

# Stress Management for HR Professionals

Rich Jones, Chief Clinical Officer, Youturn Health

**Rich Jones, MA, MBA, LCAS, CCS, CCDP, CAI**  
Chief Clinical Officer, Youturn Health

Richard Jones is an experienced therapist, clinician, and health care entrepreneur operating primarily in the behavioral health space. Richard has wide-ranging professional experience across nearly all behavioral health domains, including mental health, substance use disorders, co-occurring disorders, and intellectual disabilities.

He has over 20 years of management experience and has been instrumental in the launch and rebuild of multiple programs nationwide. Richard is passionate about providing quality care and supporting people in need. He has been the founding CEO of two non-profit organizations and two for-profit business dedicated to disrupting the behavioral health space for the betterment of people in need.



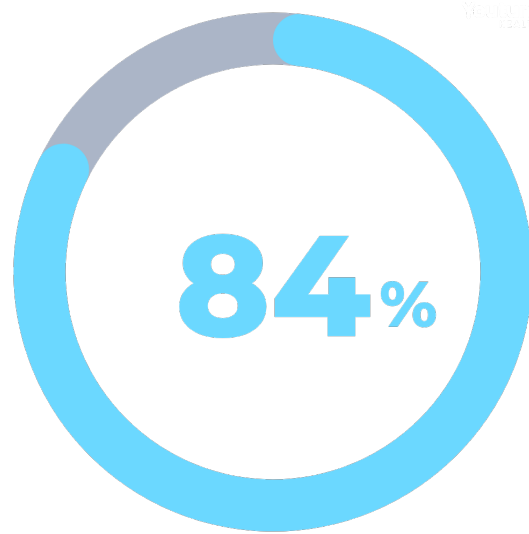
- Masters Arts (MA) Sociology with Concentration in Addiction Studies
- MBA with Concentration in Healthcare Management
- Licensed Clinical Addiction Specialist (LCAS, # 4752)
- Certified Co-Occurring Disorder Professional (CCDP, # 5492)
- Certified Clinical Supervisor (CCS, # 4752)
- Internationally Certified Advanced Alcohol and Drug Counselor (ICADC, #114793)
- Internationally Certified Clinical Supervisor (ICADC, # 600033)
- Internationally Certified Co-Occurring Disorders Professional (ICADC, #300087)
- Department of Transportation Substance Abuse Professional (SAP, #13546)
- Certified ARISE Interventionist
- Certified EMDR Trauma Therapist
- Certified Peer Support Specialist

- There has never been a time where I did NOT work 80 hours a week.
- And it's always been a rebuild or a start-up/new program.
- And I never felt like I was burned out... or even in danger.
- **Until December 2019...** Why? What was different about December 2019?

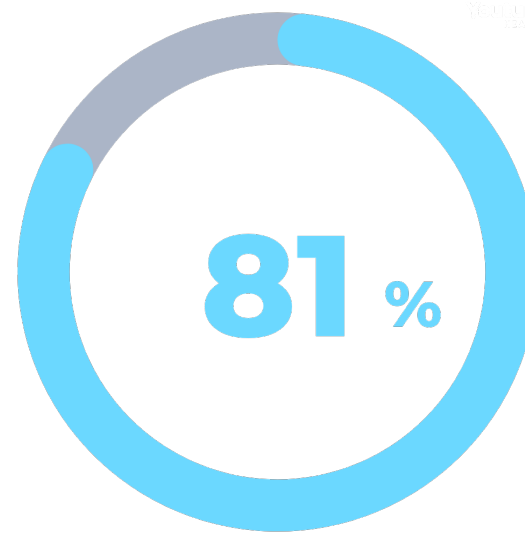




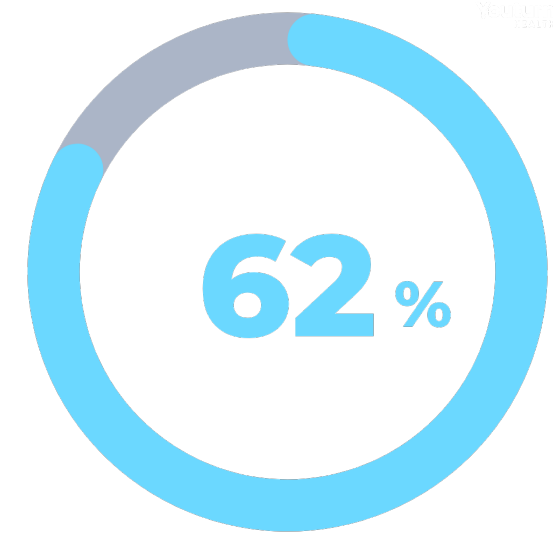
# How are HR Professionals Doing?



