

2022

Staff Education on Reducing Burnout in Mental Health Professionals Through Restorative Yoga Practice

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Walden University

College of Nursing

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Rina B. Vickery

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Walden University
2022

Abstract

Staff Education on Reducing Burnout in Mental Health Professionals Through
Restorative Yoga Practice

by

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MSN, University of Phoenix, 2010

BSN, Manuel V. Gallego Foundation Colleges, 1991

Project Submitted in Partial Fulfillment
of the Requirements for the Degree of
Doctor of Nursing Practice

Walden University

August 2022

Abstract

Mental health professionals (MHPs) are at considerable risk for stress and burnout because of the nature of their work. Management and prevention of stress and burnout (e.g., through restorative yoga) may enable MHPs to avoid feelings of anxiety, depression, and apathy; lack of energy; and the development of unhealthy coping skills, such as substance and drug use. The purpose of this project was to create a staff education to assist MHPs in managing stress and burnout through yoga practice and mindfulness. The theoretical framework for the staff education was Kapp's adult learning theory. An evidence-based PowerPoint presentation containing the staff education and a pre- and post-test on stress and burnout created and evaluated by five experts. The experts' responses indicated that the education was valid. Incorporation of the PowerPoint presentation in MHP education and training may help these professionals to better manage stress and avoid burnout by engaging in restorative yoga practice and mindfulness. These practices may help MHPs to promote positive social change by adopting a healthy lifestyle that allows them to be productive members of the community and an integral part of society.

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Dedication

I dedicate this project primarily to our God almighty. I also dedicate the work to my father and mother, who were not able to see this project come to fruition because they had passed away. Tatay and Mom, I know that you are in heaven smiling at me for a job well done. I also dedicate this project to my husband, Mike; my son, Nathan; and my daughter, Kate. I love you all.

Acknowledgments

I would like to acknowledge Dr. Minnick for being there for me and for continually pushing and encouraging me. I would like to thank God for the discernment and wisdom. I want to also thank my husband for the untiring support and encouragement he has given me. My son, Nathan, for always praying for me. My women's Bible study group, Rita, Gail, Mary, Anna, and Debbie. My work friends Norma, Emmie, Gigi, and Maria. My classmate Valerie, who did not give up on me and who continued to text me to keep me accountable. To Jo, my mother-in-law, thank you for your love. To this exceptional group of people, thank you all.

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Section 1: Nature of the Project

Introduction

Yoga practice is beneficial to one's well-being and can improve physical, emotional, and psychological health. Miyoshi (2018) indicated that Japanese nurses who experienced occupational stress experienced lowered stress levels after a 4 weeks of yoga practice. Miyoshi added that yoga could reduce premenstrual symptoms, improve mood, and decrease fatigue. Yoga derived from the Sanskrit word "yuj," means to unite and characterized by the rigorous discipline of harmonizing the body, mind, and spirit (Mooventhan et al., 2020; Prathikanthi et al., 2017). Individuals practicing yoga frequently find calmness by performing physical postures, deep breathing exercises, and mindful-based practices, which help alleviate stress. If incorporated into one's routine, it is an effective tool to relieve stress and burnout, which can enable an individual to feel fulfilled, happy, and productive members of society.

A study indicated benefits of yoga for alleviating stress are pertinent because individuals' chronic exposure to work-related stress may experience adverse health outcomes, leading to cynicism and apathy toward their work (Janeway, 2020). In 2019, the World Health Organization categorized burnout as an occupational phenomenon, defined as the inability to manage long-term exposure to stress (Horton, 2020). Work-related stress is common among health care workers, especially mental health professionals (MHPs) because of the nature of their work. They are likely to experience workplace violence which contributes to a higher burnout rate (Aguglia et al., 2020).

Developing healthy habits of coping with stress such as breathing exercises and relaxation may help MHPs to better manage stress and avoid burnout.

Problem Statement

Stress-related situations are facts, whether through the loss of a loved one, divorce, financial hardships, health problems, job loss, isolation, or job-related stress. Work-related stress is also common to workers, including health care professionals (NIOSH n. d.). Such stress is particularly common for MHPs due to the nature of their work (Aguglia et al., 2020). MHPs engage with patients with mental health issues who often have comorbidities and above-average morbidity and mortality rates (Moonen et al., 2016). They are at a higher risk of burnout (Yang et al., 2020). There is a plethora of evidence on the effects of yoga on the body and mind; however, there is minimal literature on yoga practice as stress relief for MHPs. This Doctor of Nursing Practice (DNP) project may benefit MHPs by providing staff education on the benefits of yoga as a strategy to manage stress and reduce burnout.

Yoga practice has been around for more than five millennia (Prathikanthi et al., 2017). Miyoshi (2018) found that inexperienced yoga students found it easier to perform restorative yoga than traditional yoga. In the late 1970s, Iyengar modified traditional yoga with props to prevent strain on the student's body, leading to restorative yoga, a form of yoga that expanded by Lasater later (Miyoshi, 2018). Restorative yoga refreshes the mind, relieves stress, and allows the yoga practitioner to slow down during a

challenging day at work. Hence, MHPs who are at a considerable risk for anxiety and burnout because of the patients they care for could benefit from yoga practice.

The U.S. National Institute for Occupational Safety and Health termed *job stress* as a detrimental physical and emotional reaction to job expectations that are disproportionate to one's competencies, resources, and needs (Park et al., 2019). The prevalence of U.S. work-related stress from different industries is 41% to 83% and has consistently increased in the past 20 to 30 years (Park et al., 2019). MHPs have a higher risk of experiencing job-related stress leading to burnout. Also, in a systematic review published in the *Journal of Clinical Psychology* and spanning 30 years, results showed that approximately 50% of the 9,000 psychotherapists studied reported experiencing a moderate to elevated level of stress (Simionato et al., 2018).

Burnout among MHPs is a global phenomenon. As Yang and colleagues (2020) noted, 50% of mental health nurses in Jordan reported experiencing burnout and 25 % of European psychiatric trainees scored high on Maslach's Burnout Index (use to measure burnout). MHPs consistently evaluate, assess, and de-escalate any impending volatile situation leading to patients' possible violent behavior that can affect their stress levels. Research showed that MHPs experience substantial psychological distress post assault (Aguglia et al., 2020; Akanni et al., 2019). MHPs can develop vigilance and paranoia with persistent exposure to stressful situations (Aguglia et al., 2020). Hence, it is important to explore yoga as a strategy for combatting stress and burnout among MHPs.

Purpose Statement

MHPs' daily routine is stressful due to repeated exposure to highly assaultive patients. A study indicated that MHPs expected to exhibit a cheerful outlook and enthusiasm in treating high-risk mental health patients for homicidal and suicidal ideations (Maglia et al., 2019). The persistent demands in the MHPs' routine to de-escalate situations with dangerous patients under time constraints can affect their mental health (Maglia et al., 2019). In addition, MHPs have a substantial risk of encountering physical violence (Akanni et al., 2019). Chronic stress exposure can affect MHPs' well-being and turn into burnout.

Practice Question

The practice-focused question for this project is, "Will a staff education project on the use of restorative yoga reduce MHPs' stress and burnout?"

