

# CONNECTIONS

December, 2023

VOLUME 9, ISSUE 4

## What's New at EAP?

### Welcome to EAP, Tineisha!

In November, we welcomed our new EAP Specialist, Tineisha Scott. Tineisha has a Bachelor's degree in Psychology and Social Work and a Master's degree in Marriage and Family Therapy. Before coming to EAP, Tineisha was employed by the City of Madison with CDA as a Service Coordinator since 2020. Prior to working with the City, Tineisha has worked as a therapist, case manager, social worker, crisis responder, probation and parole agent, shelter advocate, and more. Some employers she has worked for are the Wisconsin Department of Corrections, Domestic Abuse Intervention Services, and Dane County Child Protective Services. Tineisha enjoys spending time with her family and traveling. She is looking forward to working with other City employees in her new role.



Season's Greetings and Happy New Year, fellow City of Madison employees!

As we bring 2023 to a close, the holidays are right around the corner and can bring up some stressful times. For some, the stress comes from wrapping up another year and for others it is wrapping gifts and all the "expectations" surrounding the holiday season. Please find time for relaxation and love for yourself in this time spent with family and friends through the holidays and the new year. We hope you find some interesting and useful information in this issue of our newsletter. Remember, we are here for you whenever you need us.

## FEI Workforce Resilience

FEI Workforce Resilience (an All One Health company) is our external EAP- available 24/7.

### A message from FEI:

As your partner in whole health, we are passionate about improving access to care and creating exceptional customer experiences. We're excited to enhance your Assistance Program experience with new member landing pages and portal updates:

#### 1. New Member Landing Pages

Your new member support landing page is designed as an all-in-one place for accessing care, learning about your benefits, and logging into your member portal.

Visit your EAP website for:

- Access to support via phone and online forms
- Resources like the Insights newsletter and webinars
- Instant login to your personalized member portal

#### 2. Enhanced Member Portal

We've given our member portal a complete makeover to improve the user experience, everything is reorganized and easier to find.

Included in this newsletter:

- Welcome our new EAP Specialist, Tineisha
- FEI Member Portal and website updates
- Coping with Conflict & War
- Mental Health during the Holidays
- Common Myths about Therapy
- How to Unlock your Creativity
- The Burnout Risk Checklist
- Creating Meaningful Family Time

The EAP office is now open for limited in person visits. Due to hybrid schedules, all in person visits must be scheduled in advance. There are no walk-ins at this time. Please contact our office if you would like to schedule an in person visit. We will continue to offer visits via Zoom and telephone.

Don't forget to check out the **FREE yoga classes** at the Monona Terrace! The 2024 schedule will be available as we get closer to the end of year.

~ The EAP Team

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CITY OF MADISON EMPLOYEE ASSISTANCE PROGRAM  
2300 S. Park St., Suite 111  
Madison, WI 53703

Arlyn Gonzalez, EAP Manager: (608) 266-6561  
*Provides bilingual EAP services in English and Spanish*

Mary Eldridge, EAP Specialist: (608) 266-6561  
*Provides bilingual EAP services in English and Spanish*

Tineisha Scott, EAP Specialist: (608) 266-6561

Tara Armstrong, Confidential Program Support: (608) 266-6561



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Access benefits at your EAP website using your email and company code.

- Explore live chat, phone support, and online requests.
- Use the financial wellness center, self-assessments, and courses.
- Access 1,000+ articles, podcasts, and well-being resources.
- Discover exclusive marketplace discounts.

## CHECK OUT YOUR NEW Assistance Program Member Portal

### Live Chat & Online Requests, Mental Health Support & Self-Care

Your Assistance Program is here to support the whole person, with services to strengthen mental health, build financial wellness, resolve work-life challenges, and help unleash your full potential. And our goal is to make accessing care as easy as possible with our new and improved member portal.



### Check Out Your New Member Portal

1. Visit your member landing page:  
[fei.mylifeexpert.com](https://fei.mylifeexpert.com)
2. Log in or create an account using your email address and company code: **madison**

### Experience Enhanced Support & Resources

- **Connect** via live chat, phone, or online request forms
- **Request** mental health counseling or work-life benefits
- **Explore** the online financial wellness center
- **Enhance** your well-being with self-care assessments & soft skills courses
- **Access** 1,000+ articles, podcasts, well-being resources and more
- **Find** exclusive marketplace discounts

### Add or Update the Member Portal Web App on Your Mobile Device

Whether you're using an iPhone or Android device, here's how to update and add the new Member Portal web app icon.

