

**ROBERT L. KAROL, PH.D., L.P., ABPP-RP, CBIST**

**KAROL NEUROPSYCHOLOGICAL  
SERVICES & CONSULTING**

**ADDRESSING  
PROFESSIONAL  
BURNOUT/COMPASSION  
FATIGUE WHILE WORKING  
WITH PERSONS WITH BRAIN  
INJURY**

ORAL PRESENTATION AND  
ALL SLIDES © KAROL 2018

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THANK YOU

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### PURPOSE

PARTICIPANTS WILL BE ABLE TO:  
DESCRIBE THE NATURE OF BURNOUT & COMPASSION FATIGUE  
EXPLAIN SYSTEM ISSUES THAT CONTRIBUTE  
UNDERSTAND THE FACTORS THAT CONTRIBUTE  
EXPLAIN STEPS TO TAKE TO AVOID OR COPE  
DESCRIBE HOW TO MAKE AN ACTION PLAN

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### EXERCISE

PLACE HEAD ON LAP  
CLOSE YOUR EYES

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DIMENSIONS OF BURNOUT

NOT DEFINING IT, BUT DESCRIBING ITS DIMENSIONS  
DEFINITIONS ENTAIL INCLUSION CRITERIA,  
BUT DIMENSIONS ARE QUALITATIVE  
ALLOW FOR MULTIPLE FORMS

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COGNITIVE SYMPTOMS

DISSATISFACTION W/RESULTS  
LACK OF PERSONAL GROWTH  
POOR CHANCE TO ADVANCE  
LITTLE SKILL ACQUISITION  
LOW PAY

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EMOTIONAL SYMPTOMS

HURT  
ANGRY  
BORED  
LONELY  
RESENTFUL  
DEPRESSED  
DISENGAGED  
DISRESPECTED

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SLOPPY  
ERRORS  
CHEMICAL USE  
LATE TO WORK  
FAMILY DISCORD  
LACK OF EFFORT  
AVOID ASSIGNMENTS  
POOR COMMUNICATION  
COMPLAINING TO CO-WORKERS

BEHAVIORAL SYMPTOMS

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BURNOUT IS MULTI-DIMENSIONAL

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COMPASSION FATIGUE

APATHY  
ANXIETY  
ISOLATION  
CHEMICAL USE  
HOPELESSNESS  
SLEEPLESSNESS  
NEGATIVE ATTITUDE  
DECREASED PLEASURE

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COMPASSION FATIGUE  
GIVING  
OWN TRAUMA  
PERFECTIONISTIC  
POOR COPING SKILLS  
POOR SOCIAL SUPPORT

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COMPASSION FATIGUE  
RELATES SPECIFICALLY  
TO EXPOSURE  
EXPERIENCE TAXING  
SITUATIONS WITHOUT  
RESOLUTION OR  
RECIPROCITY

ALSO CALLED  
SECONDARY  
TRAUMATIC STRESS

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VARIABLES THAT MAKE  
ESCAPING  
STRESS  
HARDER

FAMILY ISSUES  
CARE/SYSTEM ISSUES  
MEDIA

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# ACUTE ILLNESS

NORMAL ONSET TRAD CURE NORMAL  
ROLES



KAROL © 2009

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# CHRONIC ILLNESS

NORMAL ONSET TRAD CHRONIC CHRONIC CHRONIC  
ROLES



KAROL © 2009

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## DECLINING THANKS

LACK OF CUSTOMER  
SATISFACTION

LITTLE REINFORCEMENT FOR  
EFFORT

REAL SUCCESS IS WHEN PEOPLE  
ATTRIBUTE CHANGE TO  
THEMSELVES

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**CARE MODELS**

DR. KILDARE

MARCUS WELBY, M.D.

HAWKEYE PIERCE

DR. Mc DREAMY

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**INSTEAD...**

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**OR THIS  
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**THE CONTEXT  
OF HEALTHCARE**

**HARDER TO MEET  
PEOPLE'S NEEDS**

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**WHEN YOU ARE NECK HIGH IN  
ALLIGATORS IT IS HARD TO  
REMEMBER YOU WERE SENT  
TO DRAIN THE SWAMP**

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**COMPASSION FATIGUE**

**MEDIA EFFECT**

**INCREASES EXPOSURE  
TO  
TRAUMATIC EVENTS**

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PROFESSIONALS DIAGNOSE  
DEPRESSION, ANGER, ANXIETY  
IN OTHERS

CAN'T/DON'T/WON'T ASSESS OUR  
OWN EMOTIONAL STATE

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TOP TEN REASONS THAT CONTRIBUTE ...

WHAT TO WATCH FOR  
WHAT TO DO

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## MONEY

FEELINGS OF DIS-  
SATISFACTION CAN BE  
MADE WORSE BY LOW  
PAY

PEOPLE WRONGLY  
BELIEVE THAT MONEY  
WILL BE PREVENTATIVE

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## SUGGESTIONS...