This doctoral problem will educate staff about harmful effects of stress and burnout through yoga practice allowing staff to manage stress preventing burnout and enjoying a well and healthy balance living avoidance of bad habits (e. g. alcoholism, substance abuse, poor interpersonal relationships) which can address the practice gap.

Nature of the Doctoral Project

I conducted the project following the guidance in the Walden University (2019) DNP manual for staff education. I collected peer-reviewed literature using Walden University Library databases such as OVID via EBSCOhost, CINAHL via EBSCOhost, and Medline via EBSCOhost. I also reviewed journals on psychiatry, evidence-based

practice, and yoga. I included literature on the evidence-based effects of stress, burnout, and compassion fatigue on the physical and psychological well-being of the MHPs, as well as the benefits of yoga for stress and burnout. The focus of the project was on the benefits of restorative yoga for stress prevention and burnout reduction among MHPs.

The staff education that I developed for MHPs includes a PowerPoint presentation and a pre- and post-test on stress and burnout. Five expert panelists who have diverse nursing experience evaluated the staff education's validity and efficacy using a five-point Likert scale. I computed the panelists' scores and responses to assess the project's validity. The analysis validated that the education is effective in conveying the benefits of yoga for stress reduction to avoid burnout.

Significance

The DNP project's significance is to offer MHPs positive coping skills in combating stress through yoga practice. The MHPs include the psychiatrists, psychologist, psychiatric nurses and technician, rehab therapist (license staff with art degree or music degree), social workers, nurse practitioners, and other license staff providing care for psychiatric patients. Harvard Health posited that the benefits of regular yoga practice decreased the impact of inflated reactions on stressful situations, which can benefit in individuals experiencing anxiety and depression (Leasca, 2020). This doctoral project provided a roadmap for MHPs coping strategies in dealing with stress and burnout through restorative yoga practices. project replication is possible in other fields with employees working in highly stressful environments. MHPs who are stable

emotionally, psychiatrically, and physically will have a positive outlook which affect their job performance. Gurvich and colleagues (2021) indicated that reducing psychological symptoms may be related to healthy coping strategies that yield positive emotions. Hence, patients are stable and less assaultive, lowering the MHPs stress levels.

The significance of restorative yoga as a staff education tool to MHPs can assist in managing stress and burnout prevention which can improve their job performance, productivity, and job satisfaction. I plan to present this staff education at a clinic site where one of the expert panelists' practices when COVID-19 restrictions are modified allowing face-to-face presentation. The education was a PowerPoint presentation with a pre- and posttest featuring the same set of questions. Findings from the 2012 National Health Interview Survey indicated that approximately 94% of participants who practice yoga in the United States have experienced health benefits such as increased energy to exercise, eating healthier, sleeping well, stress levels reduction, and decreased alcohol and smoking consumption (Nichols, 2019). Nichols (2019) added that yoga's benefits include lowering anxiety and mood improvement more than walking. A 2017 8-week study of school-based yoga for children with anxiety, showed improved and emotional stability (Nichols, 2019). MHPs can include yoga in their routine to de-stress to prevent burnout.

Summary

The project may provide a valuable tool to assist MHPs with stress reduction through yoga and promotion of a healthy lifestyle despite the high demands of their work.

I presented the staff education to five expert panelists who evaluated it. The experts used a five-point Likert scale to appraise the education. The staff education included information on how yoga practices can alleviate work-related stress and reduce health-related problems, psychological issues, and burnout. In Section 2, I will discuss the concepts, models, and theories that supported this project. Additionally, I address the relevance to nursing practice, the local background and context, and my role as a DNP student in this doctoral project

Section 2: Background and Context

Introduction

Work-related stress is common in the health care industry, especially in mental health settings (Aguglia et al.,2020). Constant exposure to stressful situations can negatively affect MHPs' attitudes toward their work. An unhealthy response to stress that leads to burnout or compassion fatigue may occur if not managed, affecting one's job performance and coping ability (CDC, n.d.). MHPs' persistent exposure to work-related stress can lead to burnout. Hence, stress management is necessary to prevent burnout among MHPs.

The practice-focused question for this DNP project was, Will a staff education project on the use of restorative yoga reduce MHPs' stress and burnout? Yoga consists of meditation and deep breathing exercises to find one's center and focus (Prathikanti et al. 2017). Although research shows that yoga practice has a positive impact on stress management (Miyoshi, 2018; Nichols, 2019; Prathikanti et al. 2017;). Studies have only emerged in the past decade that provide evidence of the benefit of yoga in reducing workplace stress (e.g., Riley et al., 2017). In this DNP project, I developed staff education for MHPs on how to manage stress, emotional and psychological fatigue, and burnout through the practice of restorative yoga. The education also emphasizes the benefits of yoga as an integrated approach and adjunctive therapy for MHPs to destress and maintain a well-balanced lifestyle. Positive coping skills may lessen MHPs' feelings of burnout and improve their job satisfaction (Gurvich et al., 2021).

Concepts, Models, and Theories

The focus of the DNP project was on validating an educational project module on the benefits of yoga for mental health professionals. I used the adult learning theory as the conceptual framework for this project. The theory, expanded by a German teacher named Alexander Kapp, from Knowles theory anchored in andragogy, the study of how adults learn (Mukhalalati et al.,2019). The theory consists of five assumptions about what adult learners possess. These are a self-concept, experience based, learning readiness, an orientation of learning, and motivation to learn (learnupon.com, 2020).

Knowles's (1980, as cited in Twadell, 2019) theory of adult learning includes six principles that are essential to productive adult learning. Principle 1, self-concept, is that the adult learner needs to understand the reason and necessity to learn. Adult learners base their learning experience on why a particular subject is essential and how this could be beneficial. Learning will occur if the adult learner is clear about the goals and rationale of learning a specific concept.

Principle 2 is that adults prefer autonomy to disseminate the information and be accountable for their own learning experience at their own pace (Twadell, 2019). The adult learner's rate and progress in learning depend on their choices. Forcing the learning experience will not improve the education, and it may slow it. The learning experience should be ideal to one's situation. The material should be easily accessible and not impede one's schedule.

Principle 3, experience based, is that the life experiences of adult learners are pivotal to their learning curve (Twaddell et al., 2019). A tenet of Knowles's theory of adult learning is that adults' experiences are instrumental to their self-identity and learning a new concept is easier when it relates to their expertise. The topic needs to be relatable one's experience; if it is not, understanding will be difficult to achieve. Hence, issues that are relatable to one's occupation or experiences deter learning difficulties.

Principle 4, learning readiness, is an extension of Principle 1: The learning experience should be at the right time (learning readiness). Learning will not happen if the timing is off (Twaddell, 2019). For conducive learning to occur, there should be unnecessary distractions in an adult learner's life as people get overwhelmed can be distracting and understanding is impossible. An adult learner should focus on the learning experience without doubts or hesitation. Otherwise, there will be no learning, or progress will be slow.

Principle 5, an orientation of learning, is that adult learners are task-oriented or problem-centered (Twaddell, 2019). It is imperative for adult learners to focus on the new concept to identify their past experiences for learning to occur. The task or problem drives an adult learner's involvement in a subject matter. The subject should be a direct, clear task outline, and the problem statement should be simple. Hence, adult learners can learn by linking their past knowledge with the learning experience.

