

SEPTEMBER 20

10-11AM PT / 12-1PM CT / 1-2PM ET

Evidence-Based Resource Guide Series

**ADDRESSING BURNOUT
IN THE BEHAVIORAL HEALTH WORKFORCE
THROUGH ORGANIZATIONAL STRATEGIES**



MHTTC

Mental Health Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration

SAMHSA

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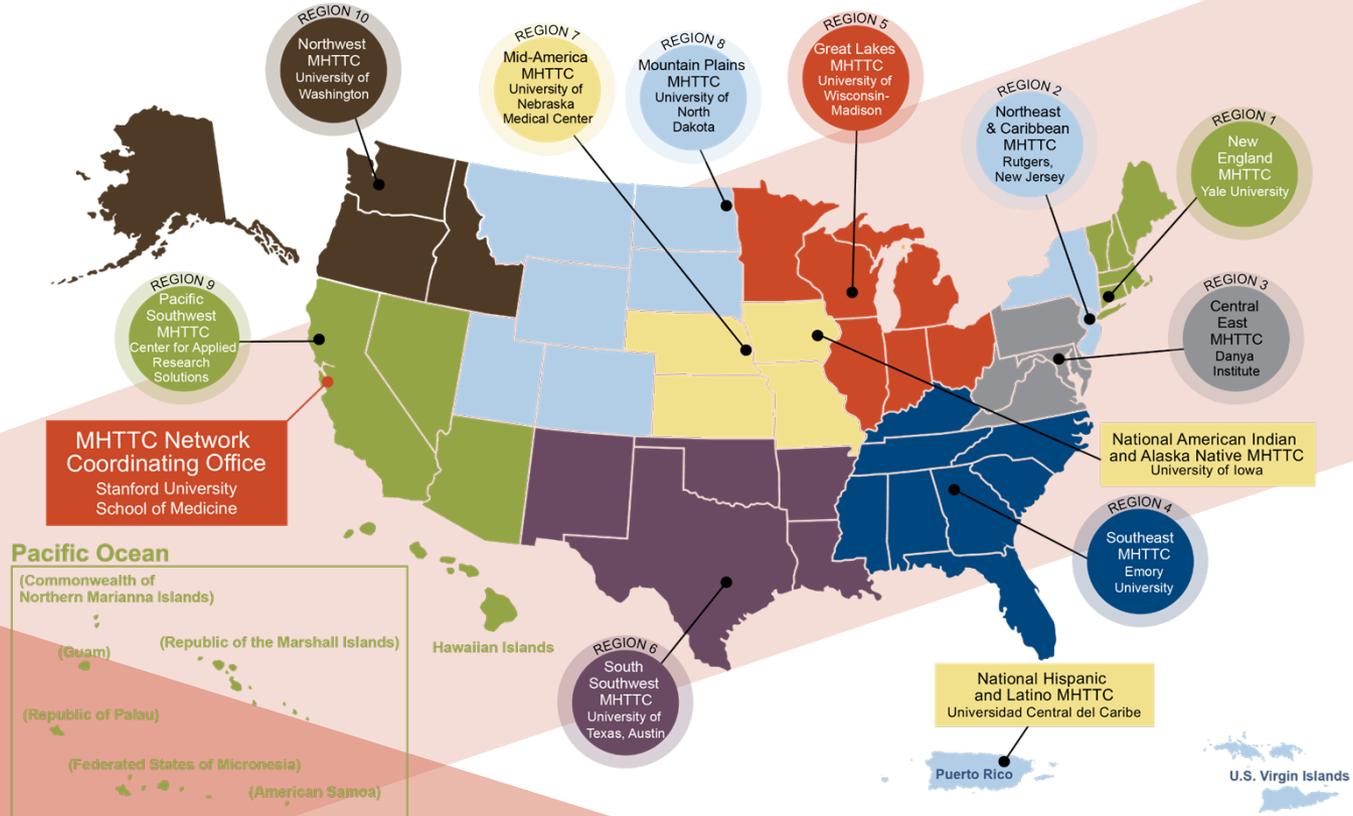
At the time of this presentation, Dr. Miriam E. Delphin-Rittmon served as Assistant Secretary for Mental Health and Substance Use in the U.S. Department of Health and Human Services (DHHS) and the Administrator of SAMHSA. The opinions expressed herein are the views of the speakers, and do not reflect the official position of DHHS or SAMHSA. No official support or endorsement of DHHS, SAMHSA, for the opinions described in this presentation is intended or should be inferred.

