

Understanding Burnout Among Behavioral Health Providers in Northwest Michigan

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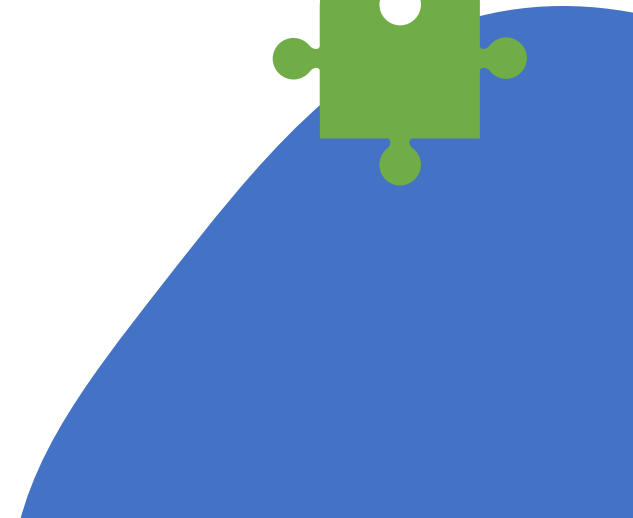
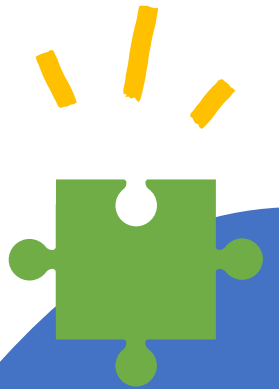
This is the work of the Retain Behavioral Health Professionals Action Team, one of the 12 Northwest CHIR's Behavioral Health Initiative Action Teams. Action Teams consist of cross sector partners willing and able to take action collectively and supported by the CHIR BBO staff. Action teams work to improve access to behavioral health and promote wellbeing and resilience in the region.

The Challenge Tackled by the Retain Action Team



There are not enough providers in the region to close the gap in behavioral health care. On top of that, the pandemic has increased demand on behavioral health providers and provider burnout has skyrocketed.

This action team aims to promote the retention and engagement of behavioral health employees by understanding current levels of burnout and the factors contributing to burnout and fostering the development of healthy workplaces.



Methodology

- Maslach Burnout and Worklife Inventory Survey distributed to Behavioral Health professionals across the Northwest CHIR's 10 county region in Spring

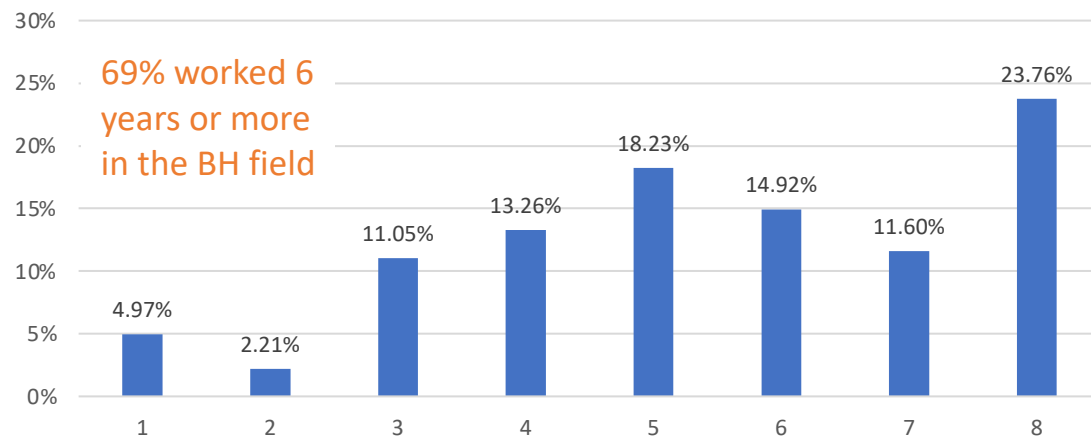
Data Sample

181 BH providers in Northwest completed the Maslach Burnout & Worklife Inventory in March & April, 2022

- 87% were female
- 10% worked in a solo or group private practice

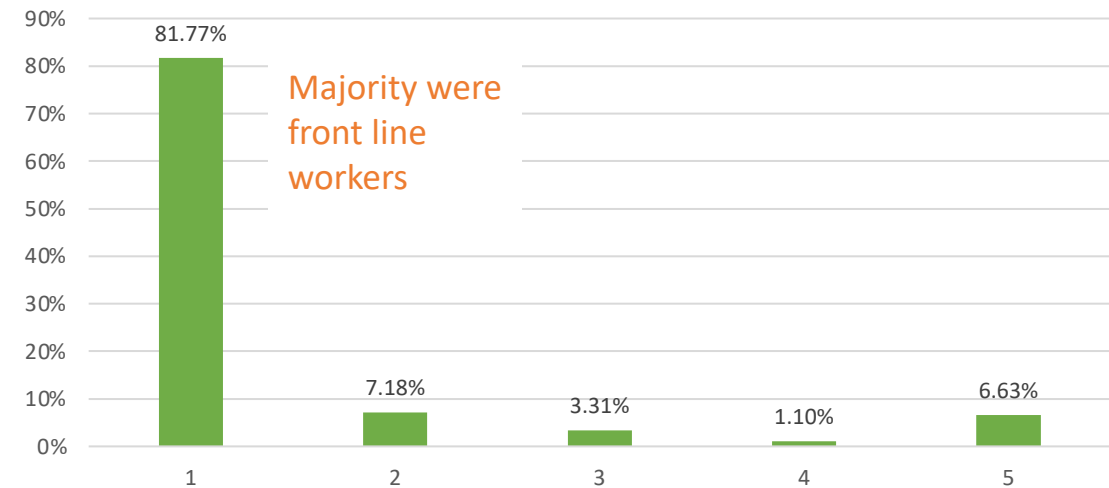
Length of time working in the Behavioral Health Field

1=0-6 Months, 2=7-11 Months, 3=1-2 Years, 4=3-5 Years, 5=6-10 Years, 6=11-15 Years, 7=16-20 Years, 8=21+ Years



Organizational Role

(1=Front-line staff, 2=Supervisor, 3=Management (First-level), 4=Management (Intermediate), 5=Management (Senior))



Three Types of Burnout Were Explored in the Survey



Emotional Exhaustion

Feeling overwhelmed, stressed & weary.
Demands of job feel far greater than
what one is able to give

*I feel used up at the end of
the workday*

Depersonalization

Lost enthusiasm or an unfeeling,
impersonal response towards
recipients

*I worry that this job is
hardening me emotionally*

Low Personal Accomplishment

Feeling low levels of competence &
effectiveness in one's job

*I do not often feel
exhilarated after working
with my clients*





Many Respondents Reported Experiencing Burnout a few times a month or more



Emotional Exhaustion

Feeling overwhelmed, stressed & weary.
Demands of job feel far greater than what one is able to give

56%

Depersonalization

Lost enthusiasm or an unfeeling, impersonal response towards recipients

9.9%

Low Personal Accomplishment

Feeling low levels of competence & effectiveness in one's job

20.4%



60.8% of all respondents reported at least one form of burnout

Appendix B. Burnout Profiles and Pattern of MBI Scale Scores

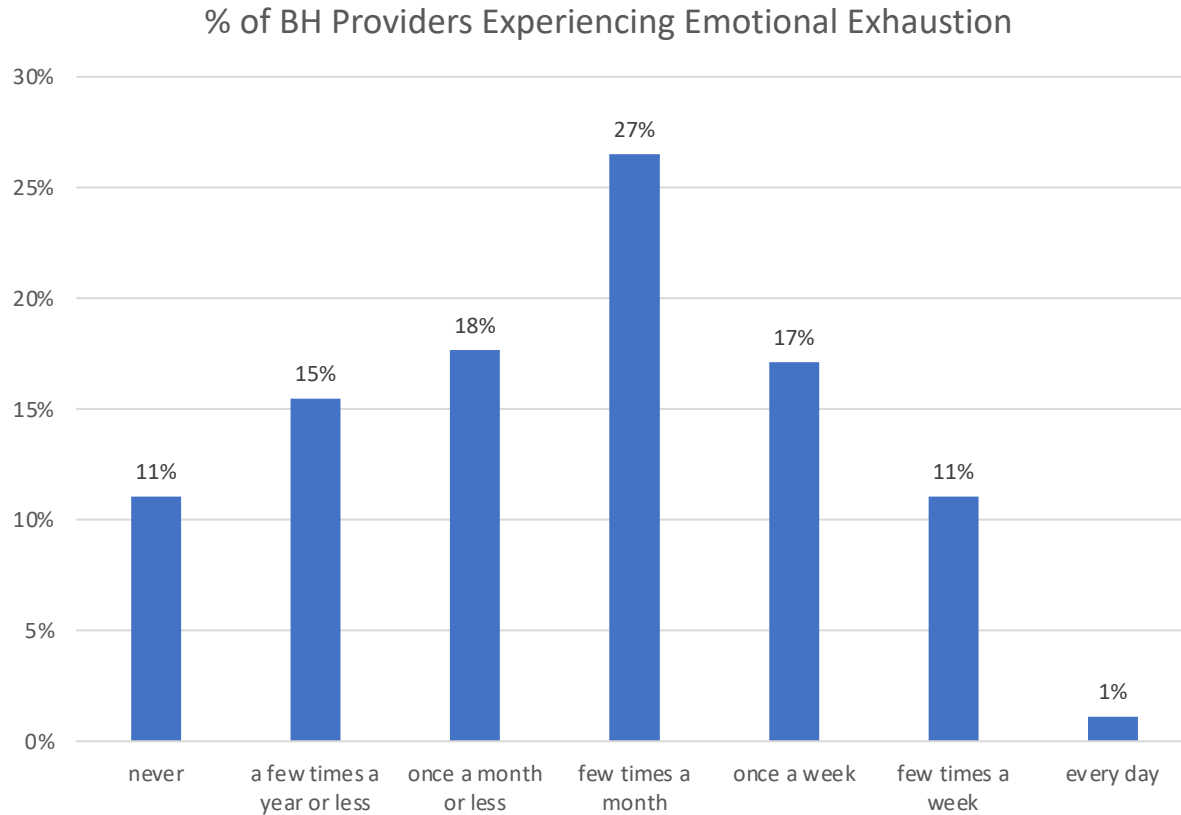
% of respondents within each burnout profile

Profile	Emotional Exhaustion	Depersonalization	Personal Accomplishment
Engaged	Low	Low	High
Ineffective			Low
Overextended	High		
Disengaged		High	
Burnout	High	High	

Emotional Exhaustion

Emotional exhaustion was the most common form of burnout report. It includes feeling overwhelmed, stressed & weary. Demands of job feel far greater than what one is able to give