Principle 6, self-motivation, is that extrinsic and intrinsic motivators complement one another for effective learning (Twaddell, 2019). The adult learner's motivation is one

of constant discovery. The learning experience should be enlightening and not dull, and a clear outline of the objectives is necessary and aligned to the adult learning goals.

Therefore, adult learners prefer autonomy to disseminate the information based on their experience and proper timing. By applying skills essential to their daily lives, adult learners acquire learning experiences that yield positive outcomes related to their jobs and increase their self-worth.

Yoga History

Mooventhan and colleagues (2020) indicated that yoga is approximately 10,000 years and it is part of the tantric civilization in India. In an archaeological excavation in the Indus Valley at Harappa and Mohenjodaro, there are discoveries of statues resembling Lord Shiva and Shakti various yoga poses (asana) and meditation (Mooventhan et al. 2020).

Classical Yoga- defined by the Yoga Sutras, composed by sage Patanjali. Patanjali Sutras- “Sutra” a thread; the 195 Yoga Sutras (threads of wisdom). Yoga accounted for a standardized and approachable way. Pantajali believes that everyone can attain “stilling of the ripples of the mind” (raising thoughts) through an 8-step of mental and emotional purification system and self-transcendence (Mooventhan et al. 2020)

- a. Yama-self-regulating behavior (benevolence, truthfulness, even-exchange, detachment, self-control
- b. Niyamas-Personal observances (cleanliness, appreciation, self-discipline, self-study, surrender.

- c. Asana- mindful body movement and meditational postures
- d. Pranayama-regulations of one's vital energy through breathing practices and nutrition.
- e. Pratyahara-withdrawing the senses from the outer world and directing them to the internal world
- f. Dharana-One-pointed focus and sustained concentration
- g. Dhayana-meditation
- h. Samadhi- a state of fair balance, the transcendence of the lower self, and the union with the higher self.

Post-classical yoga-new generation of Yoga masters' exploration of the human body's ability developed various physical exercises combined with deep breathing and meditation to rejuvenate the body, longer life span, and achieve transcendence. The body believes to be the temple of the immortal soul. There was a dramatic evolution of Yoga in this period. Tantra Yoga and Hatha Yoga were born- "Hatha Yoga Pradipika" (Sanskrit manual) is the most influential surviving text on Hatha Yoga (15th century) (White Swan Foundation, 2021)

Modern Yoga (Western Yoga)-came to the West in the late 19th century, first started in 1893 "Parliament of Religions" in Chicago. Swami Vivekananda was a student of Ramakrishna who encouraged Swami to travel to the United States to share the message of Yoga. She made an impression on the Americans (White Swan Foundation, 2021).

Definition of Terms

Burnout-a term coined in the seventy's describing physical and emotional exhaustion by employees in their job and a common phenomenon with helping professionals (Membrive-Jiménez et al., 2020).

Compassion fatigue-term use around 1992- describes nurses' fatigued prevalence of emergencies in the hospital, helping professional persistence exposure to individuals' traumatizing experiences, i.e., sickness (physical or mental) (Figley, 2002, Gonzalez-Mendez et al., 2020).

LIKERT Scale- is to measure attitudes directly; a five or seven-point scale is used as a benchmark to evaluate how much a person agrees or disagrees with a particular statement.

Mental Health Professionals (MHPs)- are staff members on a mental health unit or psychiatric ward (Maglia et al., 2019; Silverman et al., 2018). They include psychiatrists, psychologists, primary care physicians, social workers, rehabilitation therapists (in charge of music and extracurricular activities of the patients), nurses, nurse practitioners, psychiatric technicians.

Stress- is how the brain and body respond to any demands. It intensifies feelings of overwhelm or failure to cope with unmanageable pressures. These feelings can result in physical, emotional, or psychological strain, such as acute, episodic, and chronic stress.

Yoga is a Sanskrit root "Yuj" to unite. Yoga means union. Hindu origin and ascetic discipline, including breath control, simple meditations, & adoption of specific

bodily postures. Popularly practice for health & relaxation. Science of right living and incorporated in one's daily routine. Unification of mind, emotions, and body.

Relevance to Nursing Practice

Burnout is common for professionals who work in the health care industry. Zhang et al. (2018) concluded that the various stressful factors could heighten fatigue and burnout. MHPs deal with life-changing decisions for their patients, such as evaluating them for reintegration into society while maintaining a positive outlook (Maglia et al., 2019). Most locked psychiatric hospitals serving forensic population have highly assaultive and unpredictable patients; furthermore, the staff is inside with the patients in the units. The MHP develops skills in dealing with the patients to ensure their safety. Their jobs are not physically strenuous but mentally draining because of the constant demands to provide care for the patients who have a poor perception of their needs for treatments. This population is vulnerable, and staff must consistently deal with firmness, assertiveness, patience, and compassion. Burnout can set in without the MHPs noticing it because of their constant awareness and focus on ensuring their safety and the patients.

The repeated exposure to physical and verbal assaults by patients leaves MHPs with feelings of detachment and worthlessness toward their job performance. These feelings are characteristics of professional burnout that affects the MHPs and patients (Aguglia et al., 2020). Aguglia et al. (2020) have indicated that MHPs experience higher stress levels because of the nature of the population they serve (Aguglia et al., 2020). Approximately 62% of MHPs in a neuropsychiatric hospital in Nigeria experienced

physical assault and psychological distress in their lifetime. MHPs can develop a sense of apathy because of burnout. Impatient attitudes cause tension and a hostile environment that affects the patients and co-workers. The staff should develop positive coping skills to avoid stress build-up that can cause burnout.

Cochiarra et al. (2019) posited *burnout* attitude consists of chronic and repeated exposure to physical and psychological stress that results in one's maladaptive behavior. The word originated in the community of professionals who helped other people (Cochiarra et al. 2019). De Bruin (2020) indicated that individuals' persistent exposure to stress has detrimental effects on their well-being and work habits. Repeated stress exposure lowers productivity, a decreased immune system, elevated risk for alcohol and substance abuse, and increases the incidence of errors, injuries, and dysfunctional relationships (De Bruin, 2020). Therefore, a positive coping skill like Yoga can be beneficial for MHPs to reduce the incidence of stress that can lead to burnout.

Cocchiarra and colleagues (2019) indicated that there are studies that health care professionals are prone to suffer from burnout. *Health care professional* is a term used for doctors, nurses, social workers, psychologists, psychiatric technicians, psychiatrist, and other professions dealing with aiding of sick people) (Cocchiarra et al., 2019). Because of the nature of the MHPs daily work, taking care of psychiatrically unstable individuals at considerable risk for violence and suicide, MHPs' stress is higher than other health care professionals. Restorative yoga practice can aid in helping MHPs by slowing down and stepping back from a stressful environment through breathing

exercises and stretches. Eda and colleagues (2018) hypothesized that yoga stretches have a wholesome outcome in relaxation and increase immunity. The stretches and deep breathing exercises in the staff education project can aid the MHPs' physical fitness and cheerful outlook at work. This positive outlook can affect their professional relationships with their colleagues and patients and being physically fit will prevent job-related injuries and reduce stress and burnout.

