE RESILIENCE AND IMPORTANT WORK-RELATED OUTCOMES

- Higher resilience also corresponds to
  - higher levels of productivity
  - fewer absences
  - a lower likelihood of quitting
- Resilience is protective against high-strain jobs
  - where workers face greater stress from high demands and lower job discretion

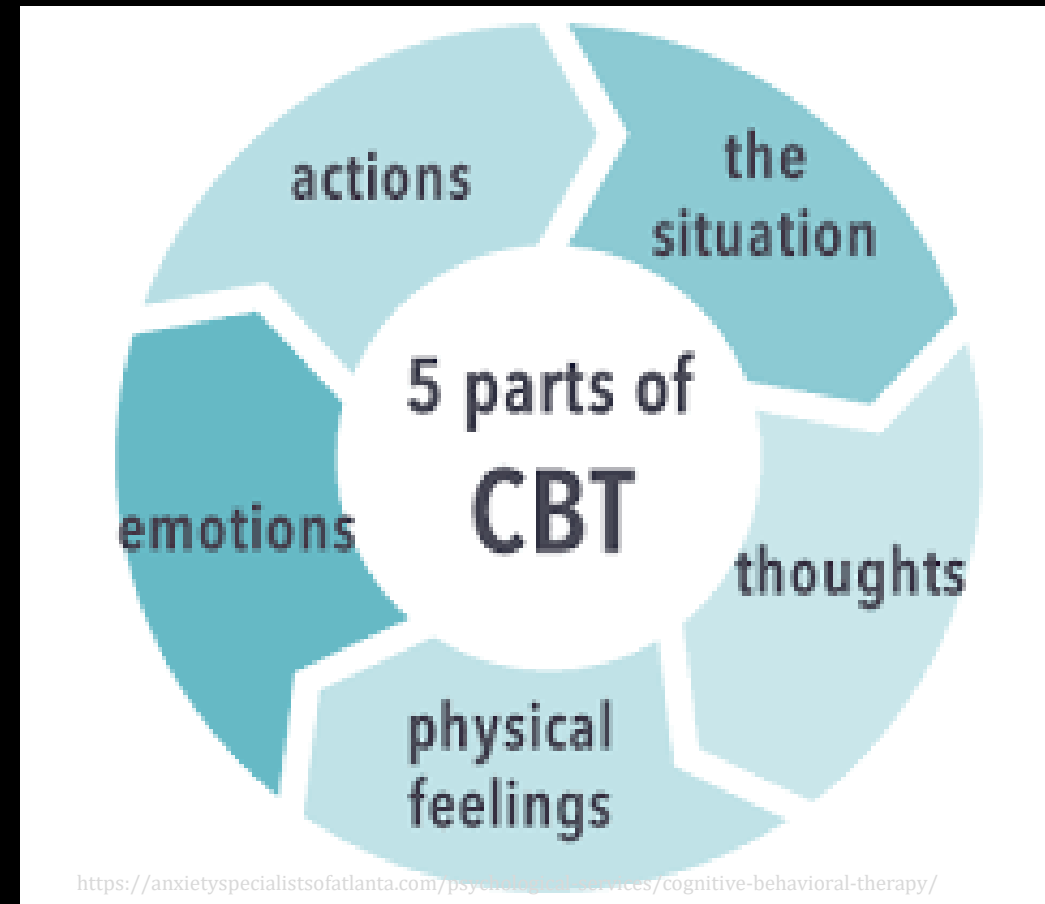
(Smith et al., 2018)