**Regularly feel stressed**



**Feel burned out**



**Are considering leaving HR**

Heavy workload

Limited budget  
and lack of  
resources

Low investment in  
HR technology

Work can be  
administrative  
rather than  
strategic

Disconnect between  
C-levels and HR in  
role of HR  
department

Workplace changes  
from the pandemic  
...



Setting up remote work

Planning return to work

Complying with vaccine mandates

Overseeing health and safety mandates

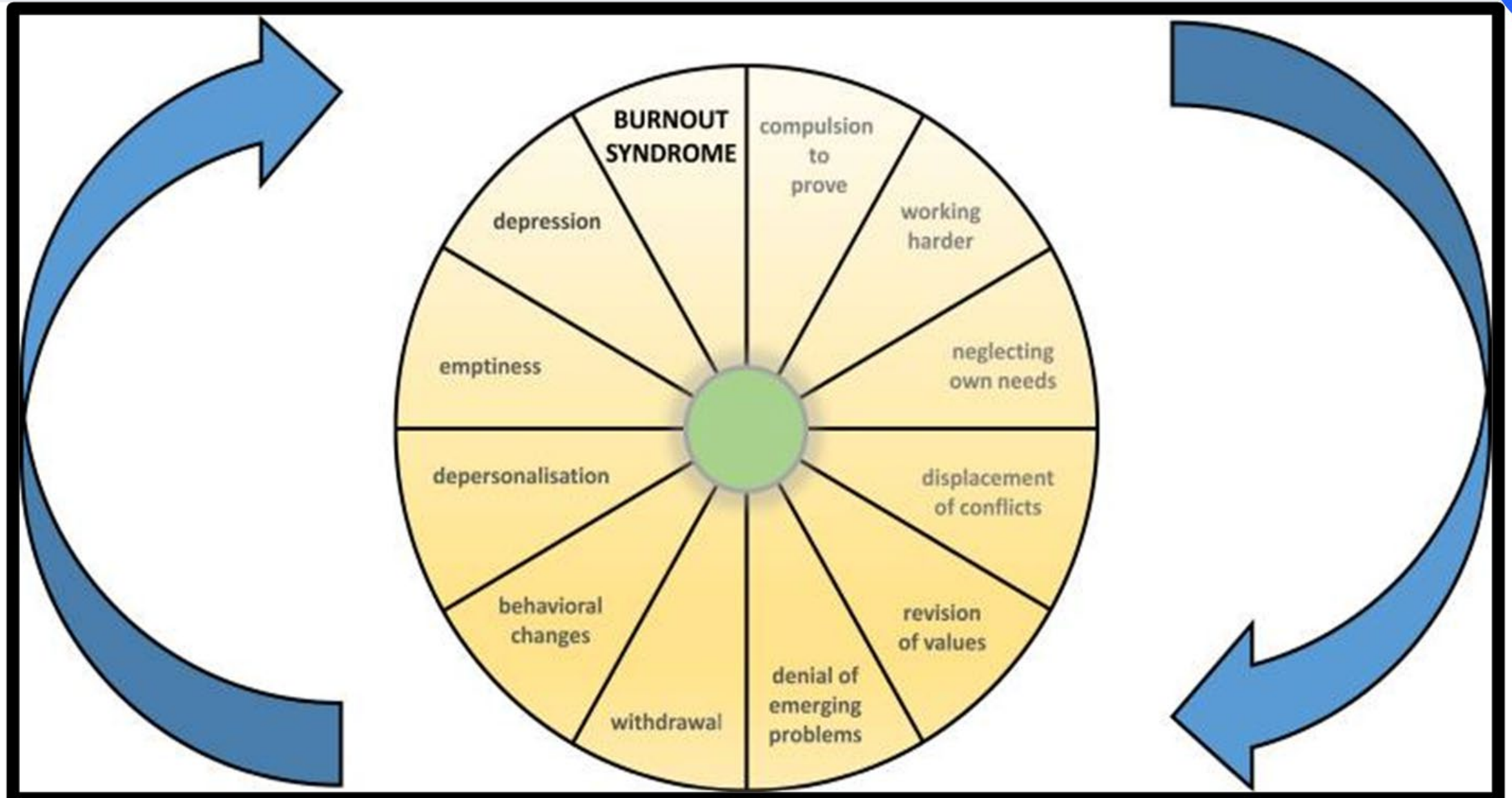
Great resignation

Talent shortage

# What is Burnout?

Stages and Symptoms

# Burnout Syndrome





1

## **HONEYMOON**

Job satisfaction, unbridled enthusiasm, commitment to job, **DESIRE TO PROVE YOURSELF**, high productivity