Saeed et al. (2019) indicated that Yoga has a positive effect as primary therapy or adjunctive therapy, especially on depression. Sixteen randomized control trials showed an improvement of sleep with insomniac women through yoga practice (Wang et al., 2020). A study posited the benefits of yoga on patients with HIV that are experiencing stress (Dunne et al., 2019). Seeney et al. (2020) indicated that regular yoga practice in an inpatient rehabilitation setting yielded heightened relaxed feelings, a sense of physical and emotional well-being, presence of mind, and self-cognizance. Harris et al. (2019) indicated that yoga is beneficial to stroke patients as secondary prevention because it becomes effective for stress and anxiety management and helps with mood improvement. Yoga is restorative to patients with stroke, brain injuries, HIV, and other diseases by allowing them to manage their stress healthily (Dune et al. 2019; Harris et al., 2019).

Local Background and Context

Professional burnout is common for health care workers, especially MHPs (Aguglia et al., 2020). According to the American Institute of Stress (2019), 83% of U.S. workers suffer work-related stress; this stress causes one million workers to miss work

every day and it accounts to mortality rate of 120,000 and 190 billion in health care annually (stress.org, 2019). The MHPs usually experience a heightened need to be on guard due to the population they serve. Most of the staff who worked at psychiatric hospitals have physical limitations (suffering from knee, neck, and back problems) from repeated containment of assaultive patients that can immensely affect their stress level.

One of the psychiatric hospitals in California has an Employee Assistance Program (EAP) that offers three free sessions yearly for mental professionals who are experiencing stressful situations. The hospital provides a telephone number in the organization's website after COVID pandemic to assist with MHPs dealing with childcare issues, loss of income, and other stressful events. I have encountered MHPs refusing to use EAP because of privacy concerns; they are worried that if it goes in their chart, it can affect their work evaluation or other peoples' pretense will affect their working relationships. Often, the staffs' perception hinders them from seeking free EAP counseling. Psychologists and social workers are often overloaded with work due to short-staffed situations after COVID (many quit, got sick, or retired early).

The DNP project aims to educate MHPs on the importance of positive coping skills like yoga practice to reduce the stress that can aid in the prevention of burnout. The yoga practice can also help with recentering one's focus, especially on a stressful day. This project aims to educate the MHPs on the benefits of yoga to reduce burnout, and enhance job satisfaction, and prevent absenteeism and turnover rate. Snyder (2020) posited that stress and burnout remain the main hurdle amongst nurses and nursing

students. Aguglia and colleagues (2020) found that a decrease in the number of MHPs in Italy who have retired of old age has affected the quality of patient care and in increased on MHPs workload leading to burnout. This project will aid in the reduction of burnout through yoga.

Role of the DNP Student

My journey to become a family nurse practitioner was not easy. When I graduated, I decided to obtain my certification right away. Unfortunately, I failed my certification examination because of poor concentration and stress. My husband suggested that I start doing yoga to reduce my anxiety. I enrolled in a yoga class, and I noticed that my tension lessened, and my fear became manageable. After several months of regularly practicing yoga and test-taking strategies, I passed my certification.

As I mentioned in the Relevance to Nursing Practice subsection, the patients in the institution where I am currently working are highly assaultive. The environment is stressful because of the MHPs' types of patients. Some staff just learned to go with the flow and not engage with the patients. Some become vigilant and paranoid that they focus on every minor issue in the units. These behaviors sometimes affect the staff's interpersonal relationships, and if not corrected, they can cause strain in their relationship with their families and how they treat patients. Some rely on poor coping skills such as drinking, substance abuse, and overeating. I have known retirees who lose weight and maintain a healthy lifestyle after leaving the facility. However, staff should learn healthy habits to improve work performance and MHPs attitudes.

Working in this psychiatric environment for almost 17 years, and I have been assaulted twice by a patient. I started as an energetic employee, looking forward to going to work every day; however, as years passed, I became apathetic, indifferent, angry, bringing my frustrations at home and often dreading the thought of going to work. I noticed that I have feelings of vigilance and numbness towards the patients. I brainstormed with my adviser, I thought of my sentiments towards my job and my many encounters with MHPs who manifest the same behavior. Hence, my motivation and inspiration to complete this project are because of my stress experiences. Those experiences led me to seek out interventions to improve my stress level, which I can now incorporate into this educational program to assist current and future MHPs.

There are no potential biases for this doctoral project, I will examine the data collected through the participants' responses.

Role of the Project Team

I was the team leader of this project in collaboration with the five expert panelists who offered critique, recommendations, and suggestions. My stakeholders for the project were my adviser and the committee reviewing my project and the MHPs in one of the clinic sites where I will present the project.

Summary

I am basing DNP project on evidence collected from current literature. Following the guidelines in Walden University's (2019) manual on staff education, I developed a PowerPoint presentation to discuss the benefits of restorative yoga and burnout

prevention. I presented the presentation to a five-member expert panel who evaluated it using a five-point Likert scale. The project provided an educational tool to MHPs. The following section will focus on collecting evidence supporting the practice-focused question, the source of the evidence, and the analysis and synthesis of that evidence.

Section 3: Collection and Analysis of Evidence

Introduction

In conducting this DNP project, I followed the guidelines in Walden University's (2019) manual on staff education. The project focuses on the benefits of yoga to reduce stress and prevent burnout for MHPs. MHPs are prone to unhealthy responses to work-related stress due to patients' assaultive behavior, leading to burnout. A study indicated that MHPs exposed to workplace violence consistently because of the population they serve (Akanni et al., 2019). Akanni et al. (2019) added that MHPs have a higher risk (> 50%) of experiencing assault throughout their career compared to other health care professionals that can cause permanent disability, low morale, and persistent psychological stress and burnout. MHPs must learn healthy ways to combat stress to prevent burnout.

Practice-Focused Questions

The practice-focused question for this DNP project was, Will a staff education project about the benefits of restorative yoga to manage stress and reduce burnout help MHPs? A considerable number of MHPs have high-stress levels and feelings of apathy, depression, and hypervigilance that can lead to burnout (Bittinger et al., 2020). Staffs' attitude towards their job affects how they view their career, creating a gap in practice. Burnout can affect MHPs' behavior and job performance. I sought to determine whether a staff education project might be effective in increasing MHPs' knowledge about yoga to manage work-related stress.

I presented the staff education on the benefits of yoga to the five expert panelists via email. The education incorporates a pre- and posttest consisting of the same questions about stress and burnout. The expert panelists evaluated the staff education Microsoft PowerPoint presentation and pre- and post-tests using a five-point Likert scale. Appendices A, B, and C contain the presentation, pre- and posttests, and Likert scale, respectively. They provided their input and suggestions through email. I included their input in an updated presentation.

Sources of Evidence

A study has documented that yoga practice creates a positive outcome in the body, such as blood sugar regulation, promoting flexibility, improving musculoskeletal problems, and fostering robust cardiovascular health (Stephens, 2017). Stephens (2017) indicated that yoga has psychological benefits by enhancing mental energy and creating a positive aura that reduces aggression, depression, and anxiety. Health care providers, especially those who work in the mental health field, are prone to emotional, physical, and psychological fatigue leading to professional burnout because of their exposure to patients' assaultive behaviors. De Bruin and colleagues (2020) indicated that consequences of staff burnout are mental and psychological instability such as stress, apathy, poor job performance, absenteeism, burnout, depression, and anger outbursts. They noted that individuals' consistent exposure to stress has a detrimental effect on their well-being and work habits. Bittinger (2020) also noted low productivity, decreased job

satisfaction, impaired immune system, increased errors, and dysfunctional relationships as adverse effects of chronic exposure to stress.