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The MHTTC Network uses affirming, respectful and recovery-oriented language in all activities. That language is:

STRENGTHS-BASED
AND HOPEFUL

INCLUSIVE AND
ACCEPTING OF
DIVERSE CULTURES,
GENDERS,
PERSPECTIVES,
AND EXPERIENCES

HEALING-CENTERED AND
TRAUMA-RESPONSIVE

INVITING TO INDIVIDUALS
PARTICIPATING IN THEIR
OWN JOURNEYS

PERSON-FIRST AND
FREE OF LABELS

NON-JUDGMENTAL AND
AVOIDING ASSUMPTIONS

RESPECTFUL, CLEAR
AND UNDERSTANDABLE

CONSISTENT WITH
OUR ACTIONS,
POLICIES, AND PRODUCTS

National Mental Health and Substance Use Policy Laboratory

Addressing Burnout in the Behavioral Health Workforce through Organizational Strategies

September 20, 2022



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Welcome

EVIDENCE-BASED RESOURCE GUIDE SERIES

Addressing Burnout in the Behavioral Health Workforce Through Organizational Strategies



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Evidence-Based Resource Center Guides



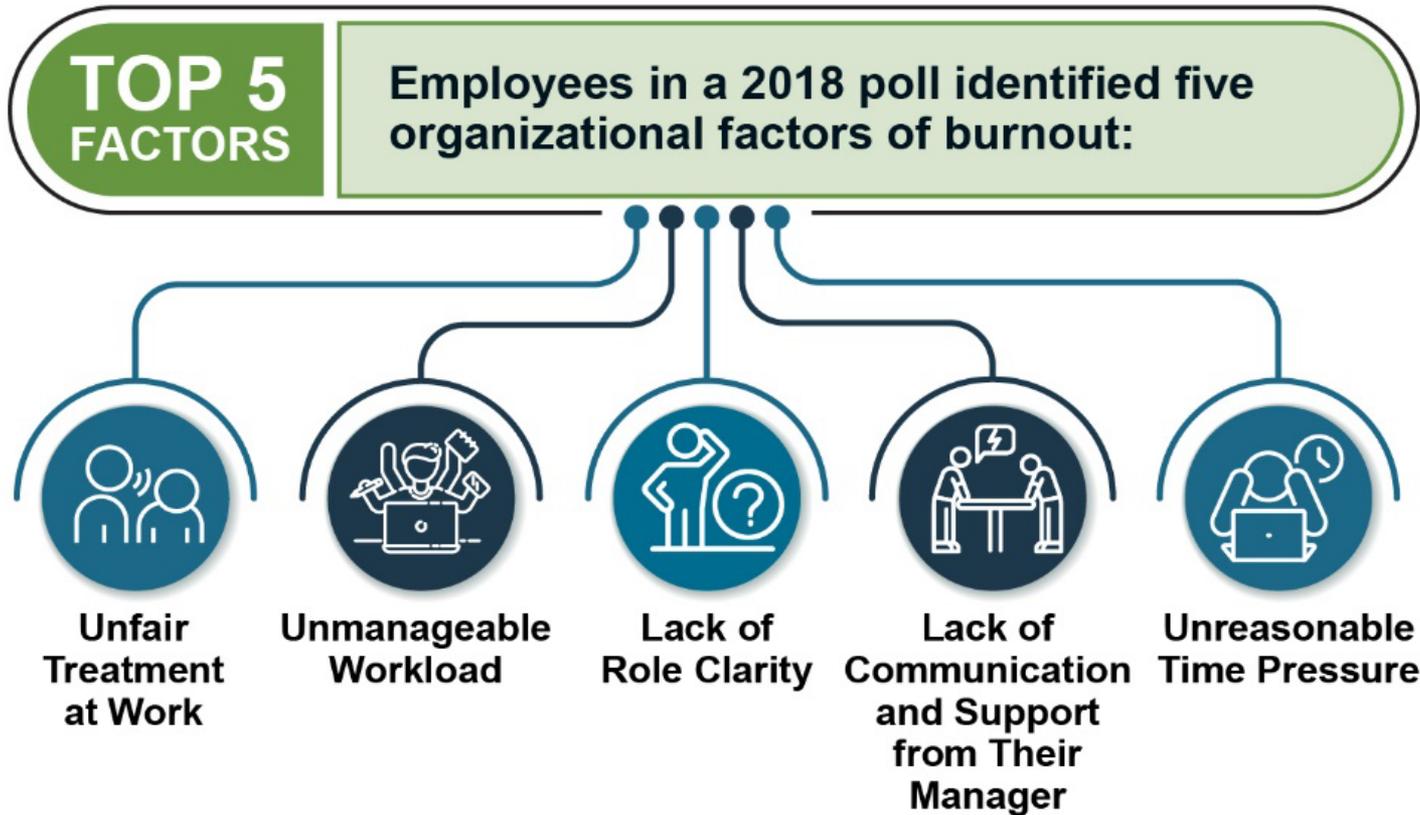
SAMHSA's vision for the guides – and the underlying foundation – is to:

- Reflect scientific rigor and make recommendations from the evidence base.
- Provide expert consensus.
- Be comprehensive and modular for use by practitioners, administrators, and other stakeholders.
- Be accessible to the field.

Burnout Defined



Key Drivers of Burnout



Source: Wigert, B., & Agrawal, S. (2018). [Employee burnout, part 1: The 5 main causes](#). Gallup.

Reducing Burnout Requires Organizational-Level Strategies

IMPACT OF ORGANIZATIONAL INTERVENTIONS TO ADDRESS BURNOUT

Reduce Burnout (emotional exhaustion, depersonalization, personal inefficacy)

Improve Work-Related Attitudes (morale, job satisfaction, organizational commitment, stress)

Improve Organizational Culture and Climate (role conflict, effort-reward imbalance, organizational rigidity, psychosocial demands)

Guide Introduction

EVIDENCE-BASED RESOURCE GUIDE SERIES

Addressing Burnout in the Behavioral Health Workforce Through Organizational Strategies



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Guide Applies the Six Areas of Worklife Model



Source: Leiter, M. P., & Maslach, C. (1999). Six areas of worklife: A model of the organizational context of burnout. *Journal of Health and Human Services Administration*, 472-489.

Guide's Content

- Issue Brief
- What Research Tells Us
- Identifying and Implementing Emergent Strategies to Address Burnout
- Examples of Organizations Implementing Evidence-Based Interventions
- Resources for Evaluation

The Role of the Technical Expert Panel



Candice Chen, MD, MPH

Associate Professor in the
Department of Health Policy
and Management

George Washington University

Technical Expert Panel

Member

Reviewed Article Results from Applying Inclusion Criteria

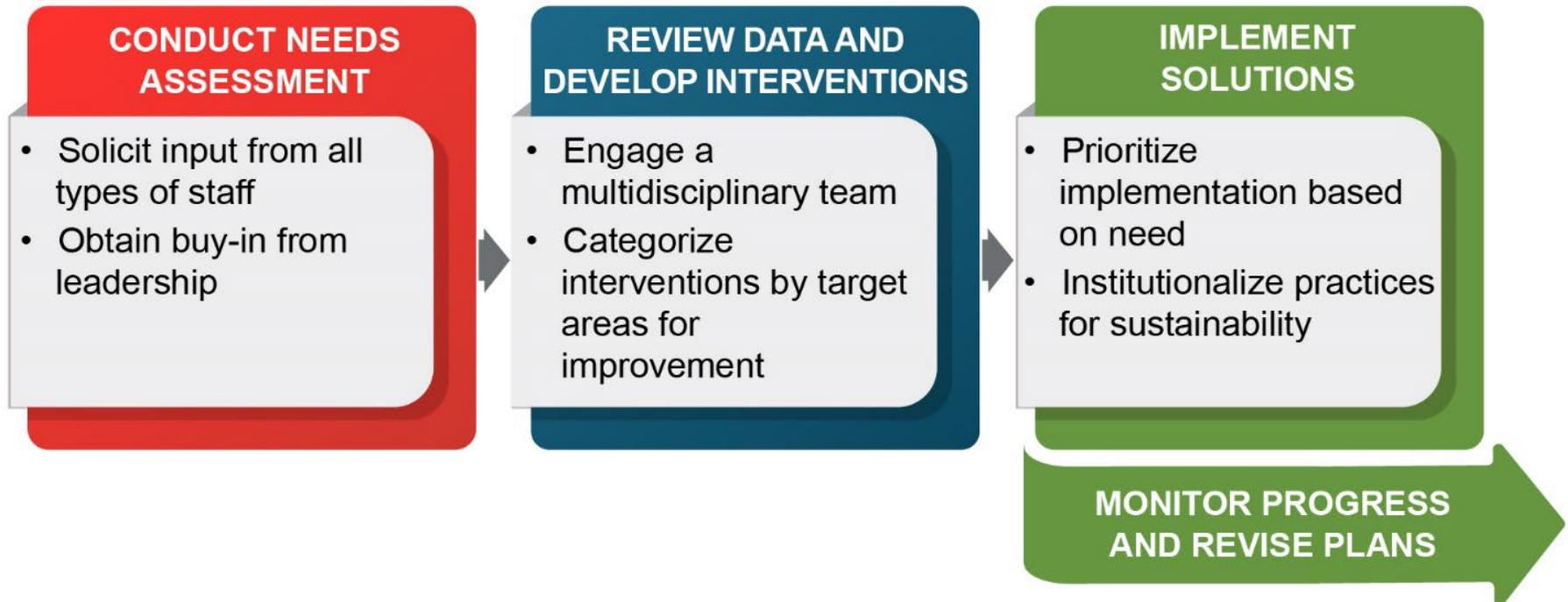
We conducted a systematic literature review to identify research articles that fill the following criteria:

- The article describes an **intervention, program, or policy** that was implemented in an **organizational setting** (e.g., health center, psychiatric hospital).
- The intervention is intended to **address burnout** or related topics (emotional exhaustion, compassion fatigue, moral injury).
- The article was published **after 2002**, was written in **English**, and was conducted in the **United States, United Kingdom, Canada, Australia, or New Zealand**.

Twelve programs were reviewed with information abstracted into a review table (Appendix 3 in the guide).

Five programs were found to be organization-level interventions that showed a statistically significant improvement in measures of burnout.

Evidence-Based Strategies Followed a Similar Process



Implementing Processes at the Organization-Level

Reduce Burnout

Build a Planning and Implementation Taskforce

Conduct a Needs Assessment

- Understanding organization's drivers of burnout
- Gather diverse input
- Understand contextual factors

Identify Resources and Strategies

- Identify implementation resources
- Ensure organizational and leadership support
- Select relevant implementation strategies from factors below to address burnout in your organization
- Identify a relevant implementation framework or model

Plan for Sustainability

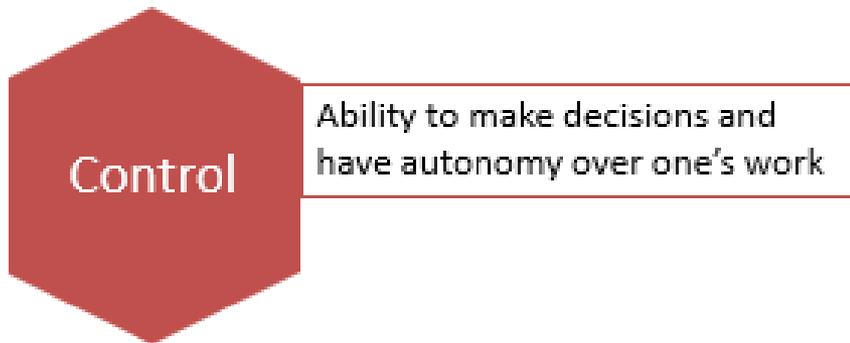
Workload

- Identify staff workloads including administrative tasks or time spent documenting after hours
- Retrain or reassign staff to appropriately match skills and work
- Hire additional staff
- Identify ways to reduce inefficiencies with help of existing staff

Sense of whether employees can tackle their work situation and tasks entrusted to them

Workload

Control



- Maximize autonomy and control within staff roles
- Ensure staff have resources and supports, including clinical supervision and peer consultation
- Engage all staff in planning and implementation of change

Reward

- Create transparent avenues of promotion and increasing pay
- Establish systems for genuine and meaningful staff appreciation
- Expand or offer benefits to mitigate stressors beyond the work environment