# INTERVENTIONS TO ENHANCE RESILIENCE IN THE WORKPLACE

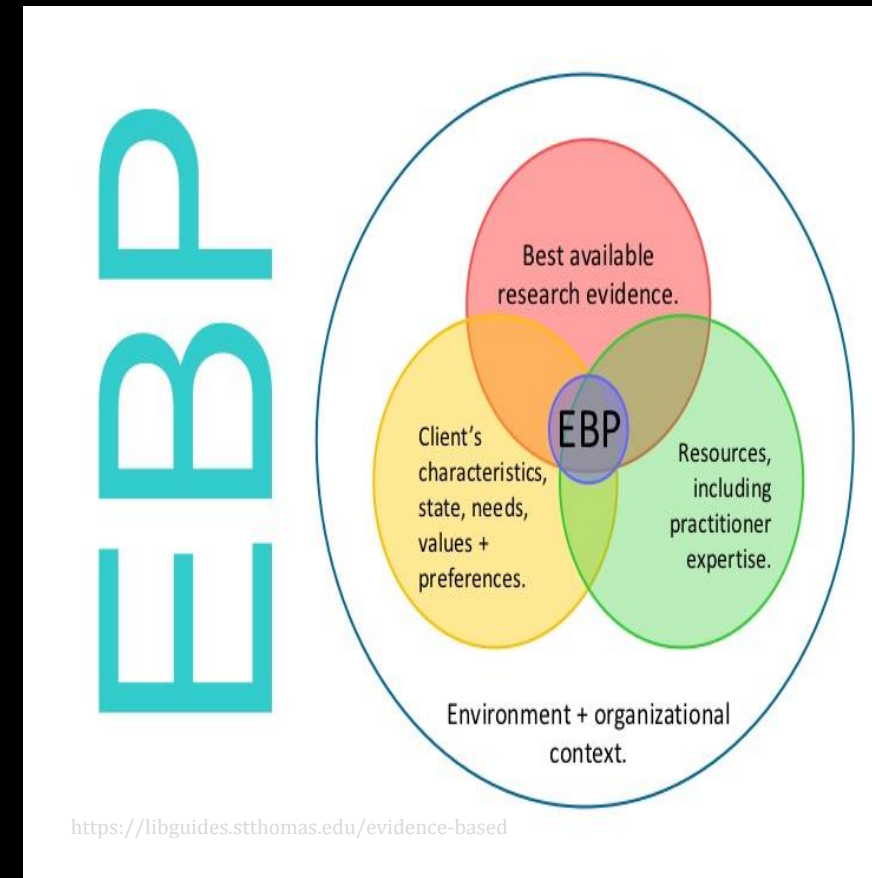
- Resilience training has been found to have a positive impact on various mental health and subjective well-being outcomes (e.g., lower stress, depression, negative affect) in employees (Robertson et al., 2014)
- Within supportive healthcare organizations, CBT has potential to provide staff with the skills to recognize signs of stress in themselves and the skills to act early to prevent stress from escalating, and thereby empowering staff to make choices about how they respond in stressful healthcare workplace settings

(Strauss et al., 2018)



# INTERVENTIONS TO ENHANCE RESILIENCE IN THE WORKPLACE

- Several studies have examined the benefits of resilience training among various specific work groups
- An important limitation in the resilience literature is that no single accepted theoretical framework or consensus statement exists to guide the development or application of these programs
- A number of recent reviews have highlighted the growing body of research supporting the benefits of resilience training in the workplace for mental health and well-being
- Resilience interventions based on a combination of CBT and mindfulness techniques appear to have a positive impact on individual resilience



# RESILIENCE TRAINING

- Resilience based interventions emphasize the strengths within individuals to persevere and recover through environmental, physical or emotional stress  
(Zautra et al., 2010)
- Researchers and employers have been using resilience based programs to improve health and performance outcomes in the workplace  
(Mistretta et al., 2018)





# THE RESILIENCY PROJECT: ADDRESSING WORK-RELATED STRESS IN LONG-TERM CARE

- The Resiliency Project is a collaboration between the Finger Lakes Occupational Health Services (FLOHS) and the Occupational Health Clinical Center (OHCC). We serve the occupational health needs of 31 counties of New York State and are funded by a grant administered through the New York State Department of Health