2

## **ONSET OF STRESS**

Inability to focus, irritability, reduced sleep quality, lack of social interactions (changes), anxiety, low productivity, headaches, change in appetite

3

## **CHRONIC STRESS**

Ever-present, persistent tiredness, procrastination, **RESENTFULNESS**, social withdrawal/avoidance, SUD, apathy, denial of problems

4

## **BURNOUT**

Obsession with problems (we are all going down), pessimism, physical symptoms, self-doubt, isolation, escapism, neglect personal needs

5

## **HABITUAL BURNOUT**

**SMOKED CITY** (habitual burnout): chronic sadness, chronic fatigue, chronic mental fatigue, **HOPELESS (?)**

If you run hot all the time,  
You have no room for **unforeseen problems.**

If you are already at max...  
where do you go **when something goes wrong?**

And **something will go wrong...**



# LIFE

IS IN THE

# TRANSITIONS

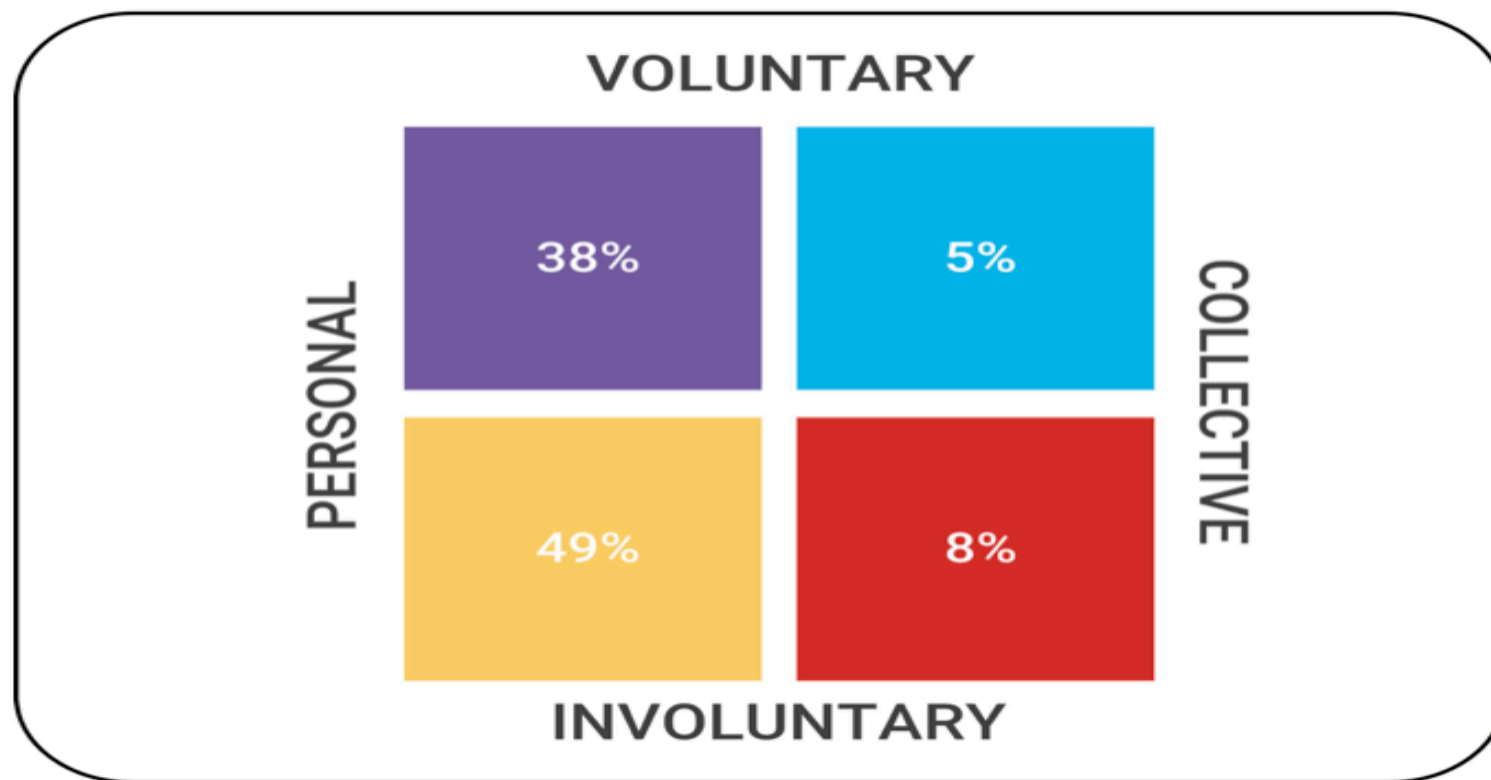
← Mastering Change

at Any Age →

Bruce Feiler

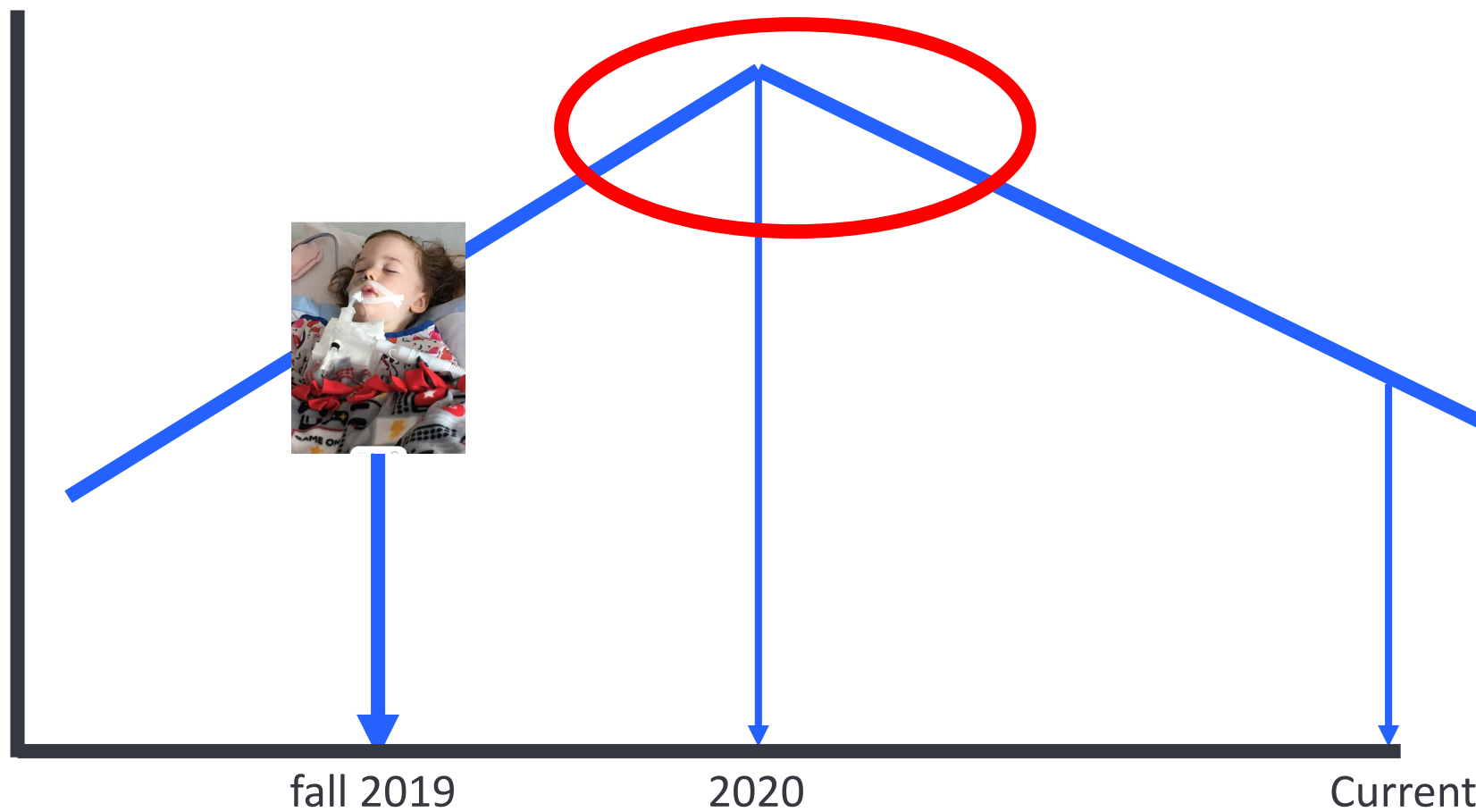
*New York Times* Bestselling Author of *COUNCIL OF DADS*

# Lifequake Matrix





Burnout  
"level"



How much **margin** do you have built into your life?