#### How to Remove the Old Icon

(For members who already have the old icon)

1. Tap and hold the old Member Portal web app icon.
2. On iPhone, tap "Delete App" when it appears. On Android, drag the icon to "Remove" and confirm the deletion if prompted.

#### How to Add the New Member Portal Icon

(For members who are updating or adding for the first time)

1. Open your mobile device's web browser (Safari for iPhone or Chrome for Android).
2. Enter [fei.mylifeexpert.com](https://fei.mylifeexpert.com) in the address bar.
3. Once the web app loads, tap the share icon (on iPhone, it's a square with an arrow pointing up; on Android, it's usually three dots).
4. Look for an option that says, "Add to Home Screen" or "Add to Home Page" and tap it.
5. Customize the name of the icon to "Member Portal" if needed.
6. Confirm your selection by tapping "Add."

Now, you'll have the updated Member Portal web app icon on your mobile device's home screen, providing easy access to all the latest features and information. Enjoy the improved user experience!

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# Accessing EAP Services 24/7 through FEI

## EAP services

### City of Madison

Call: 800-236-7905

Visit: [myassistanceprogram.com/fei](https://myassistanceprogram.com/fei)

Company Code: madison

**We're here for you: 24/7/365**

Welcome to your new and improved Employee Assistance Program (EAP). By accessing its information, resources and referrals, you can find the support you need to become your best—in all facets of life.

Your new member portal and app provide access to information and resources, including many expanded services, such as health and lifestyle assessments, soft skills courses and a discount marketplace. Services are free, confidential and available to you and your family members.

When you use your EAP, everyone benefits. We have stronger employees, families, workplaces and communities.

Here's a closer look at your benefits:



### Short-term counseling

**Up to 4 sessions per issue to help you:**

- Alleviate emotional stress
- Enhance interpersonal relationships
- Tackle family/parenting challenges
- Deal with substance misuse
- Manage strong feelings
- Build on personal strengths
- Navigate life transitions
- Work through grief and loss



### Legal benefit

**One session per issue:**

- Bankruptcy, foreclosure
- Home sale/purchase or lease agreement
- Separation or divorce
- Adoption
- Child custody/child support
- Free simple will
- Traffic, civil or criminal matters
- Elder law
- Legal document review
- Simple dispute resolution



### Financial benefit

**One consultation per issue:**

- Manage expenses and debt
- Prepare a realistic budget
- Deal with tax-related questions
- Plan for retirement
- Identity theft solutions
- Invest in a college education
- Student loan coaching
- Home purchase education
- Credit report review



### Work-Life benefit

**Unlimited consultations and referrals for:**

- Childcare
- Adoption
- Elder care
- Dependent care
- K-12 & higher education resources
- Medical Advocacy
- Life Coaching
- Personal Assistant

# Coping with Conflict & War

During these turbulent times of conflict and war, we often hear of US based associates/employees who are traumatized by the news that relatives, friends, and colleagues might be in harm's way. It is extremely distressing not having the certainty of other's personal safety. The absence of reliable information is also accompanied by feelings of helplessness and despair. Whether directly involved or vicariously, humans are naturally distressed when exposed to news of death and destruction. Strong personal feelings of anger, rage, disgust, and revenge can also spill over into the workplace.



## Coping with Conflict and War

International conflicts can be both complex and sensitive issues for those directly and indirectly involved. Remember that it's crucial to adapt coping strategies to your specific circumstances, and always prioritize safety and well-being. Seek professional help when needed, and don't hesitate to reach out to local or international organizations providing support during times of conflict and war. Please see resources on the following page.

### Emotional and Psychological Support

Healing from the emotional scars of war is a complex and often challenging process. The experience of war can leave deep and lasting emotional wounds, including post-traumatic stress disorder (PTSD), depression, anxiety, and a range of other psychological and emotional issues. Here are some tips that can help individuals and communities heal emotionally from the effects of war.