OCCUPATIONAL HEALTH SERVICES

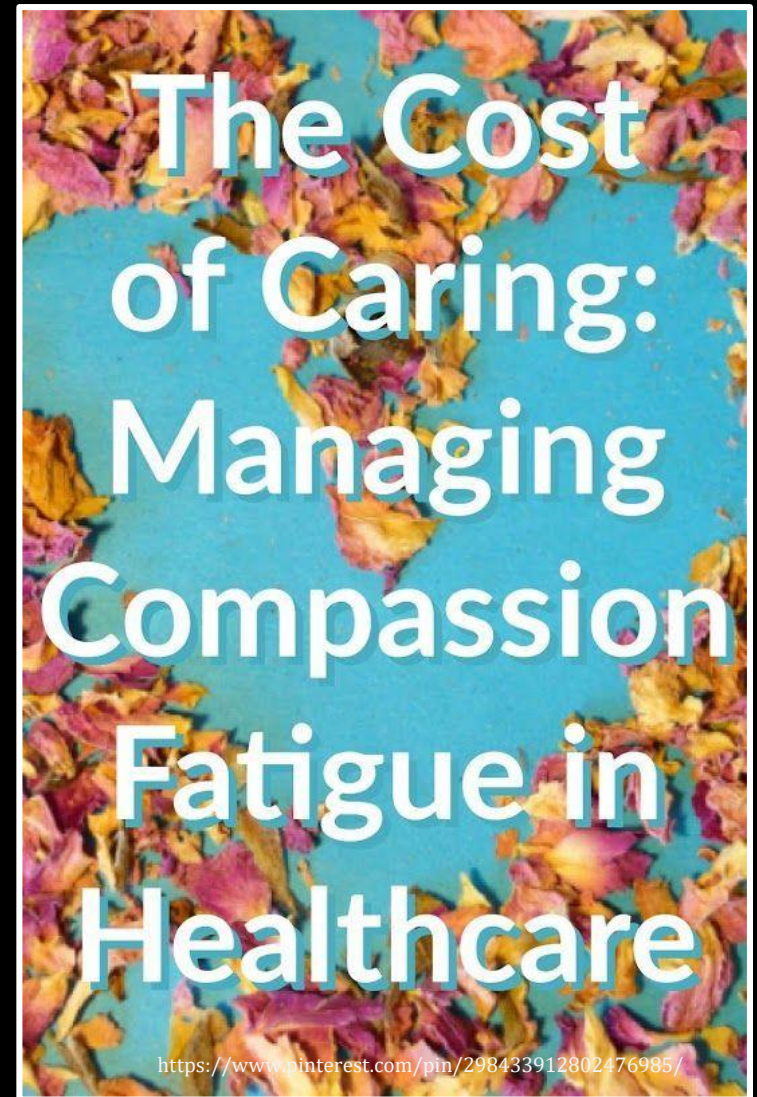
THE RESILIENCY PROJECT:  
ADDRESSING WORK-RELATED STRESS IN  
LONG-TERM CARE

Why focus on healthcare workers  
in long-term care?

## WORK-RELATED STRESS IN HEALTHCARE

Healthcare can:

- ❖ Be physically demanding
- ❖ Be emotionally demanding
- ❖ Expose workers to trauma
- ❖ ***Compassion Fatigue is the emotional remains or strain of exposure to working with those that are suffering***



# HEALTH CARE WORKER BURNOUT

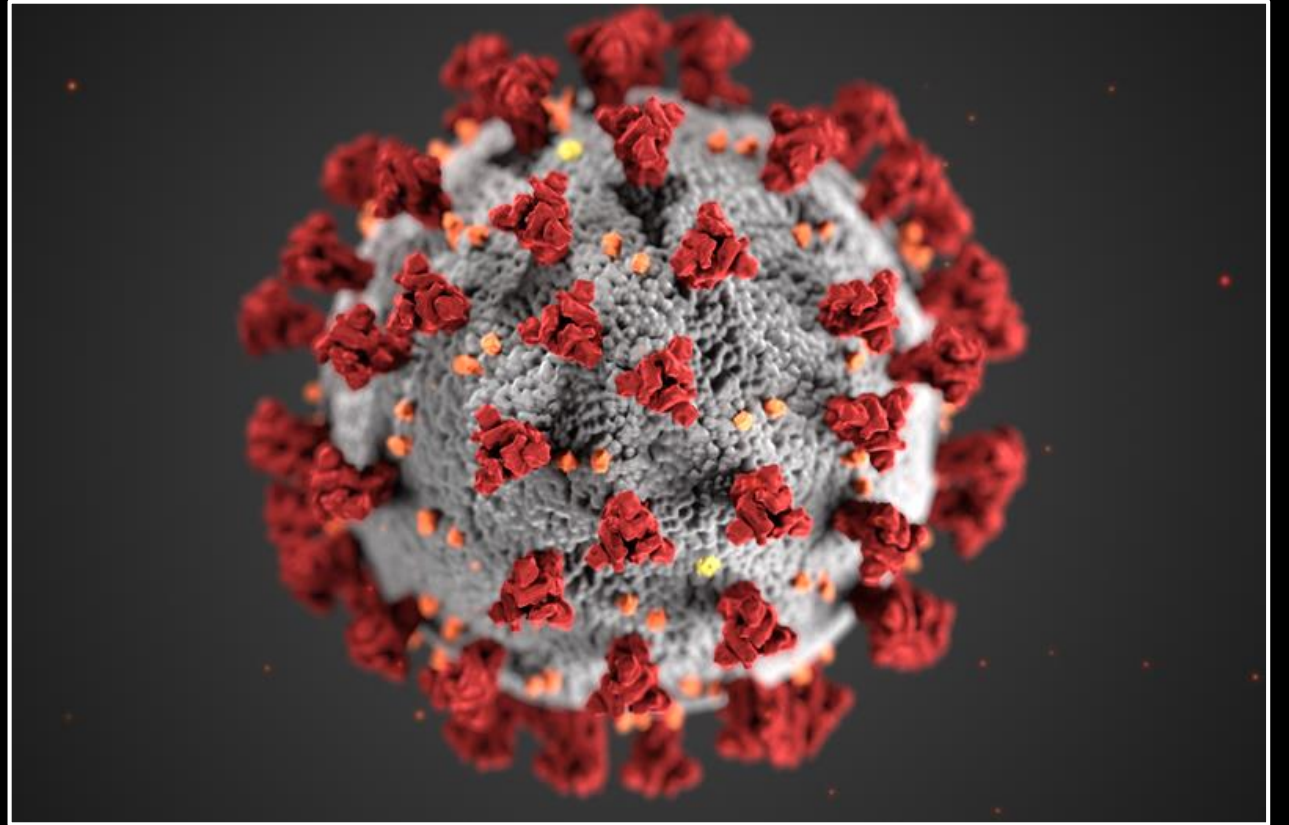
- Healthcare worker (HCW) burn-out has reached a critical level
- High rates of healthcare worker (HCW) burn-out have led many to label it an 'epidemic' urgently requiring interventions

(Sexton & Adair, 2019)



<https://www.travelagentcentral.com/your-business/spear-travel-group-creates-giveaway-for-healthcare-professionals>

COVID-19 HAS BEEN  
A SOURCE OF  
UNEXPECTED STRESS  
AND ADVERSITY



# COVID-19 AND THE LONG-TERM CARE WORKER

- The physical, emotional and psychosocial strains on the long-term care worker are abundant
- workers have faced unprecedented demands during the Coronavirus pandemic.