Levels of Emotional Exhaustion



29% of respondents reported experiencing emotional exhaustion **at least once a week.**

56% of respondents reported experiencing emotional exhaustion **at least a few times month.**

Emotional Exhaustion is the most common form of Burnout experienced by this group of respondents

Emotional Exhaustion most often looks like:

I feel used up at the end of the workday

79 % reported they feel used up at the end of the workday a few times a **MONTH** or more

I feel frustrated by my job

66.85 % reported they feel frustrated by their job a few times a **MONTH** or more

I feel emotionally drained from my work

78.45 % reported they feel emotionally drained from their work a few times a **MONTH** or more

I feel fatigued when I get up in the morning and have to face another day on the job

67.96 % reported they feel fatigued when they get up in the morning and have to face another day on the job a few times a **MONTH** or more

Too much work leads to burnout

- *Our work atmosphere is good, very supportive. Too much is asked of clinicians regarding administrative work. We have to do our own scheduling and outreach when consumers drop out of treatment. It is very inefficient. Too much is demanded regarding treatment plans. Our (therapists) caseloads are way too high, double what they should be, because with the population we serve we do a lot of extra work involving consultation, letters, emails, etc. with courts, attorneys, other agencies, etc. We need more therapists! I feel I am burning out and will probably retire soon, years before I had planned to.*
- *There is not enough staff. We have needed additional BH staff and case case managers for years, however, the agency will not hire additional staff. Case loads are high, which leads to lower quality of care for clients.*

What Predicts Emotional Exhaustion Levels

Length of time in the field is NOT related to one's level of emotional exhaustion. In other words, newer and more experienced employees report similar levels of emotional exhaustion.

However, **time in current position is related to levels of emotional exhaustion**, with more time in current position more strongly related to emotional exhaustion.

Perception of fair compensation is related to lower levels of emotional exhaustion, but it plays a less important role than worklife elements.

Worklife characteristics are the strongest predictors of reported levels of emotional exhaustion. All five areas predict levels of emotional exhaustion.

- **Of the five worklife elements, Workload** is by far the most strongly related to emotional exhaustion.
- **Alignment with Organizational Values, Perceptions of Fairness, Lack of Control/Autonomy** are also strongly related to Emotional Exhaustion.

Five Areas of Worklife Assessed in the Survey

Areas of Work Life explored in the Survey

Definition

Example Item



Workload

Amount of work to be done in a given time

I do not have the time to do the work that must be done



Control

Opportunity to make choices and decisions regarding how work is done

I have control over how I do my job

Reward

Social & financial contributions for one's work

I receive recognition from others for my work

Community

Positive connections across co-workers

Members of my workgroup communicate openly

Fairness

Consistent, equitable rules and resource distributions

Resources are allocated fairly here

Values

Fit between what matters to the individual and the organization

My values and the organization's values are alike

Biggest Contributors to Emotional Exhaustion across Worklife Areas

Biggest Contributor: Workload

Top Contributing Elements:

- I work intensely for prolonged periods of time
- I do not have time to do the work that must be done

3rd Biggest Contributor: Fairness

Top Contributing Elements

- Opportunities are decided solely on merit
- There are effective appeal procedures available when I question the fairness of a decision.

2nd Biggest Contributor: Values

Top Contributing Elements

- My personal career goals are consistent with the Organization's stated goals.
- My values and the Organization's values are alike

4th Biggest Contributor: Control

Top Contributing Elements

- 'I can influence management to obtain the equipment and space I need for my work
- 'I have influence in the decisions affecting my work

What did survey respondents tell us about their worklife and its impact on burnout?

There is just too much work...

My experiences with the organization is that it has become a culture of working before work, during work, and after work to accomplish the job, which is not healthy for employees or their families.

Too much bureaucracy, not enough focus on client needs

- *This organization has many people who care about the goals and mission to help those people in underserved communities. The structure is weighted and bogged down with too many layers for decisions to be made constructively and timely.*
- *Management makes decisions without understanding the day to day operations and how it impacts the quality of care for our consumers. They are expecting their workers to do more with less and it is not a sustainable model and we will continue to lose staff unless staff is able to have more of a voice in service delivery and what they need to do their jobs well.*
- *It feels bureaucratic and bound by so much policy and red tape and budget constraints that at times, I feel like our upper management has lost sight of what we are really here to do for the people we serve. I am for my consumers 110% and doing what is right by them and sometimes that conflicts with practice.*
- *So many administrative requests take up so much of our clinical time. There has not been an opportunity to share this concern in any type of management forum and I think we would all benefit from a more open management style.*

Lack of Fairness: Common Rules and Policies are not in Place

- *I just wish that every one...across all levels and roles... would follow the same rules. It gets hard when depending on who you are on what rule or policy you follow.*

Organizational Operations do not align with Core Values of Client Care

- *Organization seems to be making decisions that suggest that it does not care about its employees or the consumers it is supposed to be serving. Leadership does not respond to front line staff when needed or when a crisis arises...Leadership does not attempt to resolve things through open communication. Leadership does not recognize the work the front line staff does on a regular basis. Too little communication...no trust in place.*

Need more connection and recognition opportunities

I believe there needs to be more fun engagement activities versus being forced to participate in things that have zero interest to most of us. Recognition of things like birthdays & yearly anniversary's to help build up the office moral will go a long way.

Need more paid opportunities Professional Development

- *The value of keeping employees trained and current in their field has been lost in my experience. People take personal or vacation time to catch up on education credits or attend training that makes them better. Quality suffers because staying current in education and up on the changing landscape of behavioral health is not valued by the company.*

Flexible schedules and time commitments matter

- *Being able to be employed at a 3/4 time status influences my ability to maintain healthy boundaries in my life. The school based clinic schedule aligns with having a fulfilling family life. My job satisfaction is high. The last couple of years have brought new and different challenges, but have created opportunities for growth and more services due to need and increased funding. Thanks for looking into this area!*

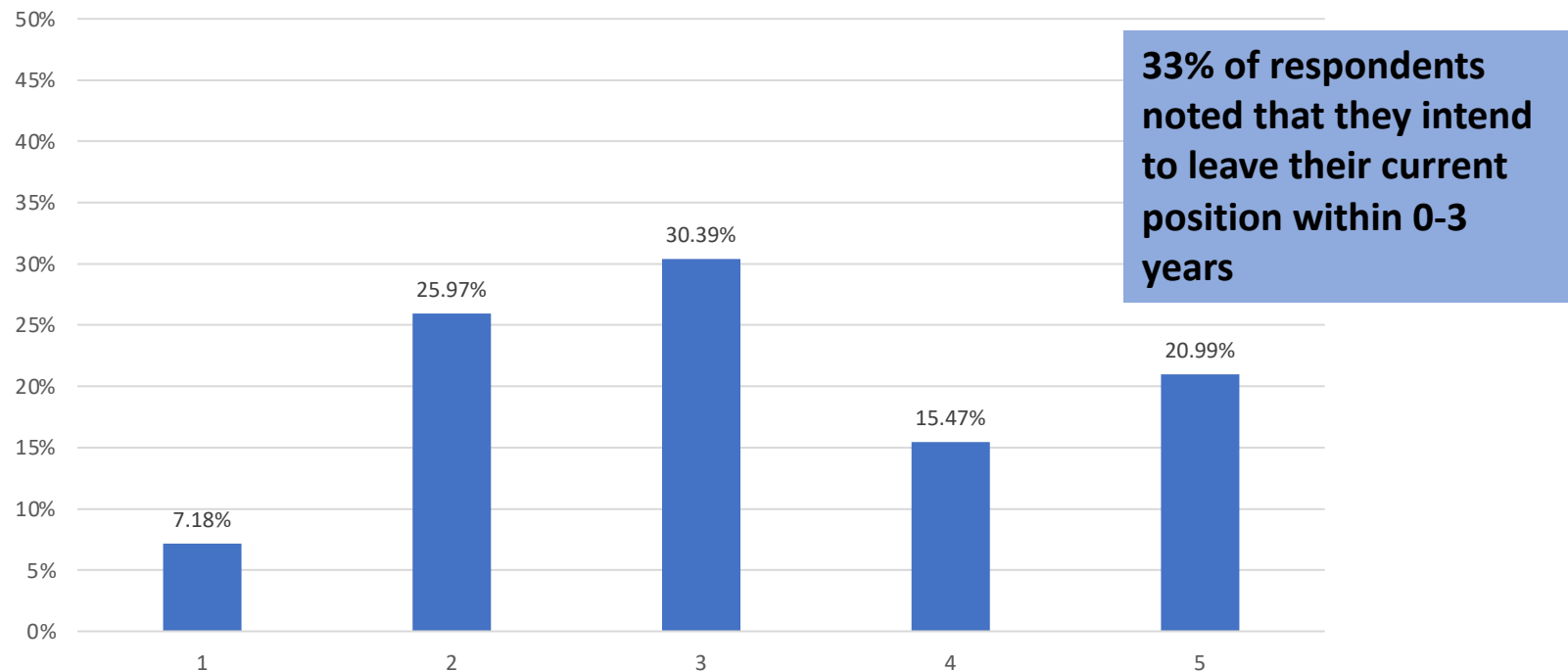
Why does Emotional Exhaustion Matter?

It is related to intention to stay in current position!

Intention to stay in current position

How long do you intend to stay in your current position?

(1=less than 1 year, 2=1-3 more years, 3=4-6 more years, 4=7 to 10 more years, 5=10+ years)



Emotional Exhaustion Matters!

