

Addressing Health Worker Burnout

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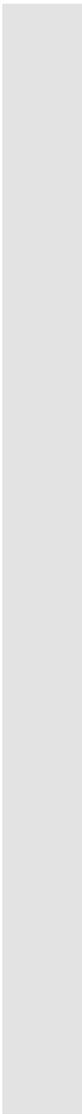
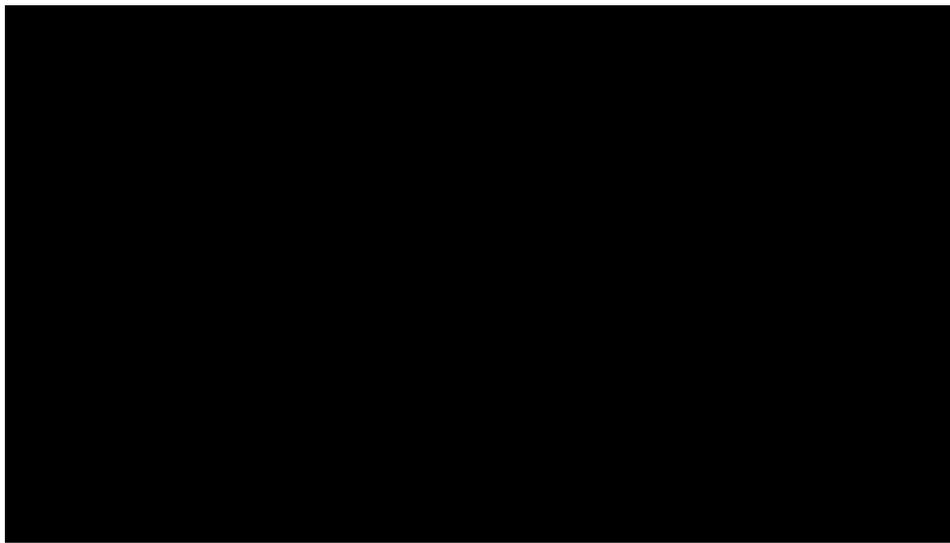
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Can you relate?





Objectives

- ❑ Review pandemic related data
- ❑ Define and recognize burnout
- ❑ Identify interventions to address burnout
- ❑ Resources