## Why Is Resilience Important?



<http://daily-work.org/developing-resilience/why-is-resilience-important/>

Promoting resilience among health care workers can be considered an approach to address *the higher than average levels of workplace stress*

(Cleary & Kornhaber, 2015)

## THE RESILIENCY PROJECT: ADDRESSING WORK-RELATED STRESS IN LONG-TERM CARE

*The Resiliency Project seeks to work with long-term care facilities in our communities to:*

- 1) stimulate individual coping skills***
- 2) workplace level culture shifts***
- 3) improvements in leadership***

***to improve the conditions at work and reduce risks to occupational health for “essential” care workers in Central New York and the Finger Lakes Region during the coronavirus pandemic and beyond.***



## THE RESILIENCY PROJECT: GOALS

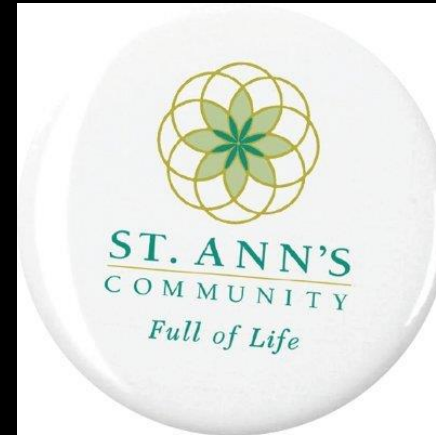
- To prevent occupational illness and injury for "at risk" care workers in skilled nursing facilities
- To increase health care access for excluded workers, including occupational health services
- To promote better work statuses, arrangements, and conditions in our region



# WORKSHOPS: VIA ZOOM

LATE FALL 2020

- St. Ann's Community:
  - workshop #1: 32 workers reached



- SEIU:
  - workshop #1: 4 workers reached
  - workshop #2: 7 workers reached



- St. John's:
  - Had 2 workshops scheduled but needed to cancel due to staffing issues *\*\* (they would like to hopefully reschedule in 2021)*

# A brief walk through the training.....



# THE FOUNDATIONS OF RESILIENCE

Self-  
reflection/  
awareness



Self-talk



Self-care





# SELF-REFLECTION

Is the process of  
examining and  
understanding what  
you think



- ❖ Makes us more aware of our own thinking and emotions
- ❖ Gives us space to process these thoughts and emotions
- ❖ Can help us focus on what is important in life
- ❖ Can inform action as opposed to running on “auto pilot”
- ❖ Can provide protection from stress and burnout

**Self-awareness** is the ability to see yourself *clearly and objectively* through reflection and introspection.



**Research suggests that when we see ourselves CLEARLY we are**

- more confident
- more creative
- Aware of our values and our strengths & weaknesses
- make sounder decisions
- build stronger relationships; Strengthen work and personal relationships by managing emotions
- communicate more effectively
- are more receptive to constructive feedback



**Learning to be self-reflective and self-aware takes practice**

**I can be changed by what happens to me. But I refuse to be reduced by it.**

**~ Maya Angelou**





## SELF-TALK

- Talk or thoughts directed at oneself
- Self-talk can be both *negative and positive*
- It can be encouraging
  - and it can be distressing

Don't  
think  
too much.

you'll create a  
problem that  
wasn't even there  
in the first place.