Individuals who reported higher levels of emotional exhaustion were more likely to report an intention to leave their current position within the next 3 years

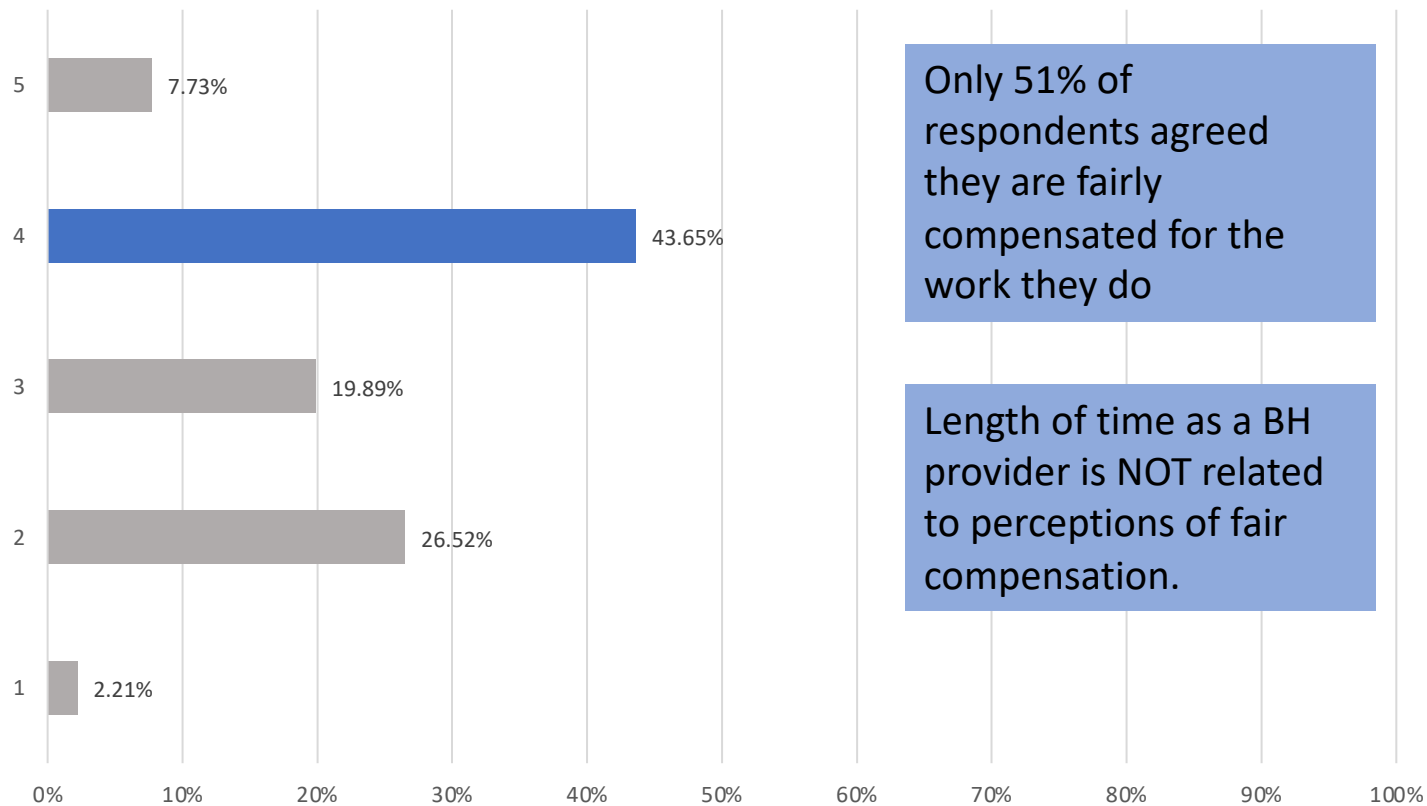
Perceptions of Fair Compensation Matters - somewhat!

Individuals who perceived their compensation as unfair were somewhat more likely to report an intention to leave their current position within the next 3 years

Perceptions of Fair Compensation

To what extent do you agree that you are compensated fairly for the work you do?

1=Strongly Disagree, 2=Disagree, 3=Hard to decide, 4=Agree, 5=Strongly Agree



Only 51% of respondents agreed they are fairly compensated for the work they do

Length of time as a BH provider is NOT related to perceptions of fair compensation.

Perceptions of compensation matter!

Individuals who perceived their compensation as fair were less likely to report high levels of emotional exhaustion.

Worklife characteristics matter.

Staff are more likely to perceive their compensation as unfair when:

- Workload levels are high
- Control and autonomy are low
- Perceived community in the workplace is low

We are Underpaid and Overworked

- *In general -not specific to current employer- this field is vastly underpaid, and often we are understaffed. there is likely a correlation there and it motivates me to consider employment outside of this field. more recently patient need has surpassed what i/we can offer, which adds chronic stress.*
- *It is difficult to live on current compensation*
- *As far as being paid "enough", I think our exec pays what they can, but no social worker is paid what they are worth.*
- *I enjoy my job but do a lot more than my title. I have asked numerous times for this to change but again no follow-through.*

Too much work and not enough pay

I'm already working overtime for free, to keep up with my primary cases. The agency is saving money by not paying overtime. We are expected to work our regular shifts during the weekday even if you have worked a weekend or midnight shift. The burn out is very high right now and it will continue to increase due to exhaustion...I thought this was going to be a job I would work at until I retire but I'm probably not going to make it with working so many hours.

I do not feel that we are adequately compensated for our time as we work extensive hours outside of our work day in order to keep up with the work demands.

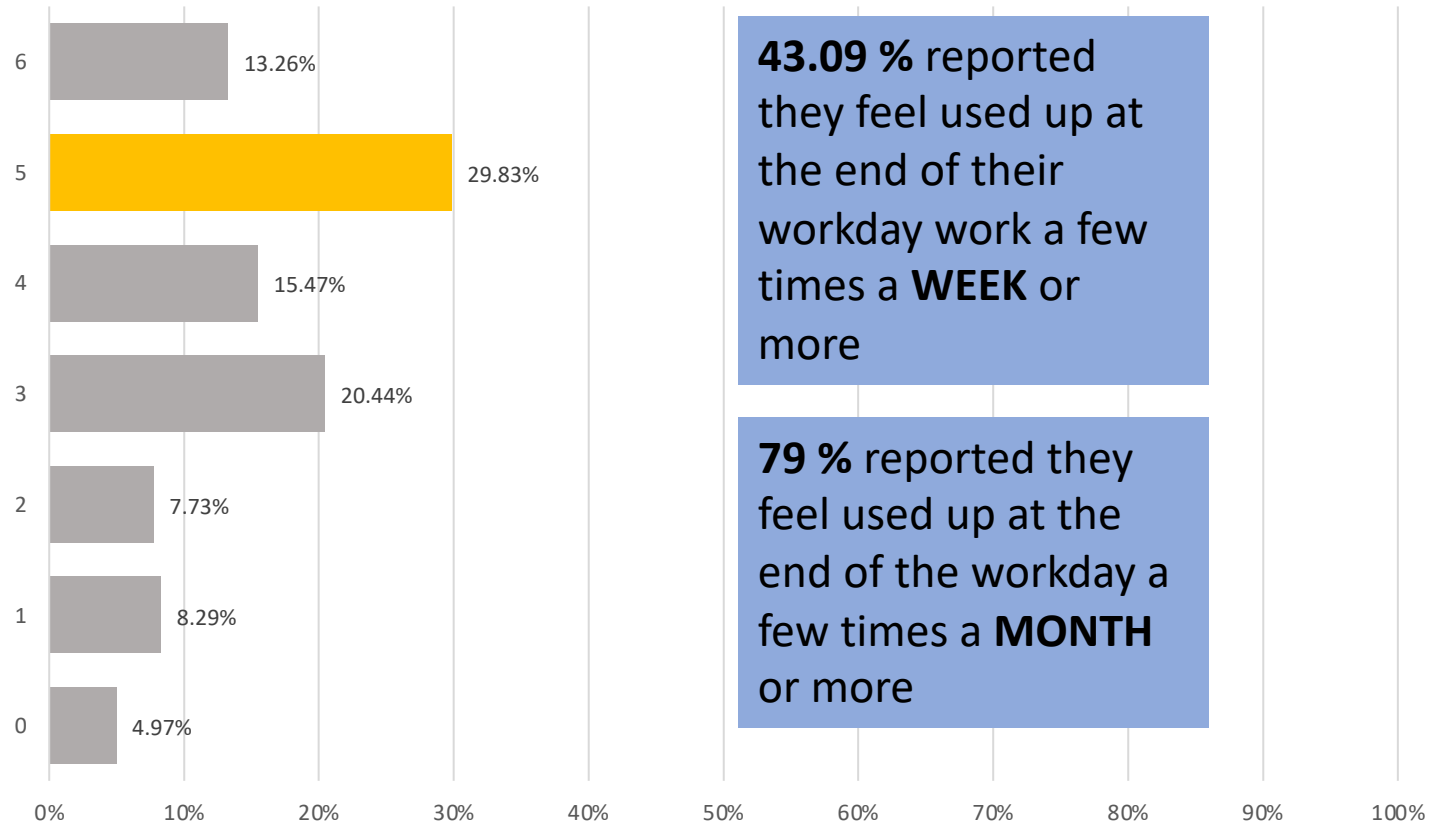
A deeper dive into the survey
findings

Understanding the Different Elements of Emotional Exhaustion

The following slides describe the findings for the four most significant items used to assess emotional exhaustion

I feel used up at the end of the workday

(0=Never, 1=A few times a year or less, 2=Once a month or less, 3=A few times a month, 4=Once a week, 5=A few times a week, 6=Every day)'



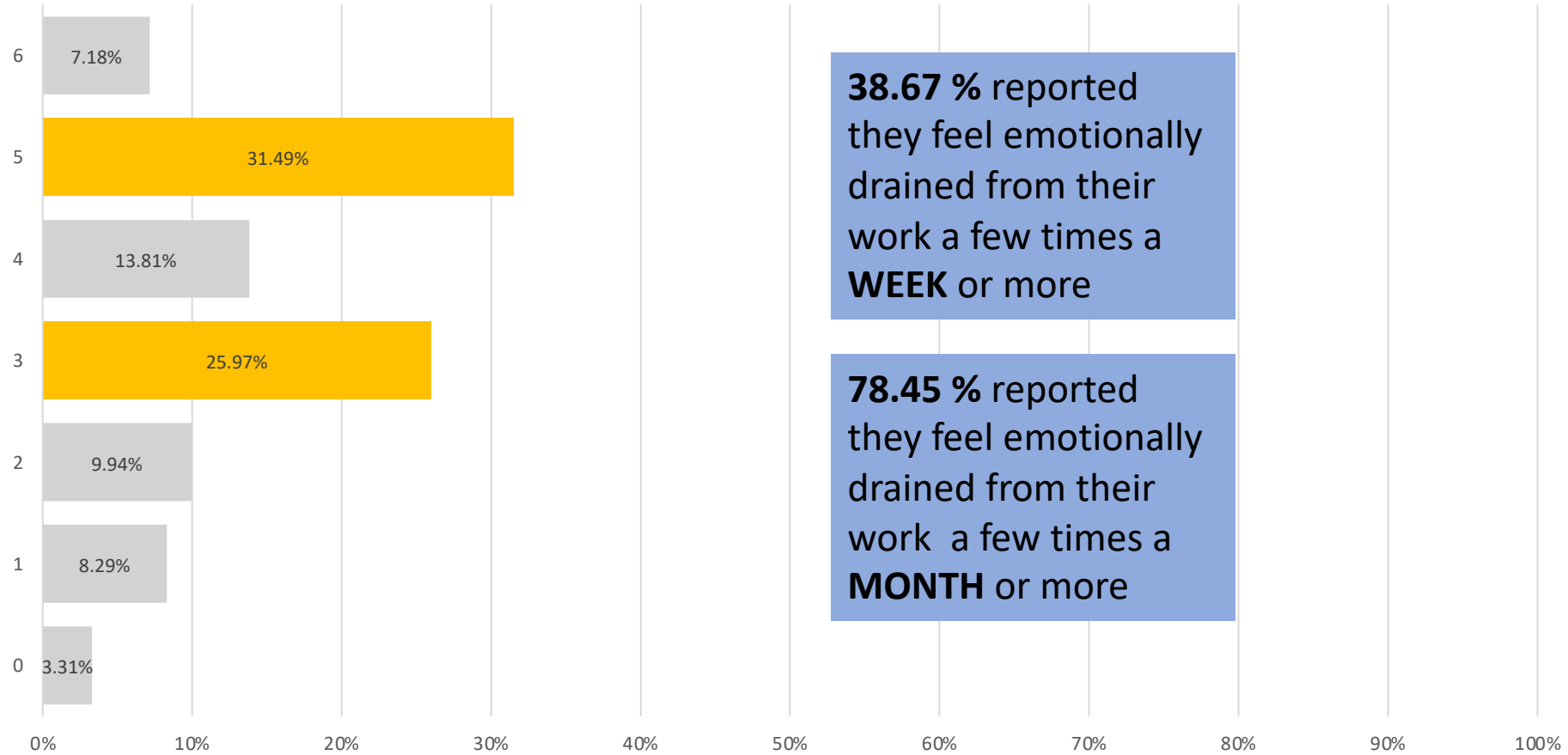
43.09 % reported they feel used up at the end of their workday work a few times a **WEEK** or more