- **Talk About It.** Encourage open communication about the experiences and emotions associated with war. Sharing your story with trusted friends or family members can be therapeutic.
- **Support Groups.** Joining a support group for veterans or survivors of war can be tremendously helpful. Sharing experiences with others who have been through similar situations can provide a sense of camaraderie and understanding.
- **Artistic Expression.** Some individuals find healing through creative expression, such as art, music, or writing. These outlets can help process and express complex emotions.
- **Mindfulness and Meditation.** Mindfulness practices and meditation can help individuals manage stress and anxiety. These techniques teach individuals to stay in the present moment, rather than dwelling on past traumatic experiences.
- **Physical Health.** Taking care of your physical health can have a positive impact on emotional well-being. Regular exercise, a balanced diet, and adequate sleep are all important.
- **Avoid Substance Misuse.** Many people turn to alcohol or drugs as a way to cope with the emotional pain of war. However, this often leads to more problems. Avoiding substance misuse is essential for healing.
- **Establish a Routine.** Creating a daily routine can provide a sense of structure and stability. It helps to reduce the feelings of chaos and unpredictability that often accompany war-related trauma.
- **Set Realistic Goals.** Set small, achievable goals for yourself. Success in reaching these goals can boost self-esteem and motivation.
- **Cultural and Spiritual Healing.** Cultural or spiritual practices and rituals can be helpful for some individuals. These can provide a sense of meaning, belonging, and solace.

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**Contact:** FEI Behavioral Health  
**Call:** 800-236-7905 or 800-638-3327  
**Visit:** [fei.mylifeexpert.com](https://fei.mylifeexpert.com)  
**Code:** madison

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- **Education and Advocacy.** Some people find healing by becoming advocates for veterans' rights or working to prevent future conflicts. This can give a sense of purpose and make one feel like they are contributing positively to society.
- **Forgiveness.** Healing often involves finding a way to forgive those responsible for the trauma, whether they are external enemies or even oneself. This is a deeply personal process and may not be achievable or appropriate in all cases.
- **Contact Your Employee Assistance Program (EAP).** It's important to recognize that emotional wounds from war are real and they can be treated. Therapists, counselors, and mental health professionals with experience in trauma can provide invaluable support and guidance.

## Resources

If you are an American citizen overseas and find yourself caught up in a war, emergency, or other dangerous situation, it's crucial to seek help and assistance.

- **Contact the [nearest U.S. embassy or consulate](#)**, or call: 1-888-407-4747 (from the U.S. and Canada) or +1 202-501-4444 (from outside the United States). For more information, visit [Emergencies](#) and [What the Department of State Can and Can't Do in a Crisis](#).
- **Register with the [Smart Traveler Enrollment Program \(STEP\)](#)** before traveling abroad and for security alerts.

Your safety is the top priority, and it's crucial to follow the guidance and instructions of the U.S. government and local authorities in such situations. Stay informed and keep connected with authorities and family, friends, or a support network. When the time is right, seek mental health support through your EAP.

- **[988 Suicide & Crisis Lifeline](#)** provides 24/7, free and confidential support for people in distress, prevention and crisis resources for you or your loved ones. **If you or someone you know are in immediate danger of acting on suicidal thoughts, call 911.**
- **[VA Mental Health Services | Veterans Affairs \(VA\)](#)** Call: 877-927-8387 (TTY: 711) to talk with a fellow combat Veteran about your experiences, 24 hours a day, 7 days a week, 365 days a year.
- **[Disaster Distress Hotline](#)** Crisis counseling for people in emotional distress related to any natural or human-caused disaster. Call or text: 1-800-985-5990.
- **[Substance Abuse and Mental Health Services Administration \(SAMHSA\)](#)** Call: 1-800-662-4357. This Helpline provides 24-hour free and confidential help. You can get treatment referral and information about mental health and drug or alcohol use disorders, prevention, and recovery in English and Spanish.

This information is not intended to replace professional care. Please call your EAP if professional care is needed. The EAP offers assessment, counseling, and referral to appropriate resources.

**Contact:** FEI Behavioral Health  
**Call:** 800-236-7905 or 800-638-3327  
**Visit:** [fei.mylifeexpert.com](https://fei.mylifeexpert.com)  
**Code:** madison

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## Understanding Holiday Stress

While the holiday season can bring about unique stressors, it's essential to prioritize your mental health. Self-care activities and stress-relief techniques can help you navigate this time of year with greater ease and enjoyment. Remember that it's okay to take a step back, set boundaries, and seek help when needed. By nurturing your mental well-being, you can create a holiday season that truly brings you joy, fulfillment and positive memories.