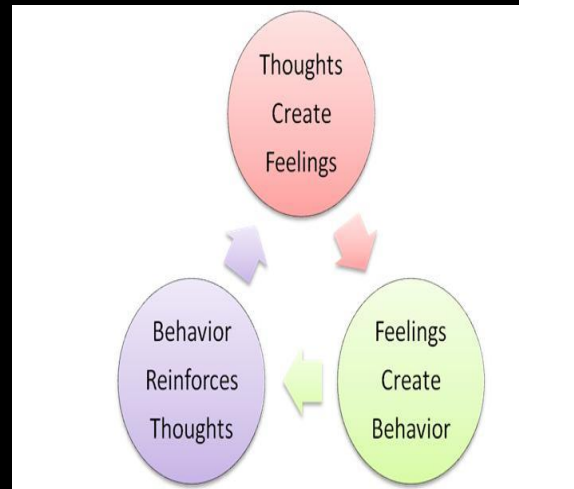
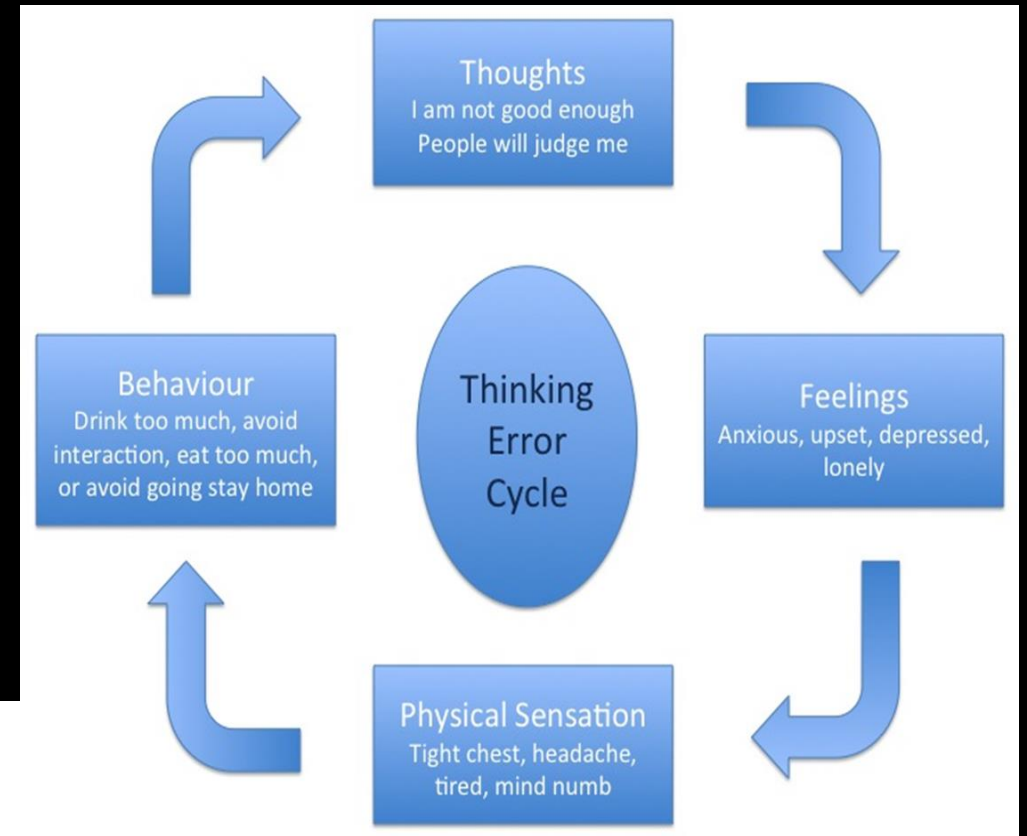
<https://www.pinterest.com/pin/310678074271735916/>

‘YOU CANNOT ALWAYS CONTROL  
WHAT GOES ON OUTSIDE,  
BUT YOU CAN ALWAYS CONTROL  
WHAT GOES ON INSIDE...’



# NEGATIVE SELF-TALK

Negative thoughts can create the emotional states of *fear, anger, anxiety, guilt, shame, or regret*



# STOPPING NEGATIVE SELF-TALK

## 1. Awareness

- Catch yourself thinking a negative thought

## 2. Act

- Take the thought captive- stop it in its tracks

## 3. Replace

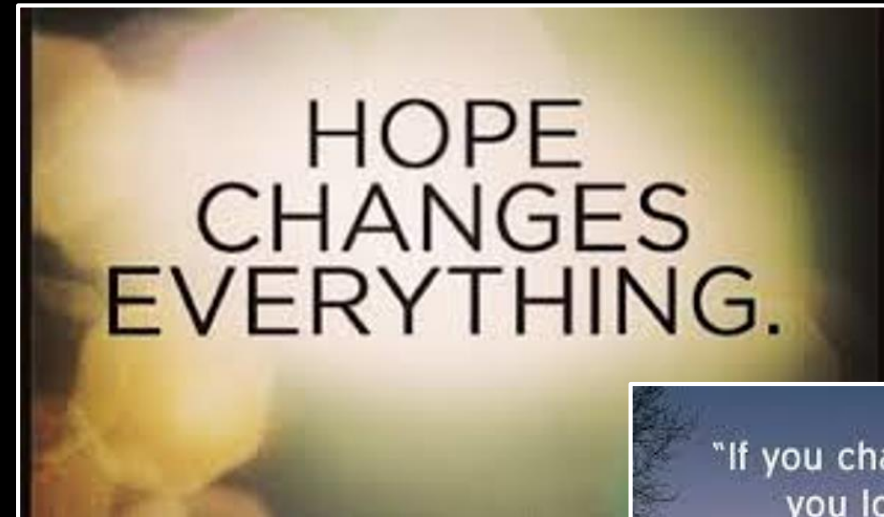
- Replace the thought with an alternative healthier thought (be intentional)