79 % reported they feel used up at the end of the workday a few times a **MONTH** or more

This item is the biggest contributor to Emotional Exhaustion levels for this group of Respondents

'I feel emotionally drained from my work.'

(0=Never, 1=A few times a year or less, 2=Once a month or less, 3=A few times a month, 4=Once a week, 5=A few times a week, 6=Every day)':



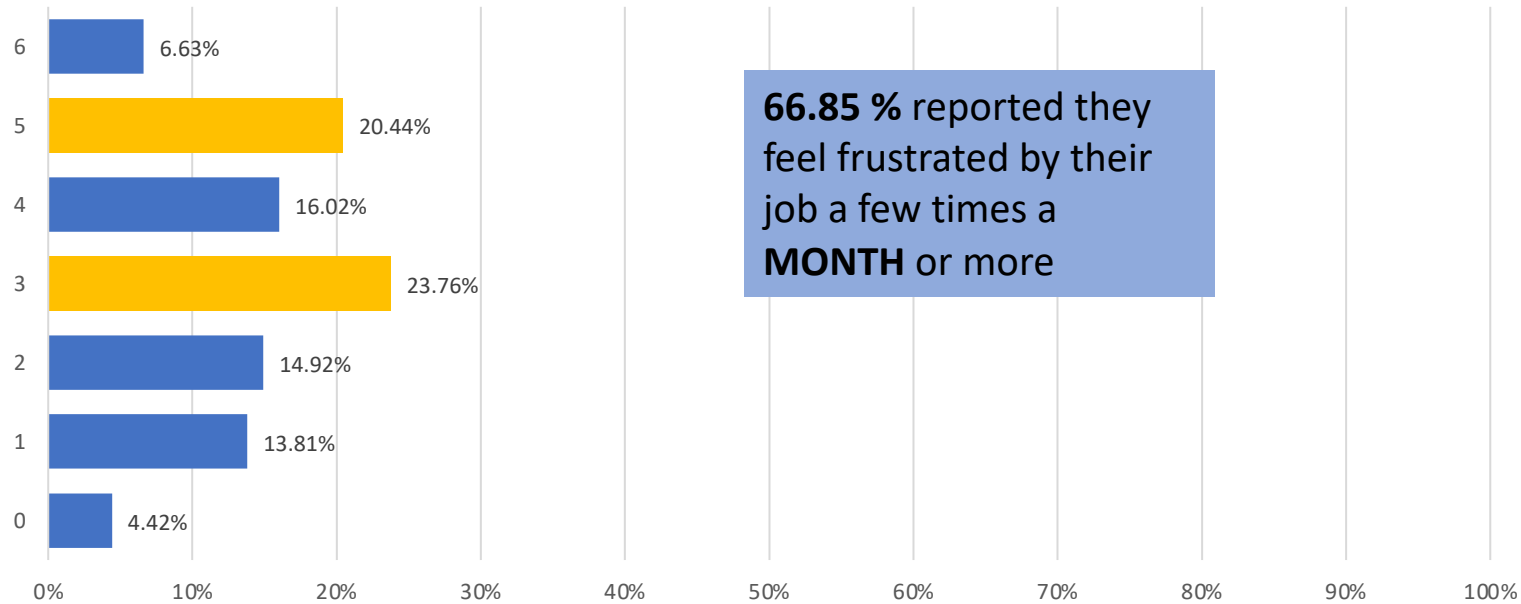
38.67 % reported they feel emotionally drained from their work a few times a **WEEK** or more

78.45 % reported they feel emotionally drained from their work a few times a **MONTH** or more

2nd Biggest contributor to Emotional Exhaustion for this group of Respondents

I feel frustrated by my job

(0=Never, 1=A few times a year or less, 2=Once a month or less, 3=A few times a month, 4=Once a week, 5=A few times a week, 6=Every day)

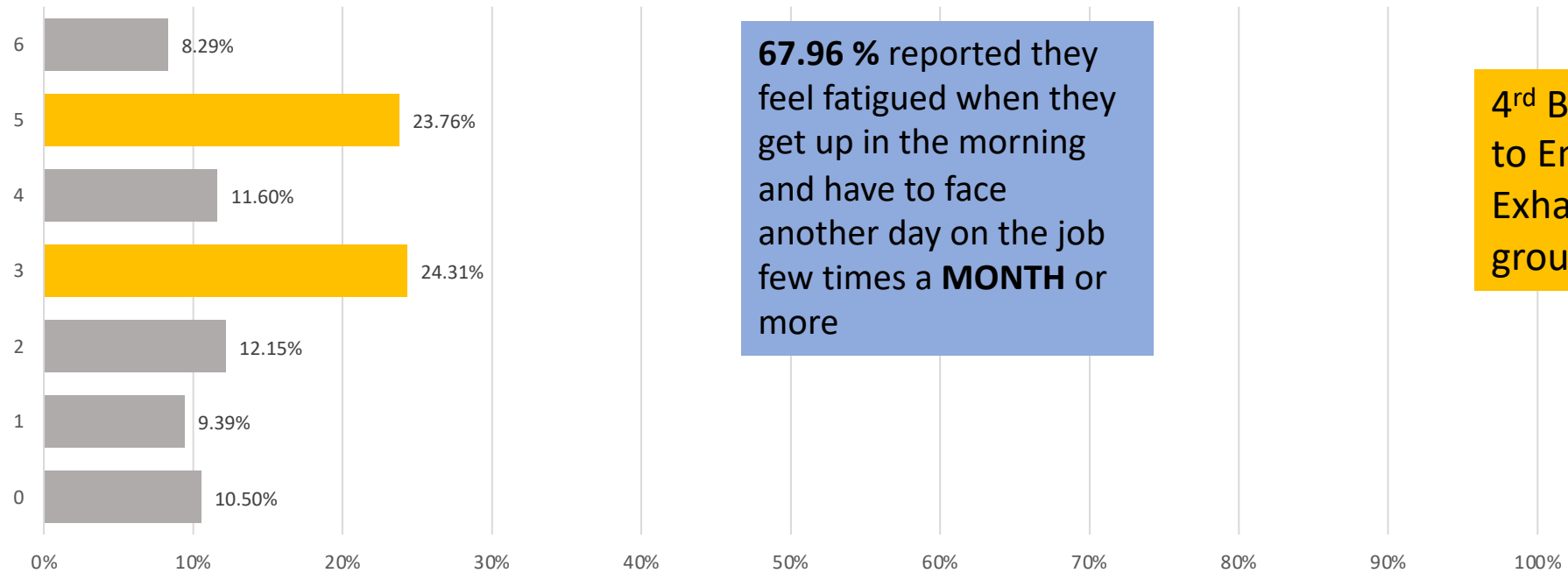


66.85 % reported they feel frustrated by their job a few times a **MONTH** or more

3rd Biggest contributor to Emotional Exhaustion for this group of Respondents

I feel fatigued when I get up in the morning and have to face another day on the job

(0=Never, 1=A few times a year or less, 2=Once a month or less, 3=A few times a month, 4=Once a week, 5=A few times a week, 6=Every day)'



67.96 % reported they feel fatigued when they get up in the morning and have to face another day on the job few times a **MONTH** or more

4rd Biggest contributor to Emotional Exhaustion for this group of Respondents

Interventions
targeting
Emotional
Exhaustion should
work to address
the four largest
ways this type of
burnout shows up
in local BH
providers

- **I feel used up at the end of the workday**
- **I feel emotionally drained from my work**
- **I feel frustrated by my job**
- **I feel fatigued when I get up in the morning and have to face another day on the job**

Areas of Worklife

Areas of Work Life explored in the Survey

Definition

Example Item



Workload

Amount of work to be done in a given time

I do not have the time to do the work that must be done



Control

Opportunity to make choices and decisions regarding how work is done

I have control over how I do my job

Reward

Social & financial contributions for one's work

I receive recognition from others for my work

Community

Positive connections across co-workers

Members of my workgroup communicate openly

Fairness

Consistent, equitable rules and resource distributions

Resources are allocated fairly here

Values

Fit between what matters to the individual and the organization

My values and the organization's values are alike

Understanding Fit with Worklife Characteristics

The following slides describe the degree of fit for each worklife characteristic. Fit represents the extent to which the worklife characteristics meet individual needs. Fit is represented as:

Mismatch: Scores in these areas are in the bottom 25th percentile compared to the general population norm.*

Participants have a mismatch with these aspects of the organization. Focus attention first on these areas to address burnout. The percentage of the group in this profile is shown in red.

Average Fit: Scores in this area are in the average range compared to the general population norm. This overall scores are acceptable, reflecting an average degree of fit within an organization. You may still wish to address specific area of mismatch to prevent or mitigate burnout.

Good Fit: Scores in these areas are in the top 25th percentile compared to the general population norm,. Participants have a pretty good fit with these aspects of the organization.

Workload



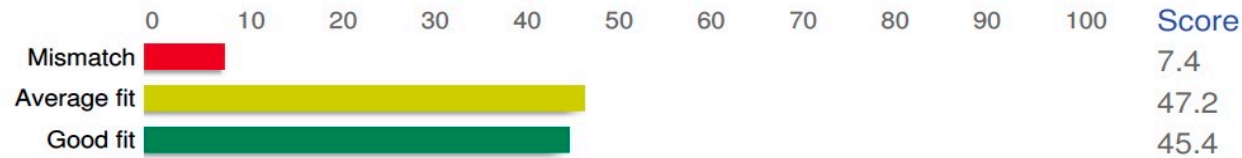
Control



Reward



Community



Fairness



Values



Scores represent the % of participants who had this degree of fit with the specific worklife characteristic.