# 10 Common Myths about Therapy

## 1. As soon as you call, you will be seen by a provider.

Generally, once you make that initial call to get scheduled with a provider, it usually takes a few weeks to be seen. On average, from the moment people call to the moment when they meet with their provider for their intake session, it may take six to eight weeks. EAP can assist individuals in identifying providers and clinics that are taking clients within a reasonable time frame as well as those that may accept their insurance. Call us at 608-266-6561 to schedule an employee consult to explore what you are looking for and get some support in determining resources available to you.

## 2. If you call in crisis, you will receive services immediately.

Most clinics do not offer crisis services to individuals who are not current clients; and they encourage new clients who may be in crisis to reach out to services specifically designed for crisis intervention. If you or someone you know is in crisis, you can call EAP at 608-266-6561 during business hours or FEI at 800-236-7905 for 24-hour assistance.

## 3. Therapy means that you have to talk about your feelings.

Yes and no. There is so much more about therapy than talking about your feelings. In therapy there will be space to process anything and everything that feels relevant to you. You may decide to one day talk about wanting to change a behavioral routine like wanting to work out more frequently, and another day you may choose to talk about deeply rooted feelings or thoughts you developed in childhood as a consequence of certain experiences. In collaboration with your provider, you get to determine what your goals are for while you two meet and then explore you both explore how to get there.

## 4. Therapy is for people who are “crazy”.

First of all, using terms like “crazy” or “insane” is harmful and derogative. These are terms rooted in ableism where mental health struggles are stigmatized and used against people; as well, they are terms often used to discount, disregard, and dismiss people’s valid feelings about something due to the discomfort that those feelings may cause to the other party. However, therapy is for anyone and everyone who is wanting to process something with someone whose only agenda is that of helping them figure out how to reach their own goals while being unbiased in the process.

## 5. People just have to move on instead of going to therapy.

The problem isn’t that people have not tried to move on and let go of their feelings about something; the actual problem is that some things impact us more than others and we cannot shake off those feelings as easily. Everyone’s feelings are valid and we cannot determine what will feel more significant. People are trying their best at managing their pain; and also sometimes a highly trained and non-judgmental third party could assist folks in identifying new strategies and tools for coping and healing.

## 6. I can handle this on my own. I don’t need help from anyone.

Similarly to the stated above, it is absolutely normal to attempt to handle something challenging on our own. That is what we have done our entire lives so there is no reason why we shouldn’t expect it to not work out. However, some things impact us differently to the point where our usual coping skills aren’t serving us in the same ways as they have in the past. This is a normal process and it involves approaching the problem differently, exploring new coping skills, and possibly reaching out for help. When we remove the layer of shame about reaching out for help, then we open ourselves up to the possibility of healing through connection and empathy, and hopefully feeling seen and heard. This is also a goal of therapy.

## 7. I don’t feel comfortable talking to strangers about my personal stuff.

A therapist will not force you to talk about something that you do not feel comfortable talking about just yet. However, a therapist will work with you toward progressively building trust and your comfort level so that you can talk about anything that feels like it’s impacting you or that is important enough to you to want to process during your session.



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### 8. A therapist will just sit there quietly and I just won't know what to say.

The first session in particular may feel very structured and to the point since it involves explaining policies and going through the intake questionnaire. During this session, people tend to break the ice and identify the goals that they would like to work toward which then leads to more open conversations in future sessions. It is true, though, that depending on the therapy modality and the therapist's style some may be quieter than others. If that makes you uncomfortable, you could ask the therapist to provide more feedback and engage in more of a conversation. Feedback for a therapist is always very important but if their style does not match yours, it is okay to explore other options until you find a therapist that you connect with.



### 9. A session or two of therapy should resolve the feelings about this all.

Therapy is a process and even though some issues can be resolved in a few sessions, there is no way to predict how few or many sessions a person would need to fully resolve an issue. It is important to have realistic expectations that a therapist will probably not have THE solution to the person's problems because, truly, only the person knows what they need and a therapist is only there to facilitate that process of self-discovery of that solution. That also doesn't mean that therapy will take many years. It might, but there is not a rule for how long therapy takes.

### 10. Therapy will make you feel bad/good.

As people go through the process of navigating the things that brought them to therapy, feelings will definitely come up. Sometimes therapy will feel painful and that is part of the process. Also, sometimes therapy will feel healing, restorative, and good. It is important to not have set expectations for what therapy should feel like because then if it isn't feeling in that certain way, then we may feel like we are doing it wrong. There is no wrong way to do therapy. Everyone's process is different and all feelings are valid. Being open to whatever occurs in the therapeutic space may allow for your feelings to organically arise, transform, and flow. That also fosters space for self-compassion and healing.