Restorative yoga effectively relieves stress, especially in a highly stressful environment like psychiatric hospitals. Restorative yoga consists of simple positions, with the main component being relaxation (Miyoshi, 2019). Miyoshi (2019) found that restorative yoga, if practiced regularly for at least 5 minutes, can help with stress and relaxation in nurses. A study involving junior doctors in Australia indicated that personalized yoga improved their burnout (Taylor et al., 2020). A separate study of a 6-week yoga-based program showed that it improved stress, resilience, mindfulness, negative affect, anxiety, depression, professional fulfillment, interpersonal disengagement, and total burnout compared with the baseline (Scheid et al., 2020). MHPs can perform simple positions such as (a) the warrior pose in which they have the front leg forward and the back leg is aligned to the front leg, with knees slightly bent and (b) front arm stretches in which they bring their arm to the front level to the shoulder while the back arm is stretched level to their shoulder. For deep breathing exercises, they can inhale and exhale for a minute. The participant can even think of pleasant thoughts to inhale and exhale the stress away (in with good, and out with the bad). These simple techniques do not require that a person be in a studio to practice.

I collected evidence-based results in the peer-reviewed literature to demonstrate the validity of the practice-focused problem on the benefits of yoga in the stress management of the MHPs. The slide deck I created for presentation to the five expert

panelists addresses the benefits of yoga to reduce burnout. I reviewed the panelists' answers and revised the staff education presentation according to their recommendations. I plan to present the staff education in person when there are fewer COVID regulations. I plan to present the education at a site where one of the panelists works. I plan to obtain approval from our interdisciplinary group committee to present my staff education at the forensic conference in 2022.

Participants

I contacted five colleagues whom I have known for more than 10 years and who I thought would be appropriate for this project. They are all health care providers working in a different capacity. I chose them because of their expertise. Each had a unique expertise that was instrumental to the success of this project. I explained to them the purpose of the project. I asked them if they were interested in participating. Everyone agreed to participate.

Protections

The participation of the five expert panelists was voluntary, and their privacy strictly maintained. The anonymity of the participants was my priority. The only identification included in their information is their educational and work background. To communicate with the expert panelists, I used their work and personal email addresses. The panelists had varied backgrounds.

The first panelist, an RN educator at the facility, had been a nurse for 30 years. She also had a military background in the Philippines before migrating to the United

States She was a second lieutenant in the Armed Forces of the Philippines and had a Master of Nursing Administration degree from the University of the Philippines. She was a training officer in the Armed Forces of the Philippines for 6 years. She had been a nurse educator since 2005.

The second panelist was a rehabilitation therapist. She received her Bachelor of Music Therapy degree from the University of Wisconsin. She has specialized training in leadership for clinical supervisors, coaching and skill transfer workshop, trauma-informed care (“Train the Trainer”), and effective change management. She mentored new therapists and supervised music therapist interns for 8 years. She participated in the program-wide committee overseeing internal hospital processes and auditing rehabilitation therapists’ assessments, providing feedback and training for a year. She is currently a member of the Clinical Operations Advisory Council, which include collaboration with rehabilitation therapy leadership with various projects and coordination and deployment of statewide training for rehabilitation therapists.

The third expert on the panel was a graduate, from Walden University. She received her DNP degree in 2018, her Master of Nursing degree in 2008 in the Philippines, and her Bachelor of Nursing degree in 1995. At the time of the project, she was working in the Middle East as the service manager of corporate nursing research in one of the prestigious hospitals in the Middle East. The fourth panelist was an entrepreneur in the nursing field. She was a business owner of one of the thriving outpatient psychiatric clinics in the Southern California area. She received her DNP

degree in 2016 and has been a nurse for 20 years. She managed patients with psychiatric problems to prevent rehospitalization and stated that she thrives in the community setting. The last panelist was a nurse manager in one of the largest hospitals in the Inland Empire. She had been a nurse for over 40 years and received her nurse educator degree over a decade ago.

Procedures

The project I conducted falls within the preapproved parameter for a staff education project (Walden University, 2019). I did not include any patient data in the project. I completed the web-based Form A as part of the IRB preapproval process. I emailed the participants regularly to update them on the status of the project. I explained to the participants that their participation was voluntary and appreciated and that they could choose not to participate if they did not want to. All acknowledged, consented, and agreed to participate in the project via email.

Analysis and Synthesis

After obtaining approval from Walden University's Institutional Review Board (IRB; approval no. 02-25-22-0673466), I sent the PowerPoint presentation to the five expert panelists. The experts used a five-point Likert scale to evaluate the validity of the staff education project. The scale response anchors range from 1 (*strongly disagree*) to 5 (*strongly agree*).

Summary

I completed the DNP project to explore whether a staff education project regarding yoga practice promoted stress management and decreased burnout among MHPs. As I discussed in this section, I obtained evidence from peer-reviewed literature on the benefits of yoga practice for stress management. I drew from this evidence in developing the staff education, which five experts evaluated. In Section 4, I present the findings. I also highlight the strengths and weaknesses of the project and offer recommendations for revising the staff education before it is distributed.

Section 4: Findings and Recommendations

Introduction

Stress and burnout are common in the health care system. Burnout is defined as the state of chronic stress and consists of three core dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach, 1982, as cited in Simionato et al. 2018). Stress is a natural feeling that people experience; however, chronic stress can lead to burnout. Persistent stress causes one's body to have a constant adrenaline rush and cortisol production, leading to a persistent fight or flight mode (Mayo Clinic, 2022). When chronic stress occurs, the body does not rest and can experience detrimental effects, which can affect one's attitude. Stress affects one's physical and psychological well-being (Riley et al. 2017). Hence, stress management is necessary to prevent burnout.

Health care workers, especially those working in mental health, have reported greater stress because of the COVID-19 pandemic. Health care organizations have been operating with minimum staffing levels or have been short-staffed (CDC, n.d.). Other challenges include a shortage of personal protective equipment, staff COVID exposure, and patient assault (CDC, n.d.). In one study, one third of all health care worker participants ($N = 278$) reported experiencing burnout and moderate to severe anxiety caring for patients with COVID-19 (Son et al. 2021). MHPs manage the psychological challenges of their patients as well as their own challenges. MHPs are encountering stressors such as a heavy workload, patients' needs, secondary traumatization, and

challenging interpersonal interactions with other MHPs on multidisciplinary teams (Riley et al.2017). Overwork and being tired and stressed can cause apathy, lack of focus, absenteeism, and poor job performance (CDC, n.d.) creating a gap in nursing practice.

A staff education about restorative yoga warranted to provide MHPs with information on how to manage stress to prevent burnout. Positive coping skills is imperative to prevent MHPs burnout (Cocchiara et. al. 2019). There is evidence showing yoga's effectiveness in stress management. In one such study, individuals who practiced yoga showed noticeable reduced perceived stress and back pain as well as improved psychological well-being in comparison with the controlled group (Riley et al. 2017).