Summary of Worklife Misalignments



Worklife characteristics contribute to the perception that compensation is unfair.

- Staff are more likely to perceive their compensation as unfair when:
 - Workload levels are high
 - Control and autonomy are low
 - Perceived community in the workplace is low
- 

Worklife characteristics contribute to emotional exhaustion.

- Staff report higher levels of emotional exhaustion when:
 - Workload levels are high
 - Organizational and personal values are misaligned
 - There is a perceived lack of organizational fairness
 - Employees experience a lack of control and autonomy on the job
- 
- 

Workload

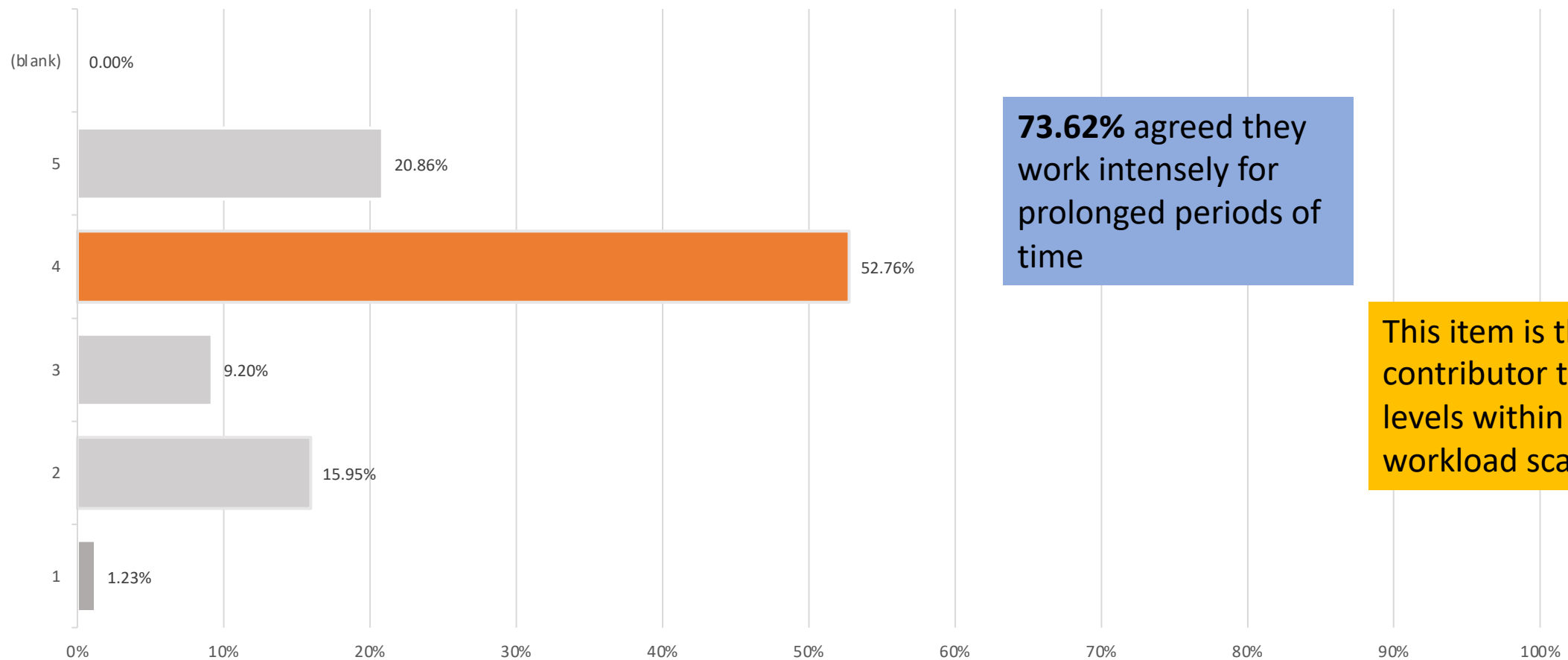
- *The amount of work to be done in a given time. A manageable workload provides the opportunity to do what one enjoys, to pursue career objectives, and to develop professionally.*
- *A crisis in workload is not just stretching to meet a new challenge, but going beyond human limits.*

Since workload was the most significant predictor of emotional exhaustion, the following slides present findings from the analysis of the most critical workload items. Information from these slides can inform intervention and recommendation development



I work intensely for prolonged periods of time.

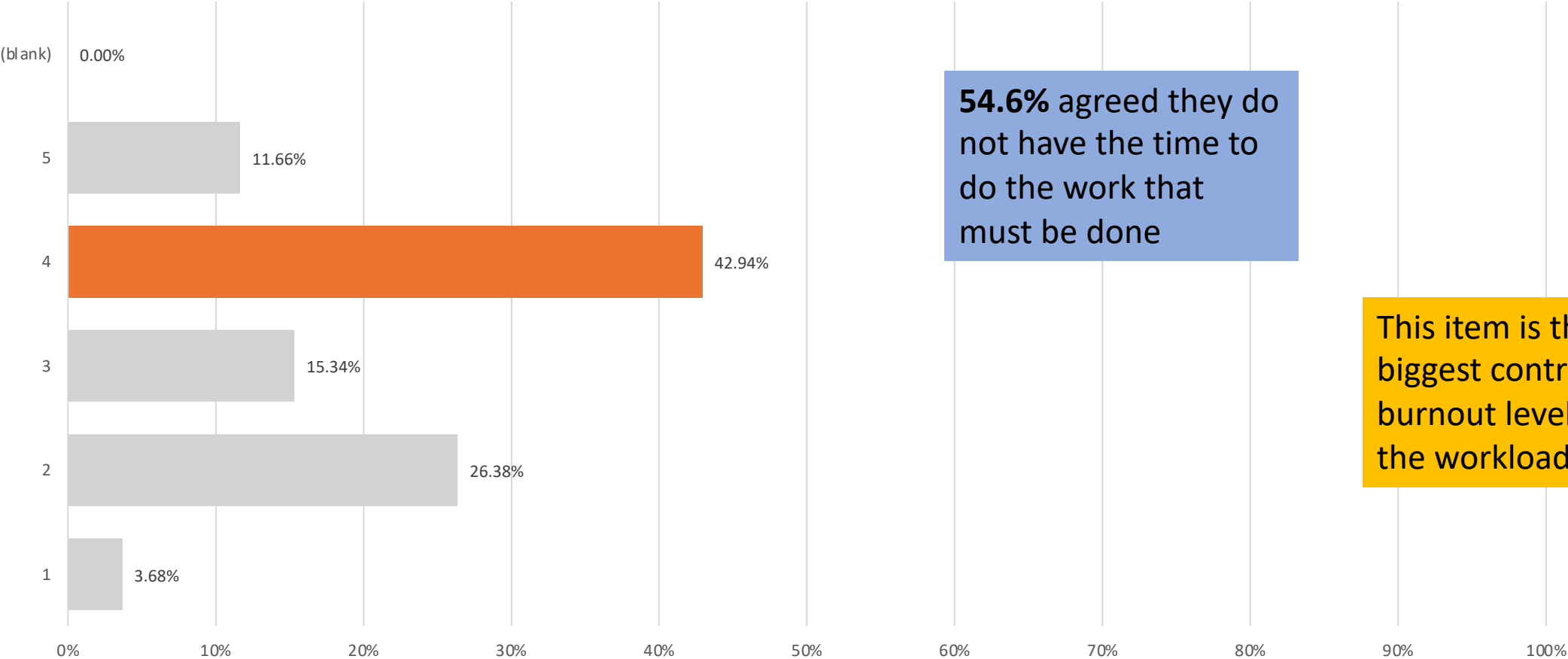
(1=Strongly Disagree, 2=Disagree, 3=Hard to Decide, 4=Agree, 5=Strongly Agree)'



73.62% agreed they work intensely for prolonged periods of time

This item is the biggest contributor to burnout levels within the workload scale

'I do not have time to do the work that must be done.'
(1=Strongly Disagree, 2=Disagree, 3=Hard to Decide, 4=Agree, 5=Strongly Agree)':.

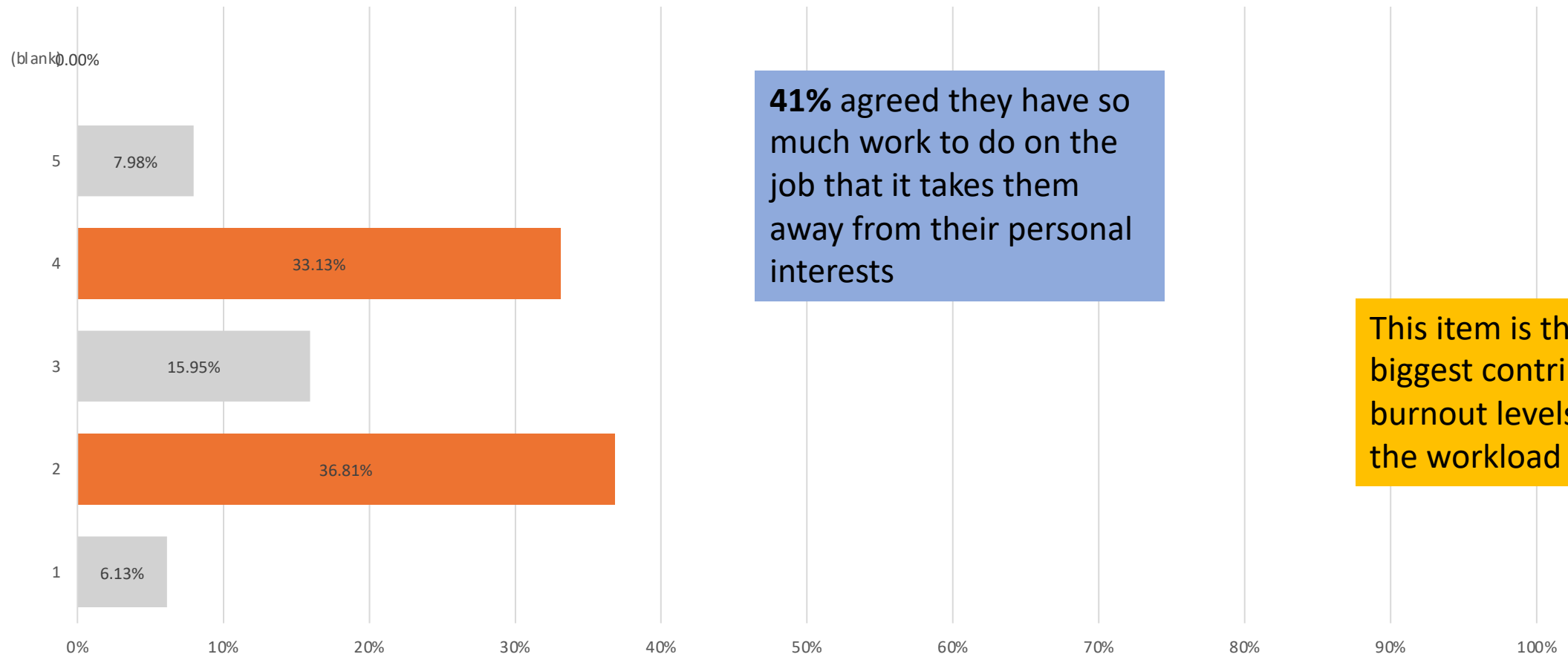


54.6% agreed they do not have the time to do the work that must be done

This item is the 2nd biggest contributor to burnout levels within the workload scale

'I have so much work to do on the job that it takes me away from my personal interests.'