# What Can We Do About It?

Stress Management and Resilience

- Burnout is a stress problem
- Stress gone wrong
  - A) Too intense, the acute incident itself (acute stress disorder)
  - B) Too “chronic.” Ever-present stress.
  - C) Combined the two ... and it’s unmanageable.
- Avoiding burnout is a matter of **stress management** or **resilience**.

- Improving provider wellness and resilience. **Resiliency refers to the stress coping abilities of a person.**
- Mindfulness is proven to provide the mechanism to cope with stress
- Reducing personal work effort has also been shown to decrease **burnout**.\*\*\*
  - A longitudinal study by Shanafelt et al. at the Mayo clinic found that increased **burnout** is inversely proportional to professional work effort.
- **Self-care practices (e.g., exercise, regular health check-ups)**
- **Self-awareness**

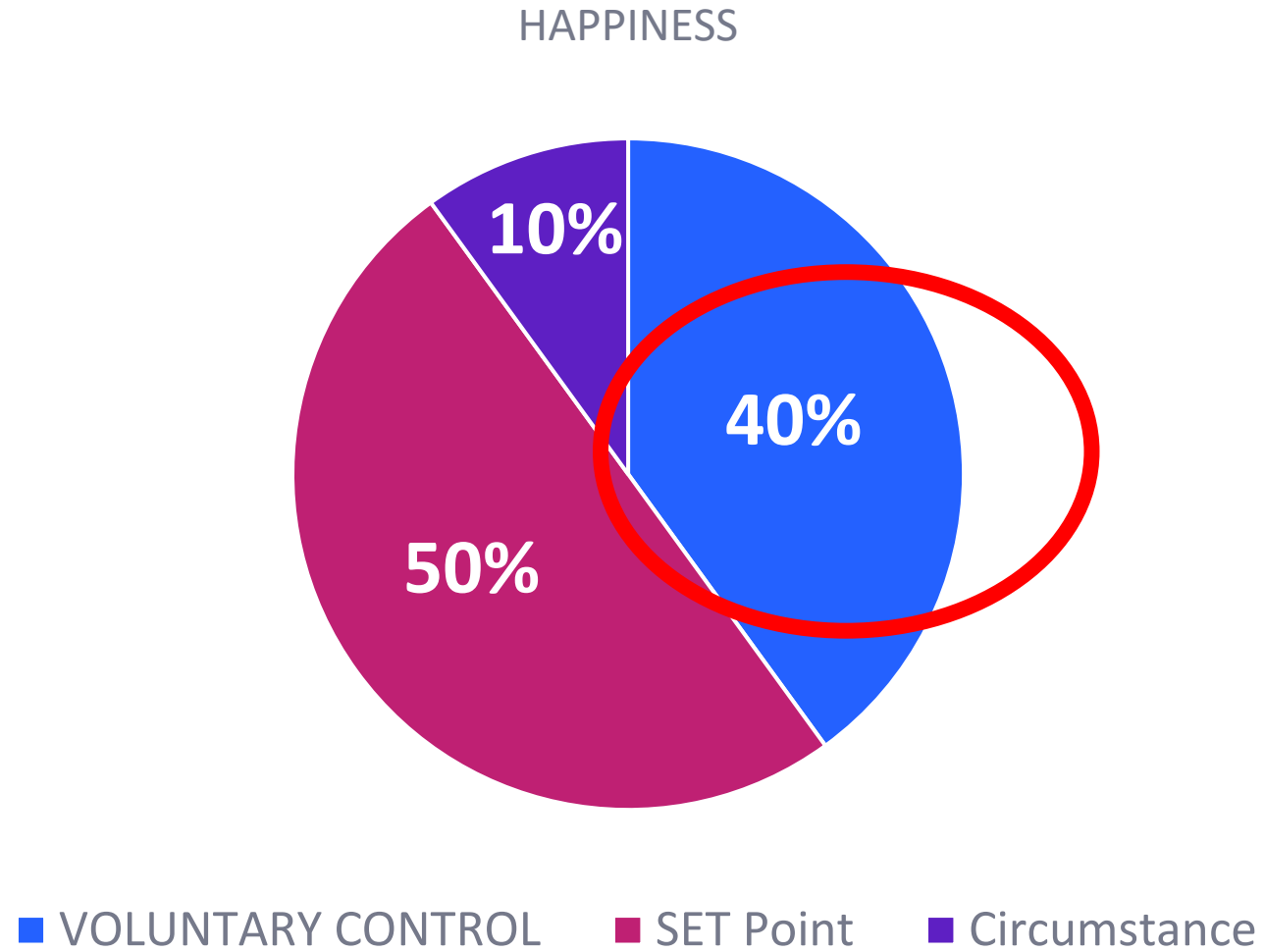


Ok... but how do you do all that?

Let's look at some **Positive  
Psychology** techniques...

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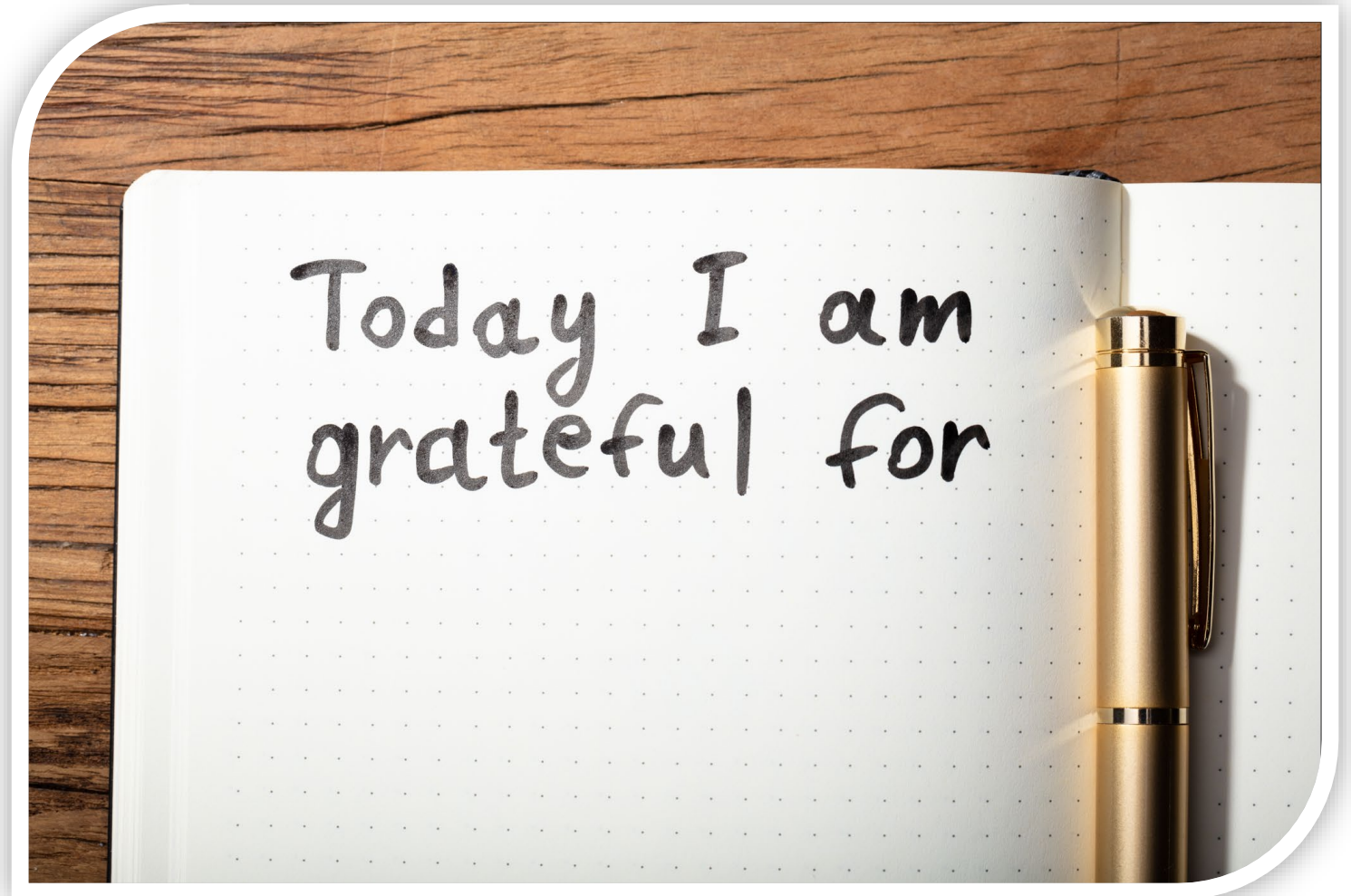
- 1) Define and measure “happiness” (subjective well-being) across all cultures, nations, and people (GLOBAL-Universally human)
- 2) Identify the common factors: What do “happy people” have in common?
  - Behaviors
  - Rituals
  - Thinking patterns
  - Social patterns
  - Etc.
- 3) Design interventions that build on these factors.
- 4) Test the interventions.
- 5) Keep the ones that work. Eliminate the ones that don't.
- 6) Practice...practice...practice.