I collected evidence to create the education using key words such as *stress*; *burnout*; *mental health worker*, *staff*, *employee*, or *professionals*; *compassion fatigue*; *yoga*; *yoga practice*; *restorative yoga*; *health care*; *yoga therapy*; *yoga exercise*; *mental health*; and *COVID*. I searched for peer-reviewed literature published from 2016 to 2021, using databases such as CINAHL via EBSCOhost, OVID via EBSCOhost, and Medline via EBSCOhost. I also reviewed psychiatric, EBP, and yoga journals. I used the literature I found to develop the project, which I presented to my chair and second committee member for their feedback and approval. The PowerPoint that I developed concerns how to reduce stress and burnout through restorative yoga.

Walden University's IRB examined the ethical aspects of the project to ensure its alignment with university guidelines before granting approval (no. 02-25-22-0673466). I contacted the five expert panelists via email and Facebook Messenger, and the consent

form I sent conveyed the purpose of the project. After obtaining the panelists' consent, I distributed the PowerPoint presentation with the pre- and posttest and the five-point Likert scale. The panelists used the scale to evaluate the validity and noteworthiness of the staff education project. The five expert panelists given 7 days to return their feedback. However, one of the panelists took 2 weeks to respond because she was out of the country. I continuously communicated with the five panelists via email, Facebook Messenger, and telephone call. After receiving the evaluations, I reviewed the recommendations and corrections and revised the PowerPoint presentation.

Findings and Implications

I followed Walden University's (2019) staff education manual in conducting the project. After obtaining IRB approval, I recruited five expert panelists with extensive backgrounds in mental health and supervisory positions in their organizations. Following the Walden guidelines, I maintained the panelists' confidential information. To evaluate the knowledge of the staff, I developed a pretest and posttest as part of the presentation. The presentation included information on the implications of stress and burnout for MHPs, the benefits of yoga, and strategies to incorporate yoga in the staffs' daily routine. The five expert panelists included two DNPs, two individuals with a Master of Science in Nursing degree, and a rehabilitation therapist.

Due to their different schedules, I was unable to schedule a meeting with all five expert panelists at the same time. I spoke with them individually via phone, Facebook Messenger, and secured email and answered any questions they might have about the

presentation and pre- and posttest. Three of the five panelists returned their feedback within 5 days of receipt. However, one of the panelists was out of the country and had trouble with internet connections; it took her 2 weeks to return the feedback to me. One of the panelists was out of town and took two and a half weeks to get back to me. The open communication that I had with the panelists improved the presentation, I believe.

The overall feedback of the panelists was positive regarding the presentation. The project focuses on bridging the gap of nursing practice through yoga practice leading to reducing MHPs risk for stress and burnout. Table 1 illustrates the recommendations, suggestions, and comments of the five expert panelists. The scores from the Likert scale questions validated the staff education project. Two of the expert panelists responded *strongly agree*, and three responded *agree*. One of the panelists marked neutral on the question concerning course satisfaction.

However, an unanticipated limitation of the DNP project was the inability to conduct the pre- and posttest and presentation in person due to the COVID restrictions. The panelists validated the staff education's validity, nonetheless. Incorporating literature on the effectiveness of yoga may benefit MHPs who are experiencing stress and burnout. The five panelists all indicated that the staff education is relevant to today's health care arena. The goal of the staff education is knowledge improvement of MHPs on the incorporation of yoga practice in their routine may help with managing stress and burnout and enhancing job satisfaction, work performance, and an overall positive outlook.

Table 1*Expert Panelists' Evaluation Results*

Question	Number who strongly agree	Number who agreed	Neutral	Comment
1. This course improved my knowledge	2	3		No comment
2. Medium of instruction was appropriate	2	3		Include yoga use for trauma Time element when to start and how long for the yoga Is there a good stress? Different yoga techniques
3. The content in this course is related to my job.	2	3		“You hit the nail on the head with this topic. Nurses are so stressed right now they are leaving the profession. Your topic is relevant to reducing burnout in nursing.” “The PPT is good” Remove hyperlink in the response Avoid using all caps on each PPT Other comments: Add causes of burnout in the organizational level (i.e., short staff, unsupportive supervisors, no EHR poor functioning equipment, or lack of it).
4. I will recommend this course to others.	2	2		No comment
5. I was satisfied with the course	2	1		No comment

Note. PPT = PowerPoint; EHR = electronic health record.

Recommendations

Yoga practice is beneficial to individuals encountering stress to prevent burnout. Simple yoga poses and deep breathing exercise can aid individuals especially health care providers to regain their focus when experiencing a stressful situation at work or at home. Health care organizations can include this staff education to educate and aid their staff to help manage their stress and prevention of burnout through yoga practice. Organizations should encourage a balance and healthy living and can incorporate yoga as part of their staff self-care. The staff education can be part of the staff annual training to remind and refresh them of the harmful effects of stress and burnout and the benefit of yoga in managing stress and burnout. Staff education about yoga practice incorporation in the curriculum in every health care organization can enhance staff awareness of the detrimental effects of stress and burnout and the benefits of yoga practice to reduce burnout. As part of health education curriculum yoga can aid in halting the chronic disease development and health promotion across one's well-being (Hawks et al., 2021).

MHPs who manage their stress in a healthy way and reduce burnout through yoga practice, will experience balance in their life, positive outlook and perspective, reduction in developing symptoms of depression, anxiety, and apathy. Hence, becoming a positive influence in their work, families, communities, and societies affecting positive social change. Yoga practitioners reported feelings of sense of well-being, positive outlook, positive health outcomes, and as an adjunct to health education for primary and secondary prevention if practice correctly (Hawks et al., 2021).

One of the recommendations from the panelists is to ensure to include several types of yoga for individuals. Another recommendation is to use algorithms/tables/figures rather than too much wordiness in the presentation to capture the audience attention.

Contribution of the Doctoral Project Team

I am the project team leader. The five expert panelist selection is based on their unique experience managing assaultive patients, extensive knowledge of the subject, supervisory and job background, and length of experience. The five expert panelists variety of experiences has brought unique themes to the presentation and my collaboration with them individually have provided product that will assist MHPs to incorporate yoga in their daily routine reducing stress and burnout. The validation of the noteworthiness of the staff education project is through the unbiased critique the panelists provided. By using Walden University Student Manual and careful assessment of their expertise and experience leading to biased elimination.

Strengths and Limitations of the Project

Limitation identified is the inability of perform a face-to-face presentation and education to the staff and five expert panelists due to COVID restrictions. The communication between me and panelists by email, messenger, and telephone. Though the focus of the project is staff education, evaluation of the staff is not possible, and the organization did not allow in-person presentation due to COVID restrictions.

The collection of evidence-based literature is the framework of the staff education project, and the knowledge, feedback, and expertise of the panelists is the backbone of

the project. The five expert panelists are the major contributors of the metamorphosis of this project to ensure that it is easy to understand, flow easily, geared to towards adult learners, and relevant in today's health care issue. The yoga staff education project will aid in the prevention of MHPs burnout. Social change implications include productive MHPs because of job satisfaction, well-balance living, positive coping skills, happy family life, and productive citizen.