(1=Strongly Disagree, 2=Disagree, 3=Hard to Decide, 4=Agree, 5=Strongly Agree)'

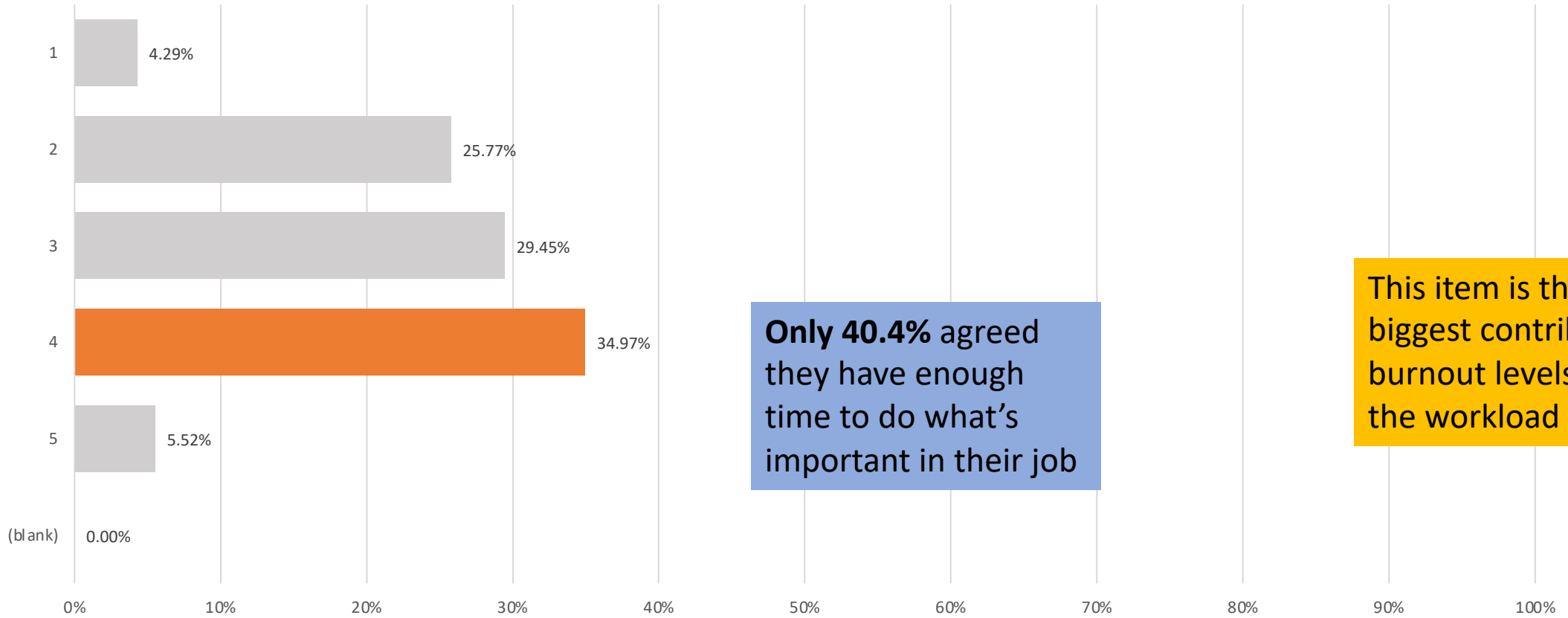


41% agreed they have so much work to do on the job that it takes them away from their personal interests

This item is the 3rd biggest contributor to burnout levels within the workload scale

I have enough time to do what's important in my job.

1= strong disagree, 2-disagree, 3-hard to decide, 4=agree, 5=strongly agree



Only 40.4% agreed they have enough time to do what's important in their job

This item is the 4th biggest contributor to burnout levels within the workload scale

Alignment with Organizational Values

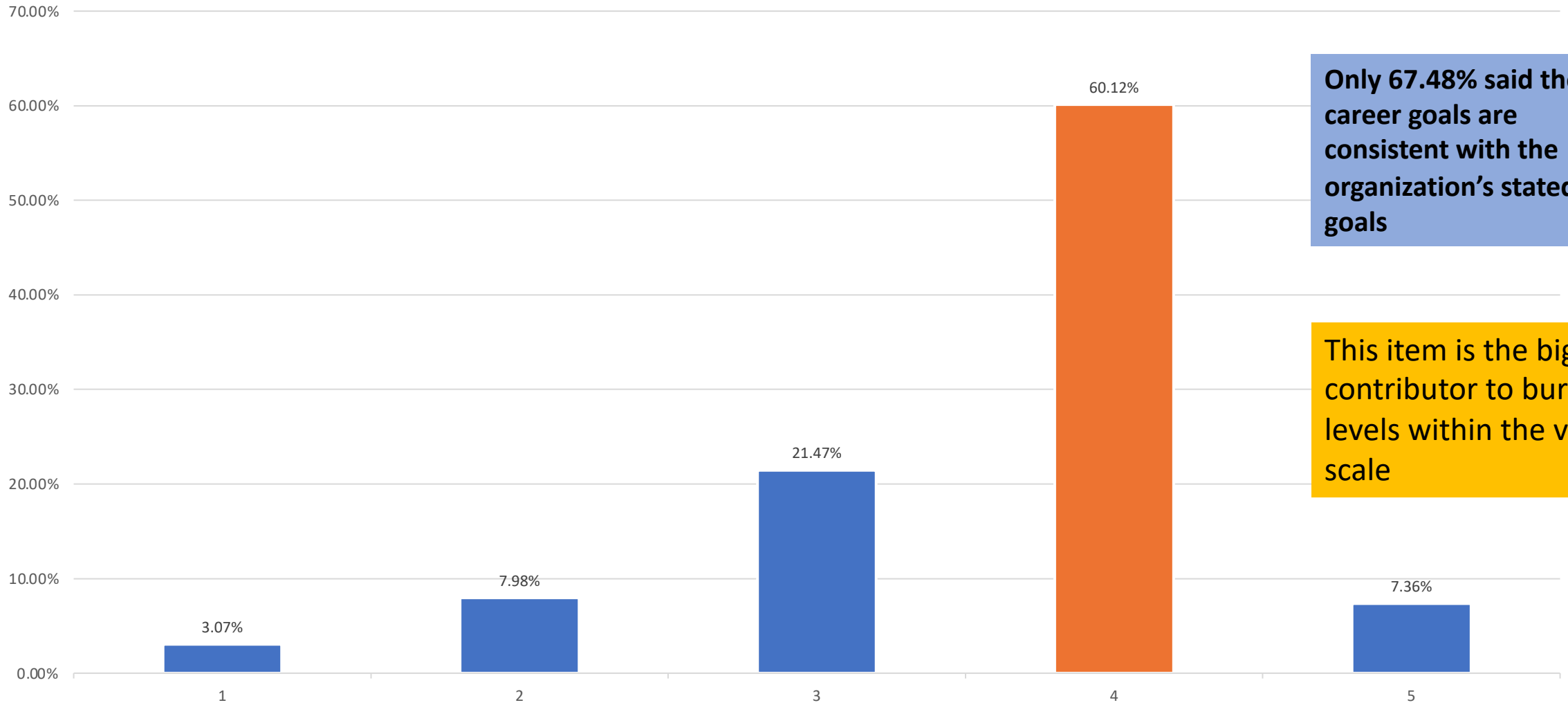
- *Values are what is most important to the individual and to the organization. When these values are congruent, successes are shared.*
- *Mismatches occur when there is a gap between the values of the individual and the values or actions of the organization.*

Perceptions of alignment with organizational values were also strongly related to levels of emotional exhaustion. The following slides present findings from the analysis of critical values items. Information from these slides can inform intervention and recommendation development



My personal career goals are consistent with the Organization's stated goals.

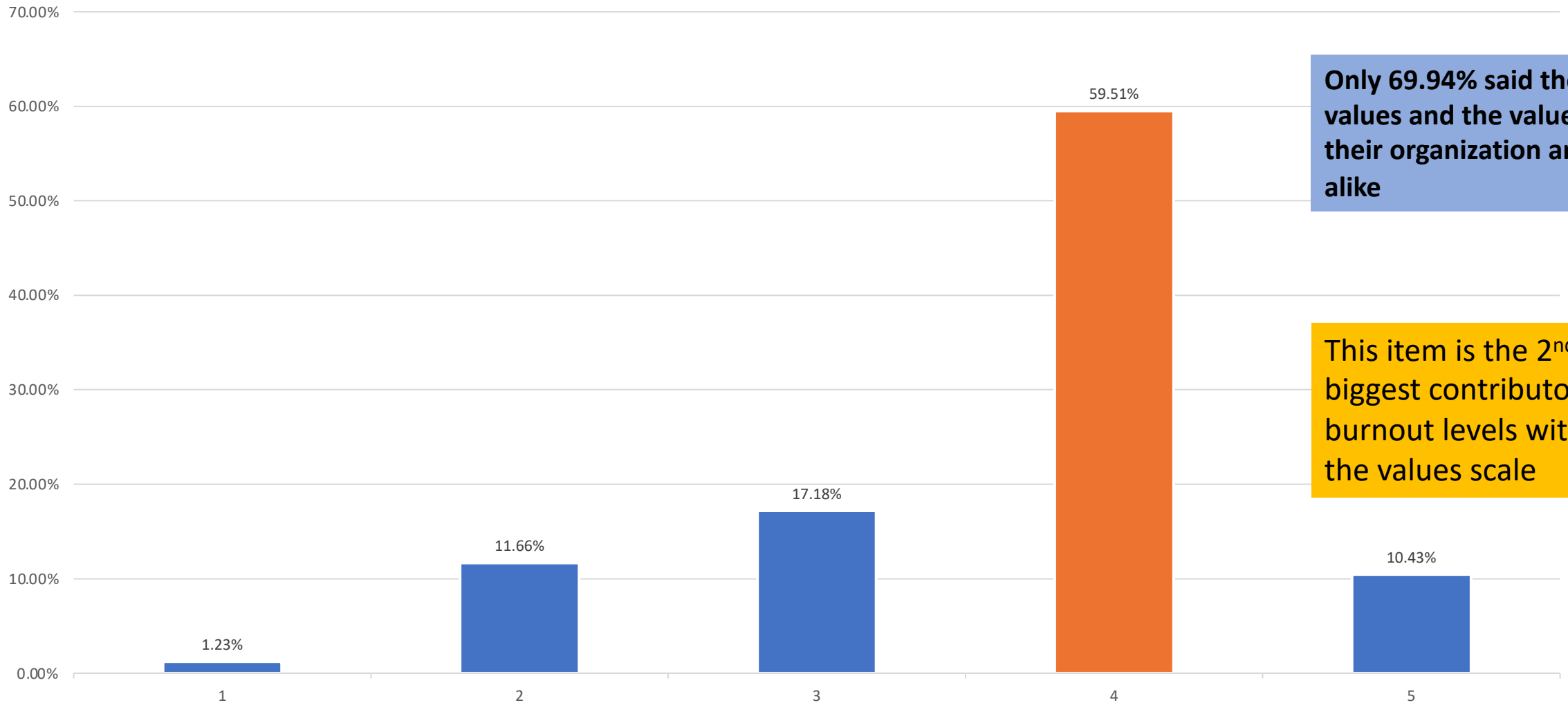
(1=Strongly Disagree, 2=Disagree, 3=Hard to Decide, 4=Agree, 5=Strongly Agree)'