MANTRA NOWADAYS IS  
MONEY WON'T MAKE  
EMPLOYEES HAPPY  
IT IS OK TO WANT MONEY  
SURVEY FIELD  
IF MONEY IS NOT GOING TO  
INCREASE, THEN HOW  
IMPORTANT IS IT TO YOU:  
ACT OR ACCEPT

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## PHYSICAL NEEDS

LACK OF RESOURCES  
CAUSES FRUSTRATION

PHYSICAL PLANT DESIGN  
EQUIPMENT  
SUPPLIES

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## SUGGESTIONS...

KNOW RESOURCES AND  
BUDGETS  
HOW TRANSLATES INTO  
REVENUE  
THINK LONG TERM

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## MEANINGFUL WORK

WORK NOT CREATE PRIDE  
NOT SEEKING TO HAVE A  
PURPOSE

DOESN'T MATTER HOW HIGH-LEVEL THE JOB

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## SUGGESTIONS...

INTERNAL DRIVE  
STATE IS  
IMPORTANT  
PRIDE COMES  
FROM HOW  
YOU VIEW  
YOURSELF  
BUT...

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## SUGGESTIONS...

SEE THE LINKS BETWEEN  
YOUR TASK AND  
WORTHWHILE WORK

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**SUGGESTIONS...**

**SEE THE LINK  
BETWEEN YOUR TASK  
AND WORTHWHILE WORK**

See book by  
Blanchard & Bowles  
Gung Ho!  
ISBN 0-688-15428-X

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**LISTENED TO BY OTHERS**

**DECISIONS NOT GOING YOUR  
WAY TAKEN TO IMPLY NOT  
BEING HEARD  
MECHANISMS FOR  
COMMUNICATION AND  
ACTION ARE UNCLEAR**

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**SUGGESTIONS...**

**HOW DOES YOUR  
ORGANIZATION  
COMMUNICATE  
WHO GETS HEARD  
AND WHY  
HAVE YOU BEEN  
HEARD AND  
DISAGREED WITH?  
WHY?  
PREPARE FOR NEXT  
TIME.**

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**SUGGESTIONS...**

**DEVISE HOWTO  
ACHIEVE YOUR WORK  
AND BE HEARD**

See book by Blanchard & Bowles:  
Gung Ho!  
ISBN 0-688-15428-X

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**SUGGESTIONS...**

KNOW HOW PEOPLE  
SUCCEED AT CHANGE

**AWARENESS OF NEED TO  
CHANGE**

**DESIRE TO PARTICIPATE IN  
CHANGE [CONSEQUENCES]**

**KNOWLEDGE ABOUT HOW TO  
CHANGE [SKILLS]**

**ABILITY TO CHANGE  
[BARRIERS TO ACTION]**

**REINFORCED TO KEEP THE  
CHANGE**

See books: Hiatt & Creasey:  
Change Management  
1-930885-18-0  
and  
Hiatt: ADKAR 978-1930885509

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**ENCOURAGEMENT**

**NOT GETTING  
ACKNOWLEDGEMENT**

HUMANS CRAVE ACKNOWLEDGEMENT

**WORK TOO OFTEN  
FOCUSES ON  
PROBLEMS NOT  
SUCCESSES**

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## ENCOURAGEMENT

The number one reason  
people leave their jobs is  
that they don't feel  
appreciated

65% of Americans received  
no recognition in the  
workplace in a year

See book by Rath & Clifton:  
How Full Is Your Bucket?  
ISBN 1-59562-003-6

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## SUGGESTIONS...

### START OWN RECOGNITION PROGRAM

INCLUDE WHAT MOTIVATES YOU  
MONEY, PRIDE, PHYSICAL  
AWARD, RECOGNITION, ETC.

See book by Bob Nelson:  
"1001 ways to reward employees"  
ISBN 1-56305-339-x

BE A SOURCE YOURSELF OF  
POSITIVE EMOTIONS

FOCUS ON WHAT IS RIGHT

REWARD YOUR TEAM:  
CHEER THEM ON  
A GREAT DISCHARGE,  
AN ACCOMPLISHMENT OF A  
TEAM MEMBER, ETC.

DO IT ORALLY AND IN WRITING.

TELL THEIR BOSS

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## BROADER CONTEXT

WORKING WITHOUT A  
BROADER PERSPECTIVE

CONTEXT MATTERS

LACKING PROFESSIONAL  
ACTIVITIES TO ACHIEVE,  
GET SUPPORT, FEEL PART  
OF SOMETHING, LOOK  
FORWARD TO

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## SUGGESTIONS...

DO PROF ACTIVITIES  
(USE DOWN TIME AT WORK)  
ADVOCACY ACTIVITIES  
READ, WRITE, OR RESEARCH  
PRESENT WORKSHOPS  
JOIN WORK COMMITTEES

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## SUGGESTIONS...