Section 5: Dissemination Plan

Via email, I will present the staff education project to the chief nursing officer of one of the facilities in Southern California to obtain approval to deliver it. The knowledge imparted by the staff education may help MHPs to manage their stress through yoga. I will also contact one of psychiatric hospitals in Southern California department of medicine and supervising RN to obtain their approval to include the staff education in one of the trainings that staff can choose to obtain continuing education units. My other plans for dissemination include presenting the staff education project abstract to the executive director of one of the hospitals in Southern California to include in the forensic conference in November 2022.

Analysis of Self

In developing the staff education project, I have acquired preparation to assume a role as a nurse leader in a private sector when I retire from one of the facilities of state hospitals. I acquired confidence and skills in the dissemination of peer-review literature and gleaning the knowledge needed to complete this project. I developed patience in setting up goals that are specific, measurable, and realistic. I learned to be kind to myself, and I gained insight on my own limitations; I reevaluated my goals and hit pause when I needed it. I learned the value of perseverance and pushing forward no matter how hard and difficult the obstacles are. I developed self-awareness and the ability to ask for help when needed. I learned the importance of collaboration with my five expert panelists and

not relying solely on my own thoughts. I developed a cheerful outlook and overcame procrastination by continually engaging in the work of the project.

I plan for yoga to be part of my daily routine to reduce stress and regain my focus. I will make sure to do deep breathing exercises during stressful situations at work. I will be an advocate for balance lifestyle in my organization educating my colleagues and other MHPs the benefits of yoga and meditation to relieve stress and reduce burnout. I am ready to embark on my new journey as a faculty member, mentor, or chief nursing officer of a research hospital.

Summary

The goal of the staff education project is to reduce stress and prevent burnout through yoga practice. The project will be effective only if the individuals who receive it are willing to make the changes. The staff education regarding benefits of yoga for MHPs geared towards adults who value autonomy, respect, and self-awareness and who are willing to learn positive coping skills and make changes in their lives to live a healthy and well-balanced life. By making these changes, they may have a positive influence on their work, families, communities, and societies, thereby effecting positive social change.

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Appendix A: PowerPoint Presentation

STAFF EDUCATION PROJECT ON YOGA TO REDUCE STRESS AND BURNOUT

Presented by Rina Buenaventura-Vickery BSN,MSN-FNP-C

BURNOUT AND STRESS

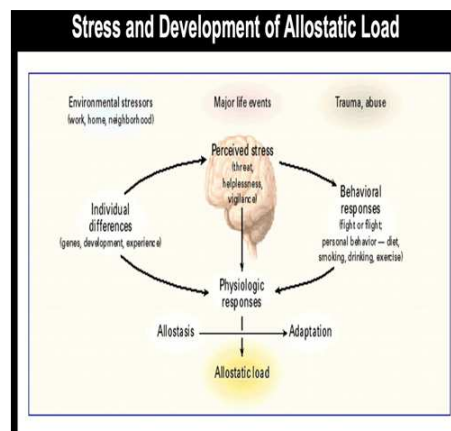
WHO categorize stress as an “occupational phenomenon” (BBC.com, 2020).

- Mental Professionals (MHP) are likely to experience workplace violence which contributes to a higher burnout rate (Aguglia et al., 2020)
- "Stress is not what happens to you, but how you react to what happens" (<https://depts.washington.edu/abrc/stress/vincenzi.pdf>)
- The purpose of the project is to teach the MHPs of the benefits of yoga to reduce stress and burnout and to enhance job performance and satisfaction.
- The staff who attend this class will be able to practice yoga five minutes at time at least 2-3 x a week
- Staff will recognize the signs and symptoms of stress and able to step back to do deep breathing exercise for minute at a time.

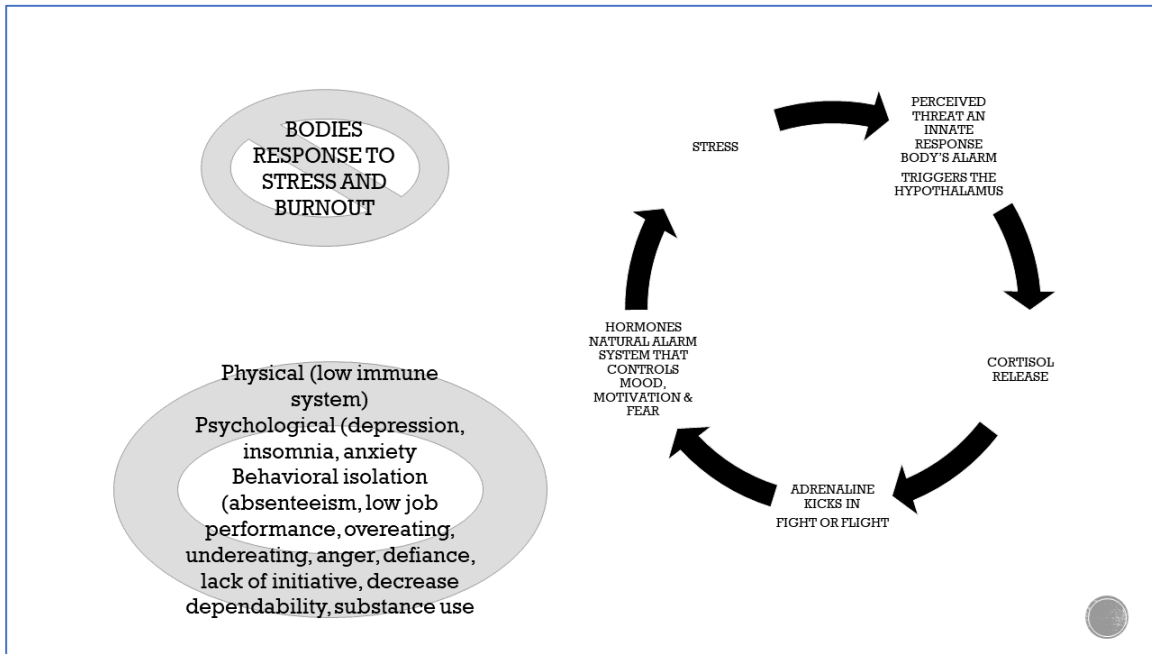
YOGA

- Sanskrit word “yuj” means to unite, to yoke characterized by the rigorous discipline of harmonizing the body, mind, and spirit ((Mooventhan et al., 2020; Prathikanthi et al., 2017)
- Restorative yoga is easier than traditional yoga it focuses on relaxation
- Restorative Yoga if practices at the beginning of the day for at least five minutes per day for 5 days will improve the practitioners outlook and gain her/his center before beginning work
- Yoga has psychological benefits by enhancing mental energy and creating a positive aura that reduces aggression, depression, and anxiety (Stephens, 2017)
- Yoga practice decreased the impact of inflated reactions on stressful situations, which can benefit in individuals experiencing anxiety and depression (Leasca, 2020)