Only 67.48% said their career goals are consistent with the organization's stated goals

This item is the biggest contributor to burnout levels within the values scale

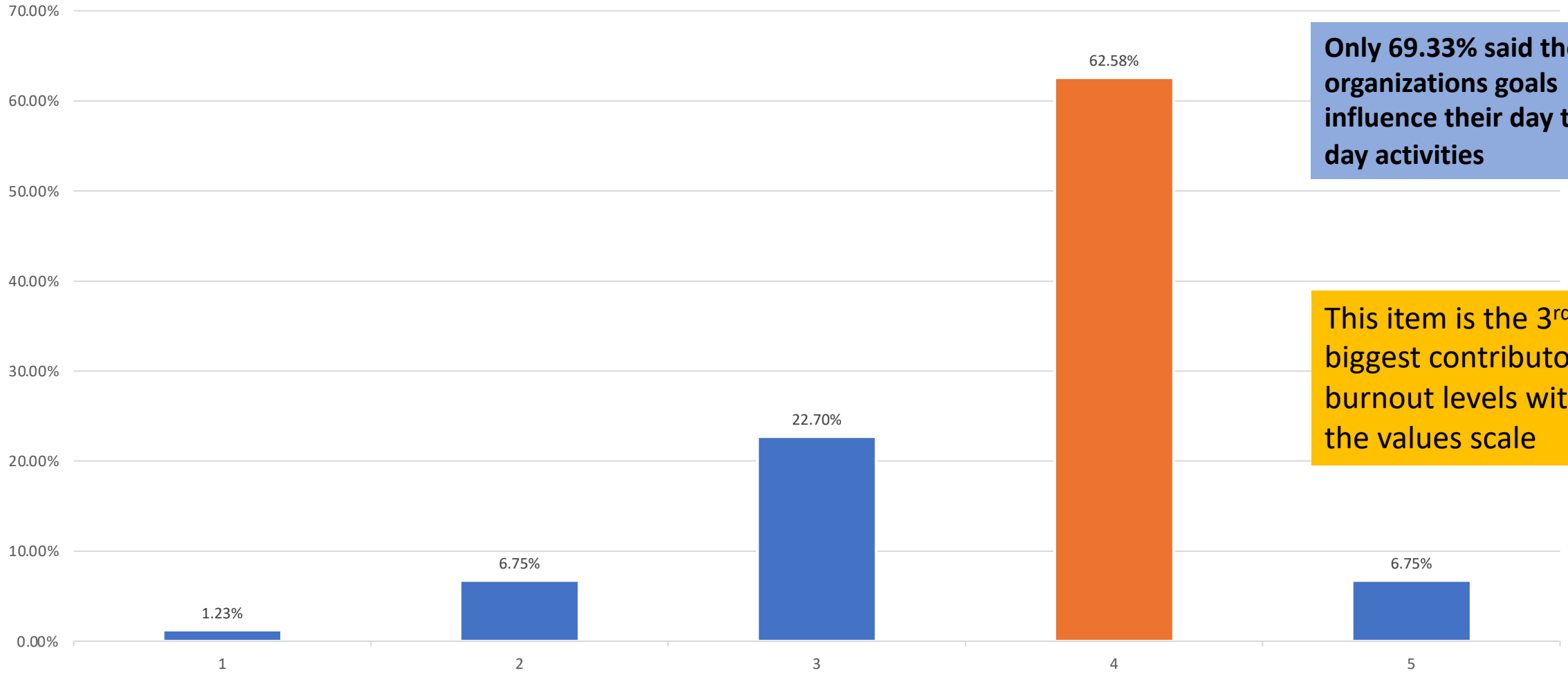
'My values and the Organization's values are alike.'
(1=Strongly Disagree, 2=Disagree, 3=Hard to Decide, 4=Agree, 5=Strongly Agree)'



Only 69.94% said their values and the values of their organization are alike

This item is the 2nd biggest contributor to burnout levels within the values scale

The Organization's goals influence my day to day work activities.
(1=Strongly Disagree, 2=Disagree, 3=Hard to Decide, 4=Agree, 5=Strongly Agree)'



Only 69.33% said their organizations goals influence their day to day activities

This item is the 3rd biggest contributor to burnout levels within the values scale

Fairness

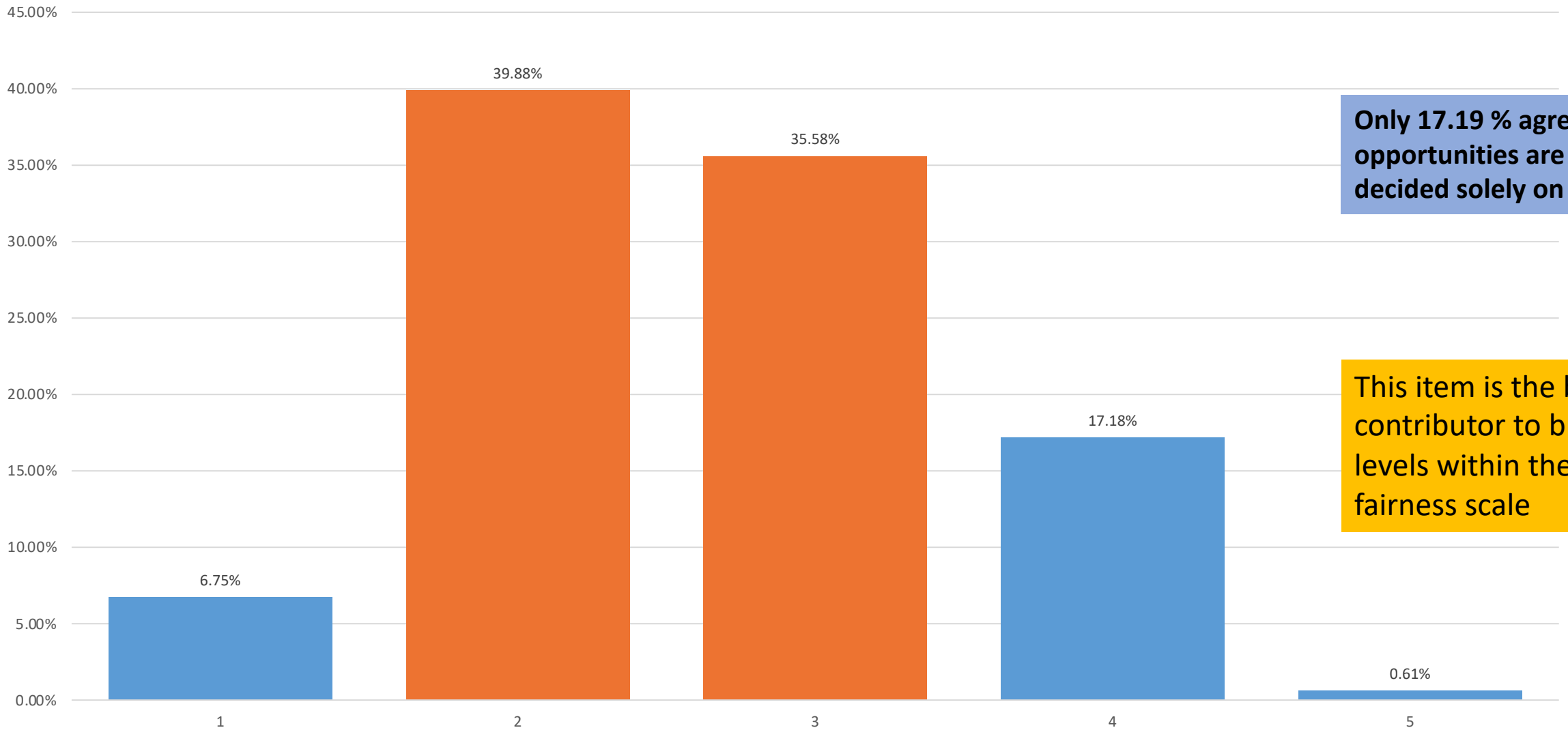
- *The extent to which consistent and equitable rules apply to everyone, and that resources are allocated per generally understood and consistent procedures.*
- *Fairness communicates respect for the organization's members. A lack of fairness indicates confusion in an organization's values and its relationships with people. An example item: "Resources are allocated fairly here."*

Perceptions of fairness are also related to levels of emotional exhaustion. The following slides present findings from the analysis of critical fairness items. Information from these slides can inform intervention and recommendation development



Opportunities are decided solely on merit.