**Mental Health America** offers tools and resources for identifying and addressing mental health conditions, including an **Online Mental Health Test**.

## Human Trafficking - Jane's story, part 2

This is the second segment of Jane's story, a continuation of the human trafficking story we highlighted in the last newsletter.

Additionally, **Public Service Announcements** are available with information regarding sex trafficking in Madison, WI.

If you think someone may be a human trafficking victim, please call the National Human Trafficking Hotline toll-free at **1-888-373-7888** or text a message to **233733** "BeFree".



**Human Trafficking: A Look Inside "The Life," part 2**



# LEADERSHIP *Matters*

## How to unlock your creativity – even if you see yourself as a conventional thinker

By Lily Zhu, **The Conversation**

Do you think that creativity is an innate gift? Think again.

Many people believe that creative thinking is difficult – that the ability to come up with ideas in novel and interesting ways graces only some talented individuals and not most others.

The media often portrays creatives as those with quirky personalities and unique talent. Researchers have also identified numerous personality traits that are associated with creativity, such as openness to new experiences, ideas and perspectives.

Together, they seem to paint a dire picture for those who consider themselves conventional thinkers, as well as those who do not work in creative occupations – including roles that are often considered traditional and noncreative, such as accountants and data analysts.

These beliefs miss a key part of how creativity works in your brain: Creative thinking is actually something you engage in every day, whether you realize it or not.

Moreover, creativity is a skill that can be strengthened. This matters even for people who don't consider themselves creative or who aren't in creative fields.

In research that I recently published with organization and management scholars Chris Bauman and Maia Young, we found that simply reinterpreting a frustrating situation can enhance the creativity of conventional thinkers.

### Using creative thinking to cope with emotions

Creativity is often defined as the generation of ideas or insights that are novel and useful. That is, creative thoughts are original and unexpected, but also feasible and useful.

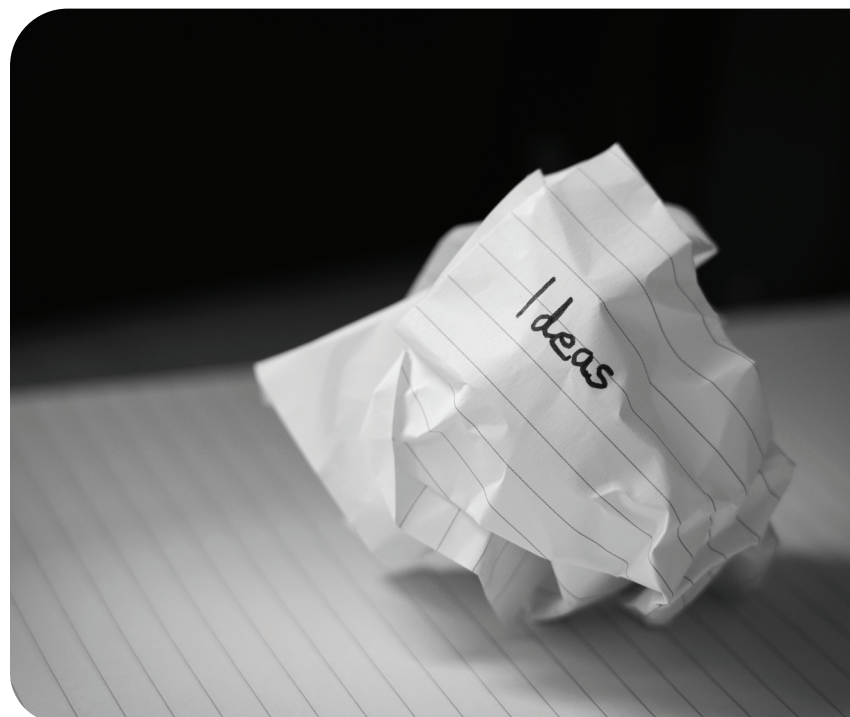
Everyday examples of creativity are plentiful: combining leftover food to make a tasty new dish, coming up with a new way to accomplish chores, mixing old outfits to create a new look.

Another way you do this is when you practice what's called “emotional reappraisal” – viewing a situation through another lens to change your feelings. There is an element of creativity to this: You're breaking away from your existing perspectives and assumptions and coming up with a new way of thinking.