STRESS IN THE BODY

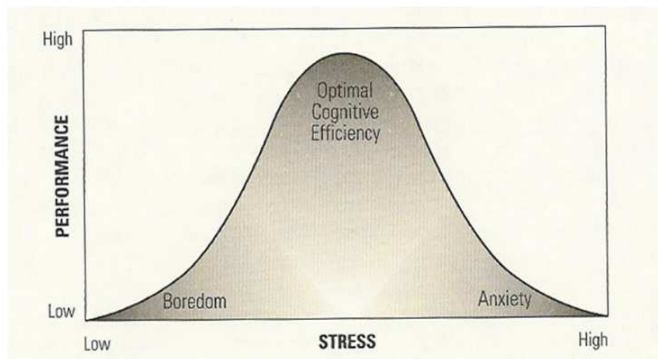


- Perception of stress is influenced by one's experiences, genetics, and behavior. When the brain perceives stress, physiologic and behavioral responses are initiated leading to allostasis and adaptation. Over time, allostatic load can accumulate, and the overexposure to neural, endocrine, and immune stress mediators can have adverse effects on various organ systems, leading to disease.
- <https://depts.washington.edu/abrc/stress/vincenzi.pdf>



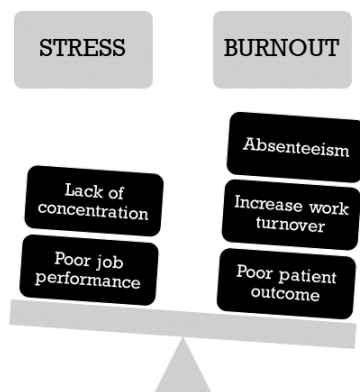
STRESS AND COGNITION

Magnitude of Stress and Cognitive Efficiency

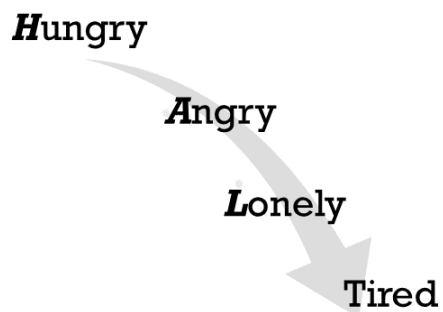


As the body feels stress the body feel sluggish performance and focus is less

HOW THIS AFFECT AN ORGANIZATION



SOME STRESS BEYOND OUR CONTROL WHAT CAN WE CONTROL?



BENEFITS OF YOGA

Physical

Relieves back pain
Promotes Flexibility
Helps with musculoskeletal symptoms

Blood sugar regulation
Fostering robust cardiovascular health
Memory improvement with stroke patients

Psychological

Depression as an adjunctive therapy
Reduces feelings of aggressiveness
Decrease anxiety

Help with insomnia
Enhancement of Mental Energy and presence of mind

Emotional

Creating a positive aura
HIV patients and brain injury patients helping to management their stress

Endorphin Production "happy hormone"
Heightened Relax Feelings



SOME EASY TECHNIQUES OF YOGA

DEEP BREATHING EXERCISES FOR A MINUTE

ARM STRETCH COUNT 1,2,3,4
Then relax

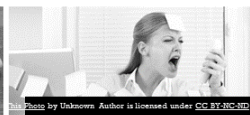
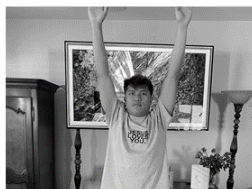
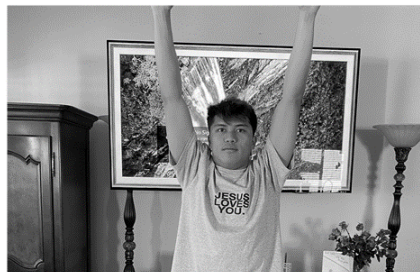
MODIFIED WARRIOR POSE

THE SAME PRACTICE WHILE SITTING AT AN OFFICE CHAIR



POSES

LET'S DO THE POSES TOGETHER

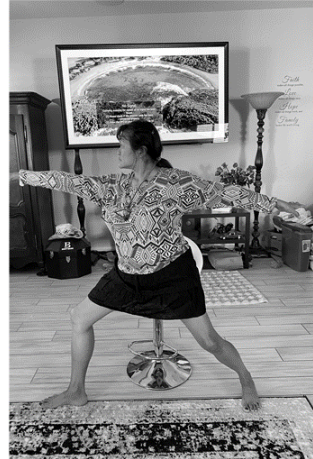


THE CHOICE IS YOURS

- PRACTICE YOGA AND MINDFULNESS AND DE-STRESS
- OR DO NOTHING AND STRESS/BURNOUT/REPEAT



WARRIOR POSE WHILE SITTING



POSES WHILE SITTING

- <https://www.youtube.com/watch?v=VaoV1PrYft4>
- <https://www.youtube.com/watch?v=rrLkhg3fA0M>



APPENDIX B: PRE AND POST-TEST

- 1. Yoga ranks on top of mind-body therapies on stress reduction?
- 5
- 15
- 25
- 10
- 2. What are the top three system in the body that can be improve through Yoga practice?
- Circulatory, Skeletal, Neurological
- Endocrine, Vascular, Skeletal
- Musculoskeletal, Cardiovascular, Endocrine
- Neurological, Circulatory, Digestive



APPENDIX B: PRE AND POST TEST

- 3. What is Compassion Fatigue
- How the brain and body respond to any demands.
- Term used in the 1970's which means physical and emotional exhaustion of the workers in their job.
- Term used in the 1992 nurses' exhaustion from repeated exposure to sick people
- Is an unhealthy physical and emotional reaction when the job expectations are disproportionate with the competencies, resources, and workers' needs.



APPENDIX B PRE AND POST-TEST

- 4. In 2021, the National Institute Health categorized burnout as an
- occupational phenomenon defined as one's inability to manage long-term stress exposure.
- a chronic workplace stress that has not been successfully managed
- A & B
- Is an unhealthy physical and emotional reaction when the job expectations are disproportionate with the competencies, resources, and workers' needs



APPENDIX B: PRE AND POST TEST

- 5. What is the focus of restorative yoga?
- Warrior poses and modified warrior pose
- Using towels for props
- A Yoga Mat
- Relaxation
- 6. Restorative Yoga
- Same as traditional Yoga
- Focusing on stretches
- Focuses on mainly on relaxation
- Only A



APPENDIX B: PRE AND POST TEST

7. Restorative yoga focuses

- Warrior pose and modified pose
- Using towel for props
- Yoga mat
- Relaxation

8. What is the region of the brain that acts as an alarm system when one is stressed?

- Cerebral Cortex
- Thalamus
- Hypothalamus
- Amygdala



APPENDIX B: PRE AND POST TEST

9. What are the hormones that are released when stressed?

- Cortisol and melatonin
- Melatonin and serotonin
- Cortisol and adrenaline
- All the above

10. Yoga means

- Body, soul, and spirit
- Yoke, unite
- Core or one's center
- none of the above



APPENDIX C: LIKERT SCALE

QUESTIONS	Strongly Disagree 1	Somewhat Disagree 2	Neutral 3	Somewhat Agree 4	Strongly Agree 5
This course improved my knowledge and awareness of the topic.					
The method of instruction was appropriate					
The content presented in this course was relevant to my job.					
I was generally satisfied with the course.					
I will recommend this course to others.					

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- Picture references
<https://depts.washington.edu/abrc/stress/vincenzi.pdf>



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