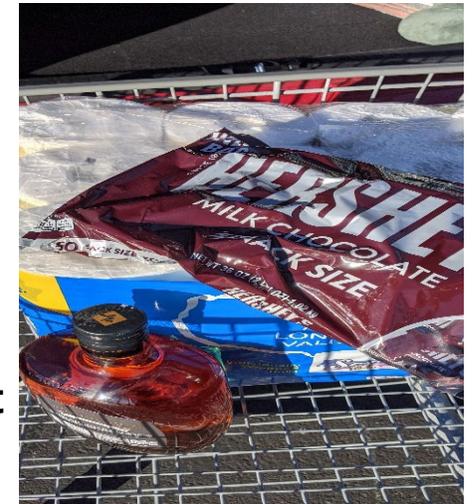
Pandemic impact

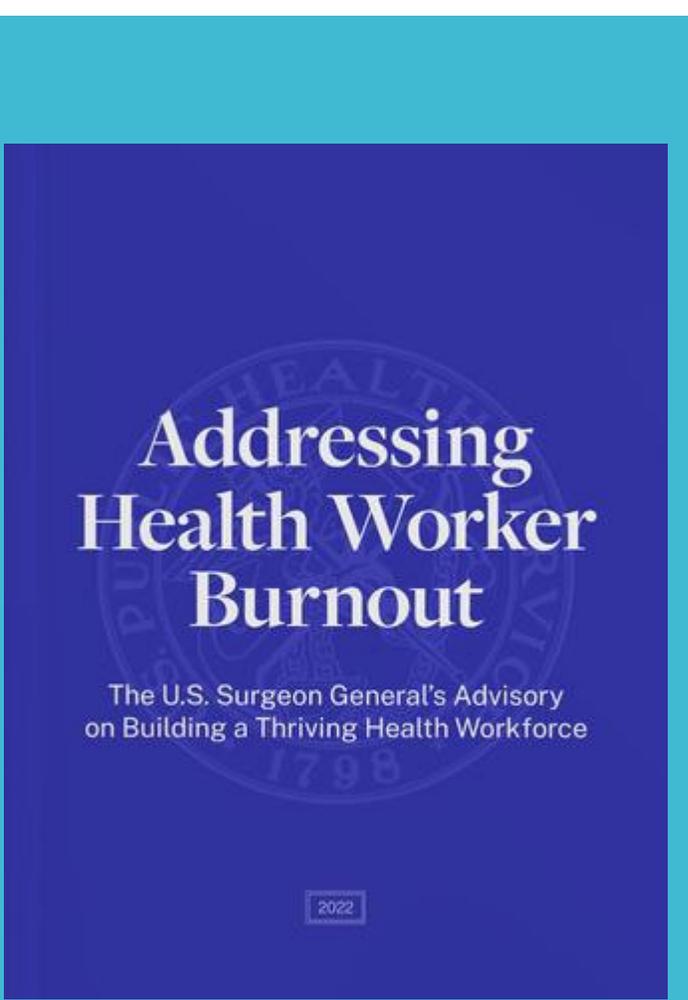
General public:

- 67% unwanted weight changes
- 67% sleeping more or less than wanted
- 23% drinking more alcohol to cope

Essential workers:

- **54% relied on unhealthy habits to cope**
 - 74% unwanted changes in weight
 - 80% sleeping more or less than wanted
 - 39% drinking more alcohol to cope
- 29% said mental health worsened
- 75% could have used more emotional support
- **More than twice as likely to receive MH treatment**





Addressing Health Worker Burnout

The U.S. Surgeon General's Advisory
on Building a Thriving Health Workforce

2022

- Healthcare Workers:
 - 93% stress
 - 86% anxiety
 - 76% exhaustion and **burnout**
 - 39% inadequate emotional support
- Higher levels of stress related to workload and mental health = inpatient workers, women and persons of color, nursing and medical assistants, and social workers
 - ****Mitigated when felt valued****
- Long term care facilities lost more than 400,000 employees
 - Nursing homes = loss 15% of total workforce after two years of pandemic

What is burnout?

*An occupational syndrome characterized by a high degree of **emotional exhaustion** and **depersonalization**, and a **low sense of personal accomplishment** at work.*

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Factors associated with burnout

Office of the U.S. Surgeon General

LEVELS	FACTORS
Personal	<ul style="list-style-type: none">• personality traits (perfectionism, pessimism, etc.)• poor work/life balance• lack of social support• lack of health habits• responsibility overload• disparity between values and job
Workplace	<ul style="list-style-type: none">• limited flexibility, autonomy, and voice• lack of collaboration• limited time with patients and colleagues• harassment, violence, discrimination
Organizational	<ul style="list-style-type: none">• lack of leadership support• excessive workload and work hours• disconnect between values and key decisions• biased/discriminatory structures and practices• barriers to mental health and substance use care
Healthcare System	<ul style="list-style-type: none">• limitations from national and state regulation• misaligned reimbursement policies• burdensome administrative paperwork• poor care coordination
Societal & Cultural	<ul style="list-style-type: none">• politicization of science and public health• structural racism and health inequities• health misinformation• mental health stigma• unrealistic expectations of health workers

Burnout Symptoms

Emotional:

- ❑ Failure; self-doubt
- ❑ Helplessness
- ❑ Tired; overwhelmed
- ❑ Frustrated
- ❑ Cynical
- ❑ Indifferent
- ❑ Depressed

Behavioral:

- ❑ Procrastinate
- ❑ Arrive late, leave early
- ❑ Disconnect from others; isolate
- ❑ Increased conflict
- ❑ Lower productivity and quality of work
- ❑ Use of substances to cope
- ❑ Physical signs