Say you're frustrated about a parking ticket. To alleviate the bad feelings, you can think of the fine as a learning moment.

If you're anxious about a presentation for work, you can cope with the anxiety by framing it as an opportunity to share ideas, rather than as a high-stakes performance that could result in demotion if handled poorly.

And if you're angry that someone seemed unnecessarily combative in a conversation, you might reevaluate the situation, coming to view the behavior as unintentional rather than malicious.



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## Training your creative muscles

To test the link between creative thinking and emotional reappraisal, we surveyed 279 people. Those who ranked higher on creativity tended to reappraise emotional events more often in their daily life.

Inspired by the link between emotional reappraisal and creative thinking, we wanted to see whether we could use this insight to develop ways to help people be more creative. In other words, could emotional reappraisal be practiced by people in order to train their creative muscles?

We ran two experiments in which two new samples of participants – 512 in total – encountered scenarios designed to provoke an emotional response. We tasked them with using one of three approaches to manage their emotions. We told some participants to suppress their emotional response, others to think about something else to distract themselves and the last group to reappraise the situation by looking at it through a different lens. Some participants were also given no instructions on how to manage their feelings.

In a seemingly unrelated task that followed, we asked the participants to come up with creative ideas to solve a problem at work.

In the experiments, conventional thinkers who tried reappraisal came up with ideas that were more creative than other conventional thinkers who used suppression, distraction or received no instructions at all.

## Cultivating flexible thinking

Negative emotions are inevitable in work and life. Yet people often hide their negative feelings from others, or use distraction to avoid thinking about their frustrations.

Our findings have implications for how managers can think about how to best leverage the skills of their workers. Managers commonly slot job candidates into creative and noncreative jobs based on cues that signal creative potential. Not only are these cues shaky predictors of performance, but this hiring practice may also limit managers' access to employees whose knowledge and experience can play major roles in generating creative outcomes.

The result is that the creative potential of a significant part of the workforce may be under utilized. Our findings suggest that supervisors can develop training and interventions to cultivate creativity in their employees – even for those who might not seem predisposed to creativity.

Our research also indicates that people can practice flexible thinking every day when they experience negative emotions. Although people may not always have control over the external circumstances, they do have the liberty to choose how to cope with emotional situations – and they can do so in ways that facilitate their productivity and well-being.



### Check out our Organizational Development On-Demand Training Portal!

To make training content available to as many employees as possible, we are offering on-demand courses when possible.

Courses include, but are not limited to:

- I Feel Safe Series
- Conflict De-escalation
- Trauma-Informed Customer Service

A complete list of available courses can be found at the [Online Courses web page](#).



# FIRST RESPONDER FOCUS

## A Burnout Risk Checklist

By Shannon A. Swales, **Psychology Today**

*Know your risk so you can prevent burnout.*

We are curious creatures, so it is only natural we want to know why someone burns out. We often want to know this to mitigate the risk of burning out.

To repeat the words of burnout researchers Maslach and Leiter:

*“Burnout is a psychological syndrome emerging as a prolonged response to chronic interpersonal stressors on the job. The three key dimensions of this response are overwhelming exhaustion, feelings of cynicism and detachment from the job, and a sense of ineffectiveness and lack of accomplishment.” (2016, p. 103).*

Fortunately, there has been a lot of investigation into the burnout risk factors. I have summarised the findings below into occupational and individual risk factors. I hope this can become your workplace or personal burnout risk checklist.

### Occupational Risk Factors

Occupational risk factors stem from your working environment (e.g., work type). Things may not be in your direct control to change, but where possible, you can make adjustments, including changing your career, crafting how you work or changing workplaces.

#### Work type

People in intensive professions or roles that involve critical care and caregiving of others (e.g., medical professionals) are more vulnerable to burnout. In addition, characteristically unpredictable work, meaningless work or work that goes against one's values or morals, puts people at risk of burnout.

#### Workload

It is not just about the quantity of work but about the quality of work. Work that requires sustained effort to keep up with it and work with physiological and psychological costs to the individual is more likely to invoke burnout.

#### Emotional labour

Work that involves either emotional suppression or expression sustained for long periods that are not aligned with how you feel may lead to burnout.

#### Lack of autonomy and influence at work

Working in places where you are micro-managed and have little influence over how you work is a precursor for burnout.