<https://medicinerevived.com/need-to-stop-negative-self-talk-4-tips-to-use-today/>

# RESILIENT SELF-TALK.....

- Avoids seeing crises as an insurmountable problems
- Accepts that change is part of living
- Nurtures a positive view of self
- Keeps things in perspective
- Maintains a hopeful outlook



Monitoring and,  
when needed,  
changing your  
self-talk  
*takes practice*



# SELF-CARE

The practice of taking action to preserve or improve one's own health



- ❖ *No one size fits all self-care model*
- ❖ *Includes body, mind, & spirit*

# SELF-CARE

- Nutrition
- Sleep
- Exercise
- Breathing techniques
- Mindfulness
- Spirituality
- Purpose
- Connection
  - Social support
  - Volunteering
- Healthy Boundaries
- Gratitude
- Outside help
- Self-care toolkit

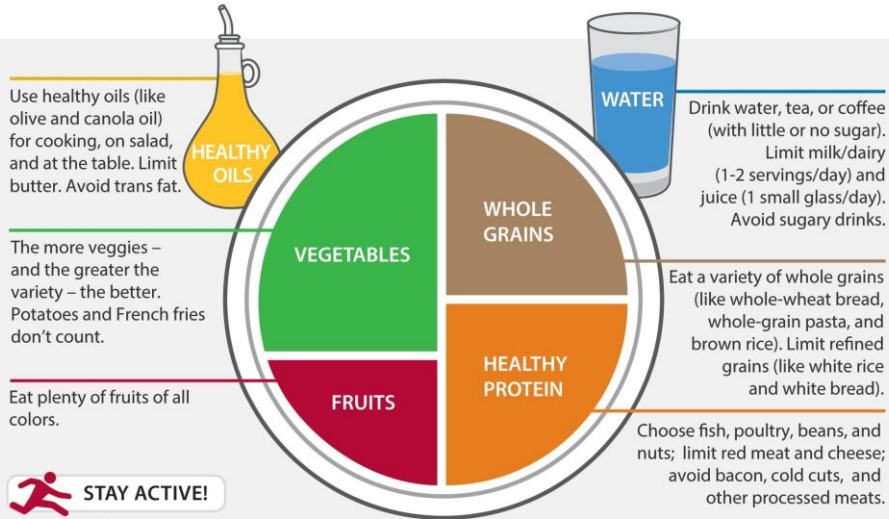




# SELF-CARE

## Nutrition

### HEALTHY EATING PLATE



**STAY ACTIVE!**

© Harvard University

Harvard T.H. Chan School of Public Health  
The Nutrition Source  
[www.hsph.harvard.edu/nutritionsource](http://www.hsph.harvard.edu/nutritionsource)

Harvard Medical School  
Harvard Health Publications  
[www.health.harvard.edu](http://www.health.harvard.edu)

## Sleep



*Healthy adults need between 7 to 9 hours of sleep*

## Exercise

### 50 REASONS to exercise

01. Lifts your mood
02. Improves learning abilities
03. Builds self-esteem
04. Keeps your brain fit
05. Keeps your body fit & able
06. Boosts mental health
07. Boosts your immune system
08. Reduces stress
09. Makes you feel happier
10. Has anti-ageing effects
11. Improves skin tone and colour
12. Improves sleeping patterns
13. Helps prevent strokes
14. Improves joint function
15. Improves muscle strength
16. Alleviates anxiety
17. Sharpens memory
18. Helps to control addictions
19. Boosts productivity
20. Boosts creative thinking
21. Improves body image
22. Gives you confidence
23. Helps you keep focused in life
24. Improves eating habits
25. Increases longevity
26. Strengthens your bones
27. Strengthens your heart
28. Improves posture
29. Prevents colds
30. Improves appetite
31. Improves cholesterol levels
32. Lowers risk of (certain) cancers
33. Lowers high blood pressure
34. Lowers risk of diabetes
35. Fights dementia
36. Eases back pain
37. Decreases osteoporosis risk
38. Reduces feelings of depression
39. Prevents muscle loss
40. Increases energy and endurance
41. Increases sports performance
42. Increases pain resistance
43. Improves balance and coordination
44. Improves oxygen supply to cells
45. Improves concentration
46. Helps with self-control
47. Lessens fatigue
48. Increases sex drive & satisfaction
49. Makes life more exciting
50. Improves Quality of Life



<https://www.pinterest.com/pin/6079866369663>

# DEVELOP A SELF-CARE TOOLKIT

## *Sensory components*

- **For touch-** a soft blanket or take a warm bath
- **For taste-** a favorite snack or drink
- **For sight-** a picture of loved ones or from a fun vacation, go for a walk and take in the sights
- **For hearing-** make a playlist of your favorite songs
- **For smell-** a scented candle or essential oil diffuser; flowers