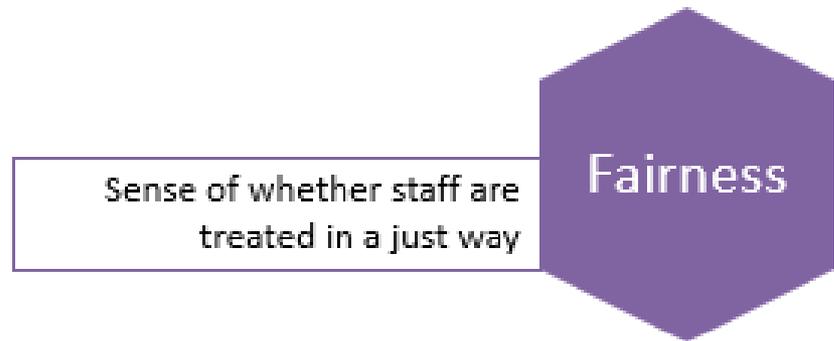
Community



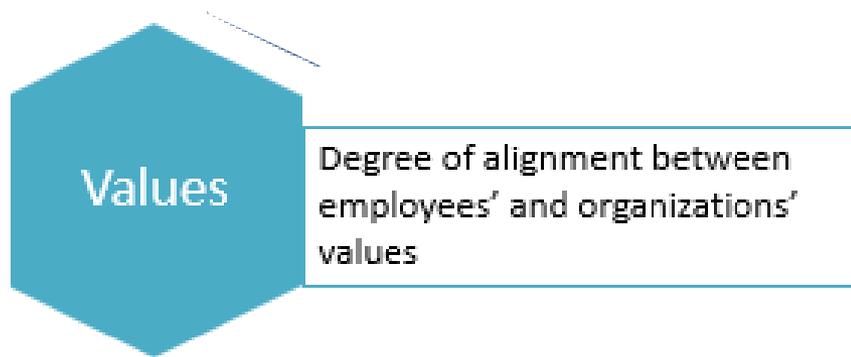
- Create opportunities for building shared community
- Cultivate teamwork
- Develop & implement policies steeped in equity
- Address stigma within the organization
- Develop and retain leaders who encourage adaptive and supportive change

Fairness

- Commit to transparency across the organization
- Develop policies, procedures, infrastructure to facilitate and sustain positive practice change



Values



- Align organizational changes with organizational mission
- Align performance goals and metrics with values



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Professor of Medical Psychology in
Psychiatry at the Columbia University
Irving Medical Center (CUIMC)

Co-founder and Program Director of
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Sexuality and Health

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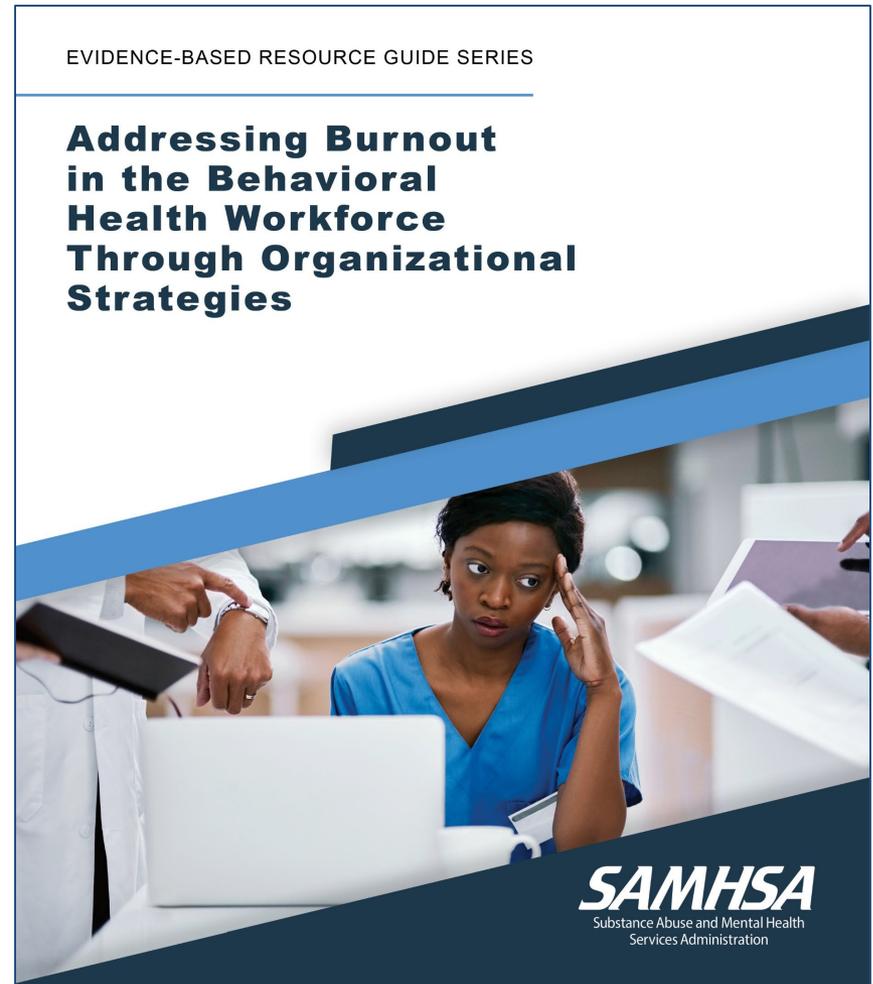
Amanda Shaw, MA, CTP