#### Role ambiguity and role conflict

A person is more vulnerable to burnout when one's work role hasn't been adequately explained (i.e., role ambiguity). Also, where there are incompatible demands (i.e., role conflict).

#### Inadequate supervision

Supervision that is excessively directive, focused only on the negative aspects, devalues achievement and effort, non-directive or non-existent are all found to contribute to a risk for burnout.

#### Perceived injustices, violence and bullying

Discrimination or even favouritism in the workplace has been linked to burnout. Fair treatment of workers, allowing for the required resources, has a positive effect on reducing burnout.

#### Perceived lack of social support

Social support received from leaders or co-workers has been found to help prevent burnout.

#### Work hours

Any working conditions that impact an individual's life balance have been found to contribute to burnout (e.g., shift work, high rotations, night work, long working hours, or large amounts of overtime).



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## Individual Risk Factors

Outside of occupational factors, there are individual factors that contribute to the experience of burnout. Factors include how a person copes with stress, sociodemographic data (e.g., gender, etc.), and personality traits.

### Personality traits

Most burnout research has focused on the Big 5 personality traits. Neuroticism — an enduring tendency or disposition to experience negative emotional states — enhances burnout. Both agreeableness — getting along with others and concern for social harmony; and conscientiousness — adhering to rules and norms, being responsible, hard-working and goal-directed — are both a protector and risk factor for burnout (mixed results found here). The personality traits that help protect one from burnout are extraversion — seeking greater stimulation, energised around people, thinking out loud, having an extensive social network, thriving in teams and crowds, enjoying the centre of attention, valuing broad experiences; and openness to experience — breadth of interests and creativity.

### Type A behavioural pattern

Individuals with a Type A behavioural pattern — competitiveness, impulsivity, impatience and aggressiveness — are more vulnerable to burnout.

### External locus of control

If you are someone who always believes that things occur due to factors outside of your control, such as chance or decisions others make, you are more vulnerable to burnout.

### High expectations

There are standards that exceed what is humanly possible. When combined with excessive goal setting and effort to achieve them, one's vulnerability for burnout is much higher.

### Level of involvement

One's involvement in their work has been linked to burnout, particularly over-involvement when linked to impossible goals set.

### Age

As people age, the risk for burnout decreases. The results here are inconsistent. Some studies have found that specific dimensions of burnout — depersonalisation/cynicism increase with age.

### Gender

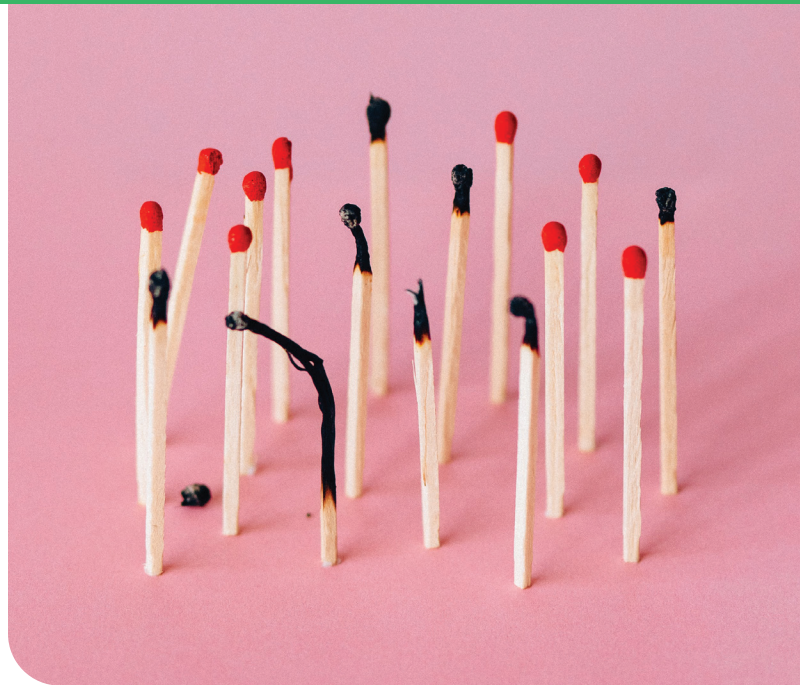
Women score higher on emotional exhaustion and lower in professional fulfilment and efficacy dimensions of burnout than men. Men score higher on depersonalisation aspects of burnout.

### Marital status

Single workers (especially men) are more exposed to burnout than those living with a partner. Women living with a partner and working are at additional risk due to being responsible for caring roles at home.