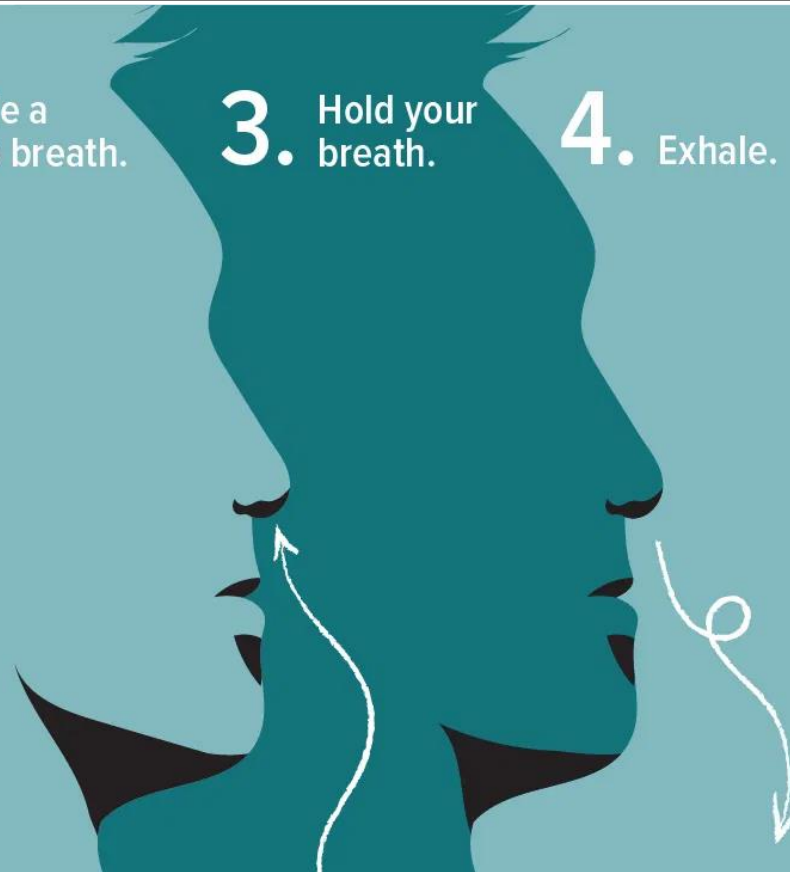
# SELF-CARE: BREATHING TECHNIQUES

**1.** Sit or stand with your elbows slightly back.

**2.** Inhale a deep breath.

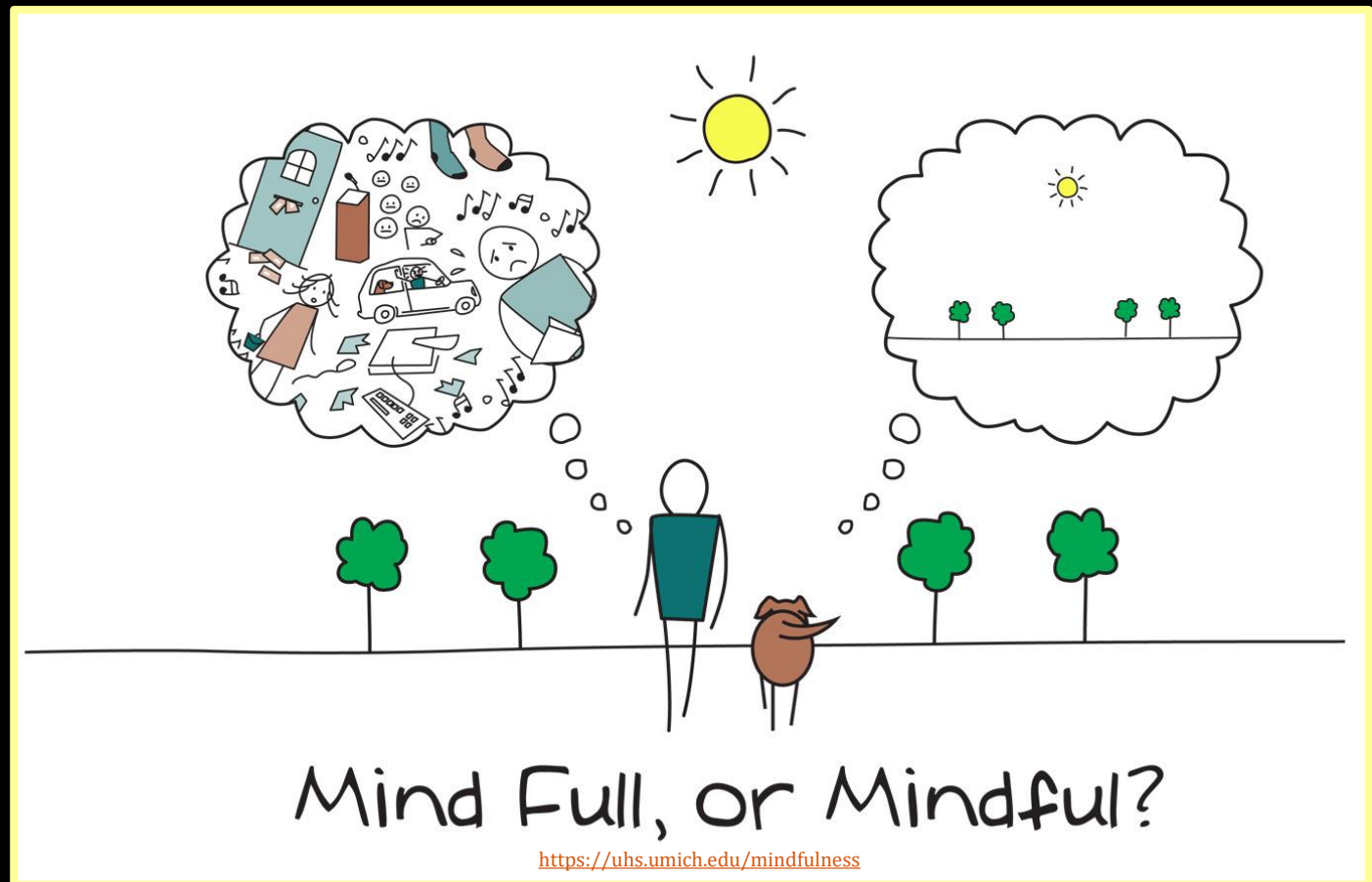
**3.** Hold your breath.