- What are your triggers and what caused them?
- Is there anyone you hold a grudge against? If so, what is holding you back from letting go and moving on?
- Do you feel misunderstood? If yes, what misconceptions do people have of you?
- What do you dislike about yourself most?
- What's the worst thing you've ever done and why did you do it?
- Are you happy with where you are in your life? Is there anything that you can do to improve it?
- Was your childhood negative or positive? Outline the most prominent memories that you have of your younger years.
- What is your relationship like with your family? Has your connection strengthened since you were a child, or has it gotten worse?
- What are your parent's best and worst personality traits? Do you see any of them within yourself?
- Who are you closest to in your life and do they positively reflect who you are? Are you holding on to people that don't deserve your time and affections? Are you honestly happy in your relationships?

- Are you comfortable in your skin? If there is something that you would like to change about yourself, what is it and why?
- Do you lie to yourself to avoid addressing your fears?
- What characteristics and traits do you dislike in others?
- When are you hardest on yourself and why?
- What emotions do you tend to avoid?
- Do you enforce boundaries with others or are you the type to let people cross lines?
- How did you deal with trauma in the past and what do you do to combat it in the present?
- Are you 100% yourself around others? Do you put on a persona or mask to blend into the crowd? Do you know who you are?
- Do you forgive yourself when you have done something wrong? When you make mistakes can you move on from them or do they continue to hurt you?
- What are your toxic traits?

- Are you happy to be alone in your own company? Do you use other people to fill a void?
- Do you respond well to constructive criticism? Are you over-sensitive to any form of feedback?
- Do you allow yourself to be vulnerable in your romantic relationships? Do you put up walls around yourself and your partner or are you completely open?
- Do you accept yourself as you are?
- What is your deepest, darkest fear?
- Is there anyone in your life that you are competitive with? If yes, what caused this rivalry?
- Do you feel as though people respect you?
- What is your biggest regret and why?
- Do you have any unhealthy attachments or habits? What are you doing to curb them and why have you continued to entertain them?
- Do you practice self-care? Is there more that you could be doing for your wellbeing?

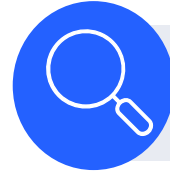
- 3 Good Things
- Gratitude letter/visit/call
- **SAVORING** positive emotions
  - Photo album







**PLEASURE**



**ENGAGEMENT**



**RELATIONSHIPS**



**MEANING**



**ACHIEVEMENT**





- Grit is changeable. You can increase it over time and with effort.
  - Stay focused on the tasks in front of you
  - Control “grass is always greener” thinking
  - Acknowledge and lean into weaknesses (e.g., I’m not detail oriented; I’m impulsive; I’m a control freak)
    - Don’t beat yourself up
    - Work on it. Be aware.
    - Progress over perfection
  - Promote a growth mindset...



I can learn anything I want to.  
When I'm frustrated, I persevere.  
I want to challenges myself.  
When I fail, I learn.  
Tell me I try hard.  
If you succeed, I'm inspired.  
My effort and attitude determine everything.



I'm either good at it, or I'm not.  
When I'm frustrated, I give up.  
I don't like to be challenged.  
When I fail, I'm no good.  
Tell me I'm smart.  
If you succeed, I feel threatened.  
My abilities determine everything.

What appears to happen...