### Coping strategies

Research has focused on two broad categories of coping styles: emotion-focused (EFC) and problem-focused coping (PFC). PFC is where one copes by directly attending to a stressful situation. This coping style is believed to be protective from burnout when one has direct control over the problem (e.g., reducing the number of clients seen daily). However, where one doesn't have that control, this coping style is associated with increased burnout. EFC, on the other hand, is believed to be protective from burnout when you are doing this to approach/tend to difficult emotions (e.g., mindfulness, meditation, talking to a loved one, etc.) rather than avoid/get rid of (e.g., drink, reassure, distract). More research is needed in this area to understand this relationship.







## IT TAKES A VILLAGE

### Tips for Creating Meaningful Family Time during the Holidays

Creating meaningful family time during the holidays is a wonderful way to bond and create lasting memories. Here are some ideas to help you make the most of this special time together:

- **Holiday Baking:** Gather in the kitchen to bake cookies, cakes, or other holiday treats. Let everyone, including kids, participate in the baking process. You can even have a decorating contest to see who can create the most festive cookies.
- **Holiday Crafts:** Set up a crafting station with supplies for making holiday-themed crafts like ornaments, wreaths, or homemade cards. This is a great way to involve children and let them express their creativity.
- **Family Game Night:** Choose board games, card games, or even video games that the whole family can enjoy. Consider having a tournament with prizes for the winners.
- **Movie Marathon:** Pick a series of holiday movies or classic films to watch together. Don't forget the popcorn and blankets for a cozy movie night.
- **Outdoor Activities:** Depending on your climate, plan outdoor activities like sledding, ice skating, building a snowman, or going for a family hike. If you're in a warmer climate, you can go for a family bike ride or have a picnic.
- **Volunteer Together:** Teach the spirit of giving by volunteering as a family at a local charity or food bank. This can be a meaningful way to spend time together while making a positive impact on your community.
- **Holiday Lights Tour:** Drive around your neighborhood or nearby areas to admire holiday light displays. You can even create a scorecard and rate the different displays you see.
- **DIY Decorations:** Get creative and make your own holiday decorations. This can include making garlands, wreaths, and even ornaments. Decorate the house together while listening to festive music.
- **Family Story Time:** Choose a holiday-themed book and take turns reading it aloud as a family. This can be especially enjoyable if you have younger children.
- **Family Talent Show:** Encourage family members to showcase their talents, whether it's singing, dancing, playing an instrument, or performing a skit. Create a "stage" area in your living room and have a fun talent show night.

- **Cook a Special Meal Together:** Have everyone participate in cooking a special holiday meal. Assign different tasks to family members based on their cooking abilities.
- **Share Family Traditions:** Share stories about your family's holiday traditions from when you were a child and encourage others to share their favorite memories as well.
- **Holiday Scavenger Hunt:** Create a holiday-themed scavenger hunt around your home or neighborhood. Make a list of items or clues for family members to find.
- **Gratitude Activity:** Take time to reflect on the things you're grateful for. Have each family member share something they're thankful for or create a gratitude jar where everyone can write down and share their thoughts.
- **Family Photo Session:** Set up a backdrop with holiday props and take family photos. This is a fun way to capture memories and create holiday cards.

Remember that the most important thing is to spend quality time together and cherish the moments you have as a family during the holidays. Choose activities that suit your family's interests and traditions to make the holidays special for everyone.







# Season's Greetings & Happy New Year

*Thanks for reading,  
we hope you found the information useful!*

**You can reach any of us by calling the  
EAP Office at (608) 266-6561**

**External Available 24/7:  
FEI Workforce Resilience (800) 236-7905**

Arlyn Gonzalez, [agonzalez@cityofmadison.com](mailto:agonzalez@cityofmadison.com)  
*Provides bilingual EAP services in English and Spanish*

Mary Eldridge, [meldridge@cityofmadison.com](mailto:meldridge@cityofmadison.com)  
*Provides bilingual EAP services in English and Spanish*

Tineisha Scott, [trscott@cityofmadison.com](mailto:trscott@cityofmadison.com)

Tara Armstrong, [tarmstrong@cityofmadison.com](mailto:tarmstrong@cityofmadison.com)

To learn more about your external EAP services, please contact FEI at 1-800-236-7905 or sign in to **FEI/AllOneHealth member portal** (for instructions on how to create your account, please visit the **EAP web site**).