**4.** Exhale.



# MINDFULNESS

Getting out of your head and being constantly aware of your surroundings, can help you experience *less stress*



# SPIRITUALITY

- The personal quest for understanding answers
  - to ultimate questions about life, about meaning, and about relationship to the sacred or transcendent, which may (or may not) lead to or arise from the development of religious rituals and formation of community

(Koenig et al., 2001)

## Spiritual Wellness

- The spiritual component of wellness provides meaning and direction in life and enables you to grow, learn, and meet new challenges.



<https://slideplayer.com/slide/7599697/>



**Pur • pose**

(Noun): the reason for which something is done or created or for which something exists.

<https://www.managers.org.uk/insights/news/2019/april/how-to-define-your-business-purpose>

## CONNECTION

- ❖ **Social Support:**  
Close, healthy relationships with good family & friends are important

Numerous studies point to social support as *essential for maintaining physical and psychological health*

## CONNECTION

- ❖ In the form of giving and receiving; assisting others can also benefit the “helper”
- ❖ Involvement in faith-based or civic organizations

WE MAKE A  
LIVING BY  
WHAT WE GET,  
BUT WE MAKE A  
LIFE BY  
WHAT WE GIVE.

~WINSTON CHURCHILL





# HEALTHY BOUNDARIES

- Guidelines, rules or limits that a person creates to identify for themselves what are reasonable, safe and permissible ways for other people to behave around them and how they will respond when someone steps outside those limits

(outofthefog.net)

## *Signs of Healthy Boundaries*

- Able to say, "No." without apologies or feeling guilty.
- Saying "Yes" **only** when you totally agree.
- Not allowing someone to manipulate your decisions.
- Knowing who you are, what you like, and what you believe.
- Standing up for your values and standards.
- Being treated as an equal decision maker with equal value.
- Feeling safe to express your differing opinion.
- Asking for what you want or what you need.
- Being in tune with your own feelings and emotions.
- Being responsible for your own feelings, and happiness.
- Not taking responsibility for someone else's feelings or unhappiness.
- Giving yourself permission to rest and take care of yourself before you do for others.
- Feeling safe to set limits on your own time, money, and energy, because it's what is best for you and your goals.
- Having activities and time to yourself to do what you like.

<https://in.pinterest.com/pin/222857881541519603/>

# GRATITUDE

- Gratitude has one of the strongest associations with better mental health and well-being of any personality trait
- even more than hope, optimism, or compassion

(Emmons & Stern, 2013)





PRACTICE MAKES  
PROGRESS

## SEEKING OUTSIDE HELP

**Sometimes seeking outside help can be part of a stress resilience plan**

- Counseling (EAPs, counselors, etc.)
- Spiritual mentors
- Support groups



<https://arizonaaddictioncenter.org/the-benefits-of-support-groups/>

A graphic with a blue background. On the left, the text "Your EAP Is..." is written in large, white, bold letters. On the right, there are four green, rounded rectangular buttons stacked vertically, each with white text: "SUPPORTIVE", "EFFECTIVE", "VOLUNTARY", and "CONFIDENTIAL". At the bottom of the graphic, there is a small URL: <https://www.mcpsva.org/Page/2505>.

# PLANNING FOR RESILIENCE AND MEASURING YOUR PROGRESS





<https://www.womenshealthmag.com/life/a22500573/questions-to-ask-to-get-to-know-someone/>

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