A = Activating Event



C = Consequence

## What actually happens...

A = Activating Event

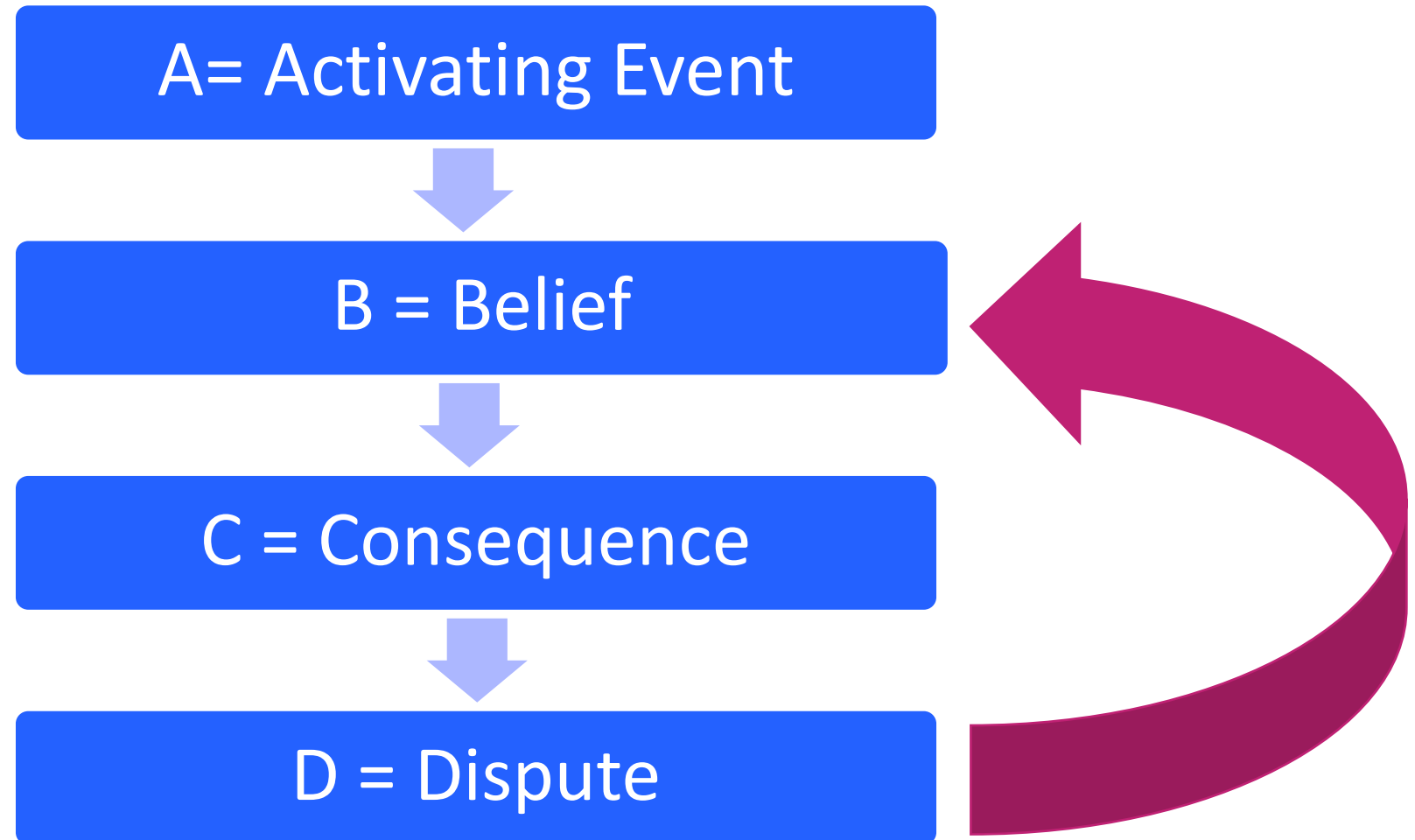


B = Belief



C = Consequence

## What we can do about it...





## Example:

- I will use **TIP #1**, 3 Good Things, starting today!
- I will use **TIP #2** and focus on “PLEASURE”—having some fun.
- I will use **TIP #3** and commit to The Free Three.
- I will use **TIP #5** and make my resilience list/plan.
- I will use **TIP #6** on an ongoing basis (REFRAME THINKING ERRORS).

- Recognizing organizational issues and assessing the extent of **burnout** of employees regularly
- Effective leadership
- Developing specific and targeted interventions
- Improving collegiality at work (e.g., peer support group/provider discussion initiative).
- Recognizing work and incentivizing using a compensation model
- Value alignment is important to make sure that providers and organizations are committed to similar goals. Also, organizational culture must support these shared values.
- Providing providers with more flexibility
- Investment in provider wellbeing
- Development of evidence-based strategies

**Thank You!**

**Questions?**



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