The Cost of Burnout

- Consequences for patient care and safety
- Annual burnout-related turnover costs in the \$**B**illions
- Poor physical and mental health outcomes for health workers
- Poorer population health outcomes
- Increased health disparities

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Interventions

Individual-Level Strategies:

- Stress management and resilience training
- Self-care tools and mindfulness-based approaches (e.g., health habits, meditation, yoga)
- Professional development trainings to improve confidence and work performance
- Connection and utilize help

Interventions

Organization-Level Strategies:

- Build a planning and implementation taskforce
- Conduct a needs assessment:
 - What are our drivers of burnout? What are our protective factors?
 - Have we heard from everyone?
- Identify resources and strategies
- Plan for sustainability:
 - Wellness as a policy? Dare I say a procedure??
 - Repeat all of the above

Interventions

SAMHSA: Addressing Burnout

Organizational Factors	Implementation Strategies
Workload	<ul style="list-style-type: none">• Existing workloads• Appropriate staffing• Improve efficiency
Control	<ul style="list-style-type: none">• Maximize autonomy and control• Access to necessary resources and supports
Reward	<ul style="list-style-type: none">• Clear path to promotion; professional development• Transparency about pay and benefits• Staff appreciation: genuine, meaningful, and equitable• Benefits/partnerships beyond the work environment
Community	<ul style="list-style-type: none">• Build collegiality and community• Cultivate teamwork• Commitment to equity principles• Address MH/SU stigma• Develop/retain leaders who adapt/change
Fairness	<ul style="list-style-type: none">• Commitment to transparency• Safety policies that address physical & mental health
Values	<ul style="list-style-type: none">• Align changes with mission• Align performance goals/metrics with values

Let's discuss!

- What burnout have you noticed?
- How has it impacted your staff and facility?
- What interventions have you used?
- Where is there room to improve?
 - Who? What? Where? When?
 - What will be the challenges and how can we address them?

Resources

- U.S. Surgeon General: Addressing Health Worker Burnout <https://www.hhs.gov/surgeongeneral/priorities/health-worker-burnout/index.html#explore>
- SAMHSA: Addressing Burnout in the Behavioral Health Workforce through Organizational Strategies https://store.samhsa.gov/product/addressing-burnout-workforce-strategies/pep22-06-02-005?utm_source=SAMHSA&utm_campaign=536c4b3af9-New_Resource_2022_09_06_1601519&utm_medium=email&utm_term=0_ee1c4b138c-536c4b3af9-169616811
- Mental Health America: Workplace Mental Health Toolkit <https://mhanational.org/workplace/toolkit/download?eType=ActivityDefinitionInstance&eId=d8124b4e-484f-47ff-94f5-6b4ccb6891>
- AHCA/NCAL: Emotional Support for Health Care Workers <https://www.ahcancal.org/Survey-Regulatory-Legal/Emergency-Preparedness/Pages/Coronavirus.aspx>
- National Academy of Medicine: Resource Compendium for Health Care Worker Well-Being <https://nam.edu/compendium-of-key-resources-for-improving-clinician-well-being/>
- CDC/National Institute for Occupational Safety and Health: NIOSH Total Worker Health Program <https://www.cdc.gov/NIOSH/twh/>

Thank you!

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"A rising generation of health workers are using their voices at work and in educational institutions, professional associations, and the public square to advocate for organizational and policy changes that address burnout. They understand that when their well-being and the health security of their communities are at stake, silence is not an option."



Dr. Vivek Murthy
U.S. Surgeon General

References

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- U.S. Department of Health and Human Services/Office of the U.S. Surgeon General. (2022). Addressing health worker burnout: The U.S. Surgeon General's advisory on building a thriving health workforce. <https://www.hhs.gov/surgeongeneral/priorities/health-worker-burnout/index.html#explore>
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