Program Director, Mental Health and
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Case Study Lead

Conclusions

- The guide is now available on the SAMHSA Store:
<https://www.samhsa.gov/resource/ebp/addressing-burnout-behavioral-health-workforce-organizational-strategies>
- For more information, contact
ebprc@samhsa.hhs.gov



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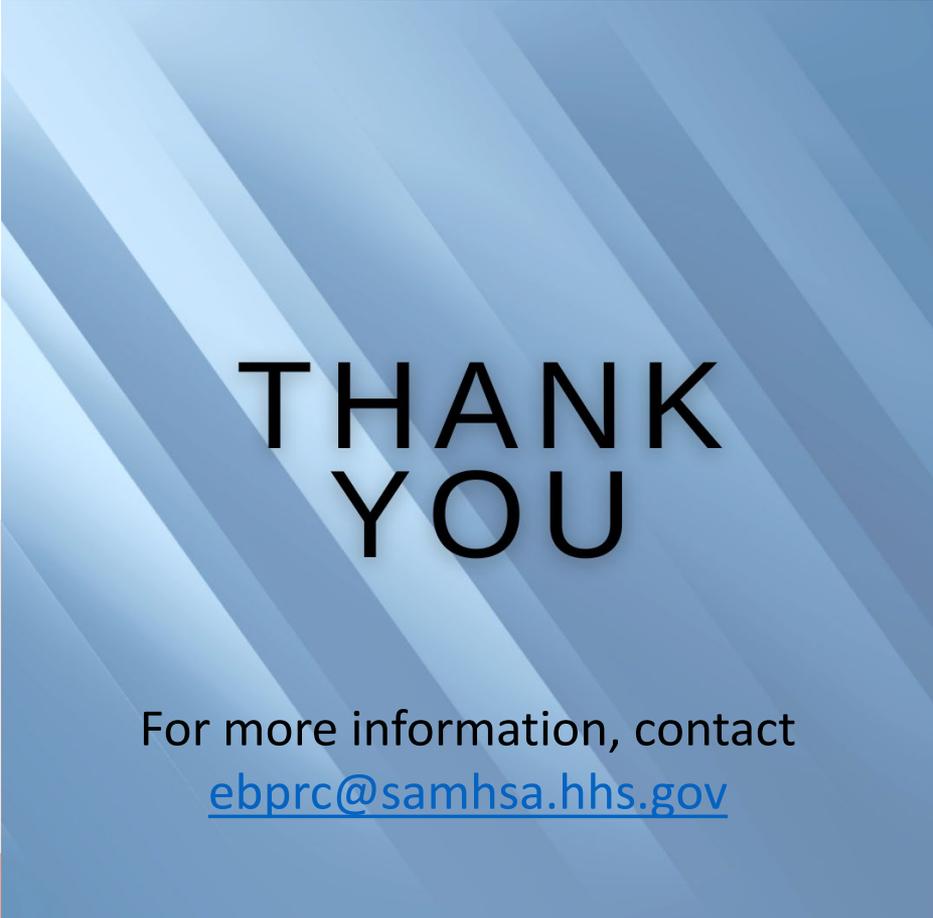
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