LEARN DIFFERENCE  
BETWEEN TOP AND  
MIDDLE PERFORMERS  
COPY TOP PERFORMERS  
AVOID LOW PERFORMERS

See book by Sluder: Hardwiring Excellence  
ISBN 0-9749986-0-5

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## WORK GOALS

ACTING LIKE IT'S A JOB,  
BUT WANTING A  
CAREER

DAILY GRIND WITHOUT  
PERSONAL GOALS

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## SUGGESTIONS...

SET GOALS AT WORK

DECIDE WHY YOU ARE  
IN THE FIELD OF THE  
HEALTH CARE

WHAT PATH ARE YOU ON?

CANNOT HAVE A CAREER  
AND TREAT IT LIKE A JOB

GET MORE EDUCATION

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## REST OF LIFE

USING WORK AS ONLY  
SOURCE OF SUCCESS

NOT USING HOBBIES,  
PERSONAL LIFE, ETC. FOR  
BALANCE

NOT DISTRIBUTING  
REINFORCEMENT WHICH  
HELPS IF ONE PART IS  
UNSATISFYING

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SUGGESTIONS...

BEING HAPPY ELSEWHERE PUTS LESS DEMANDS ON WORK TO MEET NEEDS  
SOLVE HOME PROBLEMS SO WORK IS NOT THE ONLY SATISFACTION  
HAVE A SOCIAL LIFE SO WORK IS NOT ONLY SATISFACTION

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EMPLOYEE ASSISTANCE PROGRAM

GET HELP ELSEWHERE

LEARN RELAXATION TECHNIQUES

EXERCISE, EAT HEALTHY, SLEEP

LEARN HOW MUCH YOU CAN GIVE/  
SET BOUNDARIES

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## WORK RELATIONS

NOT CULTIVATING  
RELATIONS

NOT BASE RELATIONS ON  
POSITIVE LIKES,  
SUCCESSSES, ETC, BUT  
ON NEGATIVE OR  
SHARED COMPLAINTS

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SUGGESTIONS...

AVOID DOWNER PEOPLE  
AT WORK

I CALL THESE PEOPLE:

**"ENERGY VAMPIRES"**

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GET SUPPORT  
EXCHANGE EMOTIONS  
EXPRESS YOUR NEEDS  
GET VALIDATION

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SUGGESTIONS...

ACT LIKE  
AN OWNER

See book by Ty:  
The Florence Prescription  
ISBN: 1887511350

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**BOSS**

**BEING FRUSTRATED BY  
SUPERVISORS'  
SHORTCOMINGS**

**NOT UNDERSTANDING  
YOUR BOSS**

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SUGGESTIONS...

UNDERSTAND YOUR BOSS  
STUDY YOUR BOSS

ATTITUDES, STYLE,  
WHAT IRRITATES,  
VALUES

CHOOSE YOUR BATTLES

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READ MANAGEMENT BOOKS

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- THE ULTIMATE QUESTION – REICHHELD – 1-59139-783-9
- EGO VS EQ — SHIRKANI – 978-1-937134-76-1
- HIRE WITH YOUR HEAD – ADLER – 0-471-22-329-8
- CRUCIAL CONVERSATIONS– PATTERSON/GRENNY/  
MCMILLAN/ SWITZLER – 0-07-140194-6
- WHO MOVED MY CHEESE– JOHNSON– 0-399-14446-3
- CONNECTING THE DOTS – BENKO/MCFARLAN– 1-57851-877-6
- COMPANY OF HEROES – SIMS/MANZ –0-471-05528-X
- A FAILURE OF NERVE – FRIEDMAN – 978-1-59627-042-8
- EXECUTION– BOSSIDY/CHARAN – 0-609-61057-0
- STRAIGHT A LEADERSHIP – STUDER – 978-0-9840794-1-4
- THE FLORENCE PRESCRIPTION – TYE – 1-88751-135-0
- CHANGE MANAGEMENT – HIATT/CREASEY – 1-930885-18-0
- ADKAR – HIATT – 978-1930885509

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## CREATE AN ACTION PLAN

TAKE AN INVENTORY  
OF BELIEFS ON EACH  
VARIABLE  
WRITE THEM DOWN  
BE HONEST

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## CREATE AN ACTION PLAN

FOR A WHILE, KEEP THE LIST  
AT WORK—SOMEWHERE  
SAFE

LOOK AT LIST AND ADD  
NEW THOUGHTS

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## CREATE AN ACTION PLAN

DECIDE FOR EACH  
VARIABLE WHAT YOU  
CAN CHANGE  
NOT WHAT YOU WANT  
SOMEONE ELSE TO DO

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CREATE AN  
ACTION PLAN

**ACT !!!**

IT'S A **BEHAVIOR** PLAN

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