(1=Strongly Disagree, 2=Disagree, 3=Hard to Decide, 4=Agree, 5=Strongly Agree)

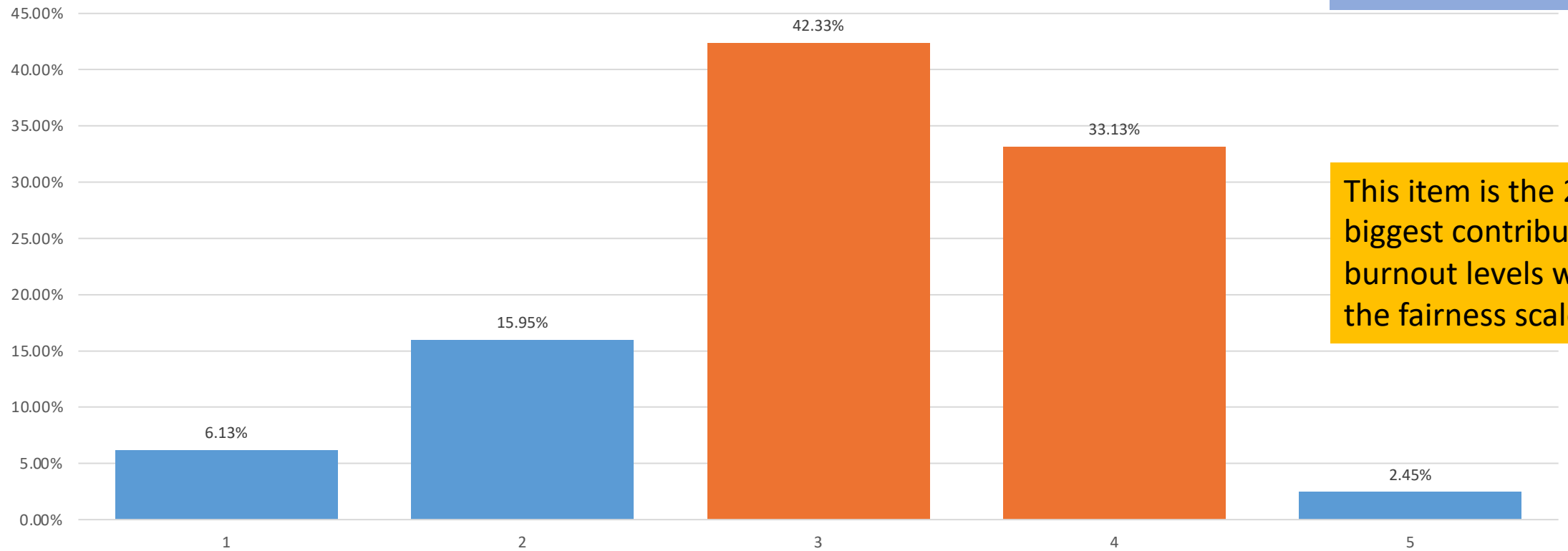


Only 17.19 % agree that opportunities are decided solely on merit.

This item is the biggest contributor to burnout levels within the fairness scale

**'There are effective appeal procedures available when I question the fairness of a decision.
(1=Strongly Disagree, 2=Disagree, 3=Hard to Decide, 4=Agree, 5=Strongly Agree)'**:

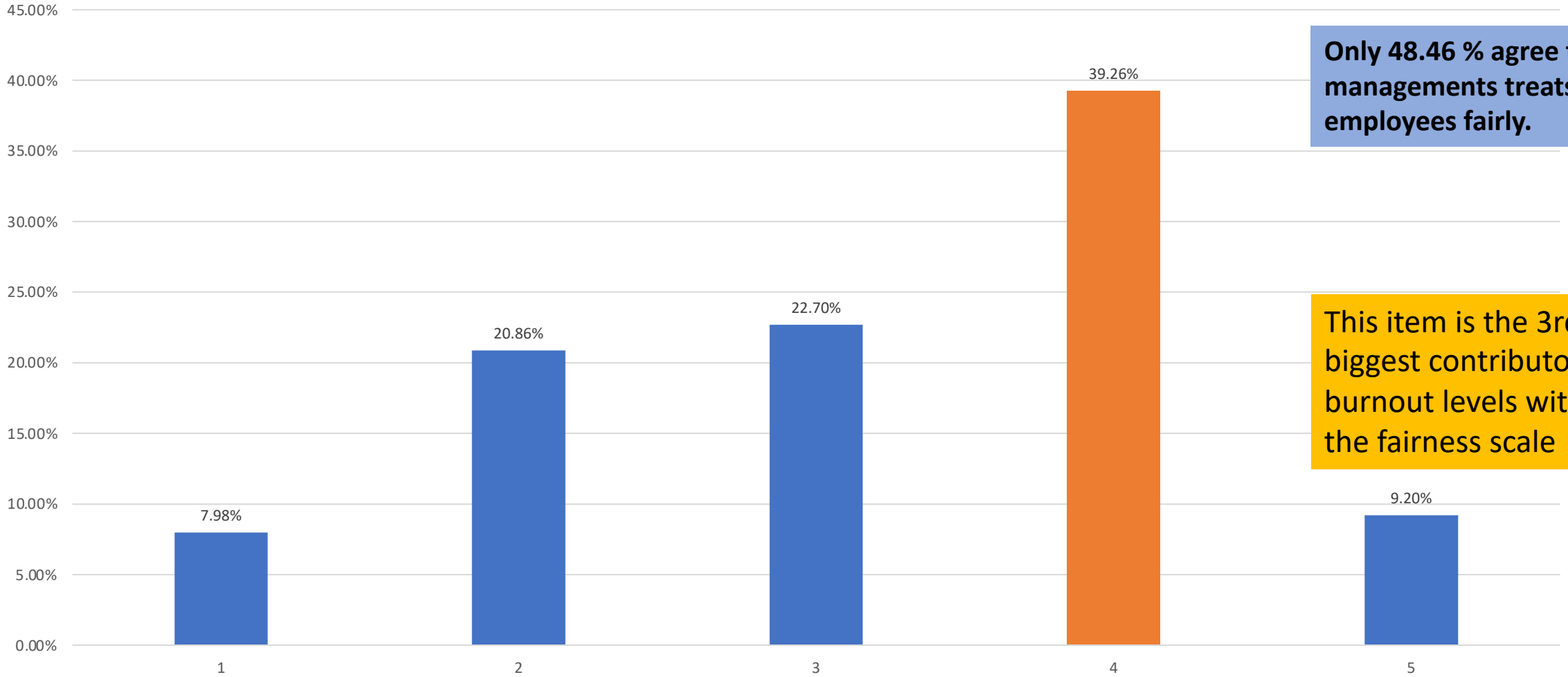
Only 35.58 % agree that effective appeal procedures are in place.



This item is the 2nd biggest contributor to burnout levels within the fairness scale

Management treats all employees fairly.

(1=Strongly Disagree, 2=Disagree, 3=Hard to Decide, 4=Agree, 5=Strongly Agree)



Only 48.46 % agree that managements treats all employees fairly.

This item is the 3rd biggest contributor to burnout levels within the fairness scale

Control

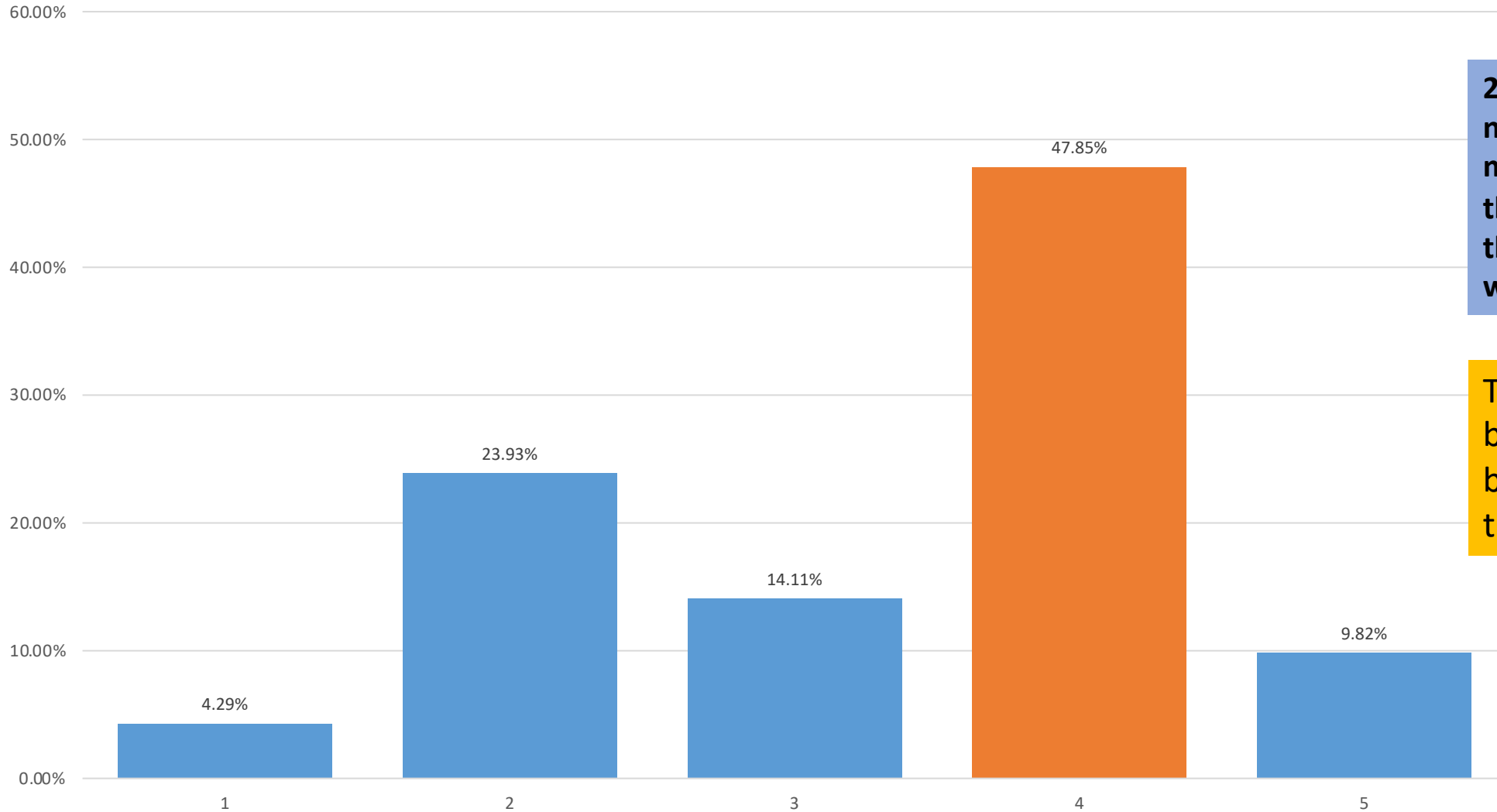
- *The opportunity to make choices and decisions, to solve problems, and to fulfill job responsibilities. A good match has correspondence between control and accountability.*
- *A mismatch occurs when people lack sufficient control to fulfill their responsibilities.*

Perceptions of control within one's role are also related to levels of emotional exhaustion. The following slides present findings from the analysis of critical control items. Information from these slides can inform intervention and recommendation development



'I can influence management to obtain the equipment and space I need for my work.'

(1=Strongly Disagree, 2=Disagree, 3=Hard to Decide, 4=Agree, 5=Strongly Agree)':.

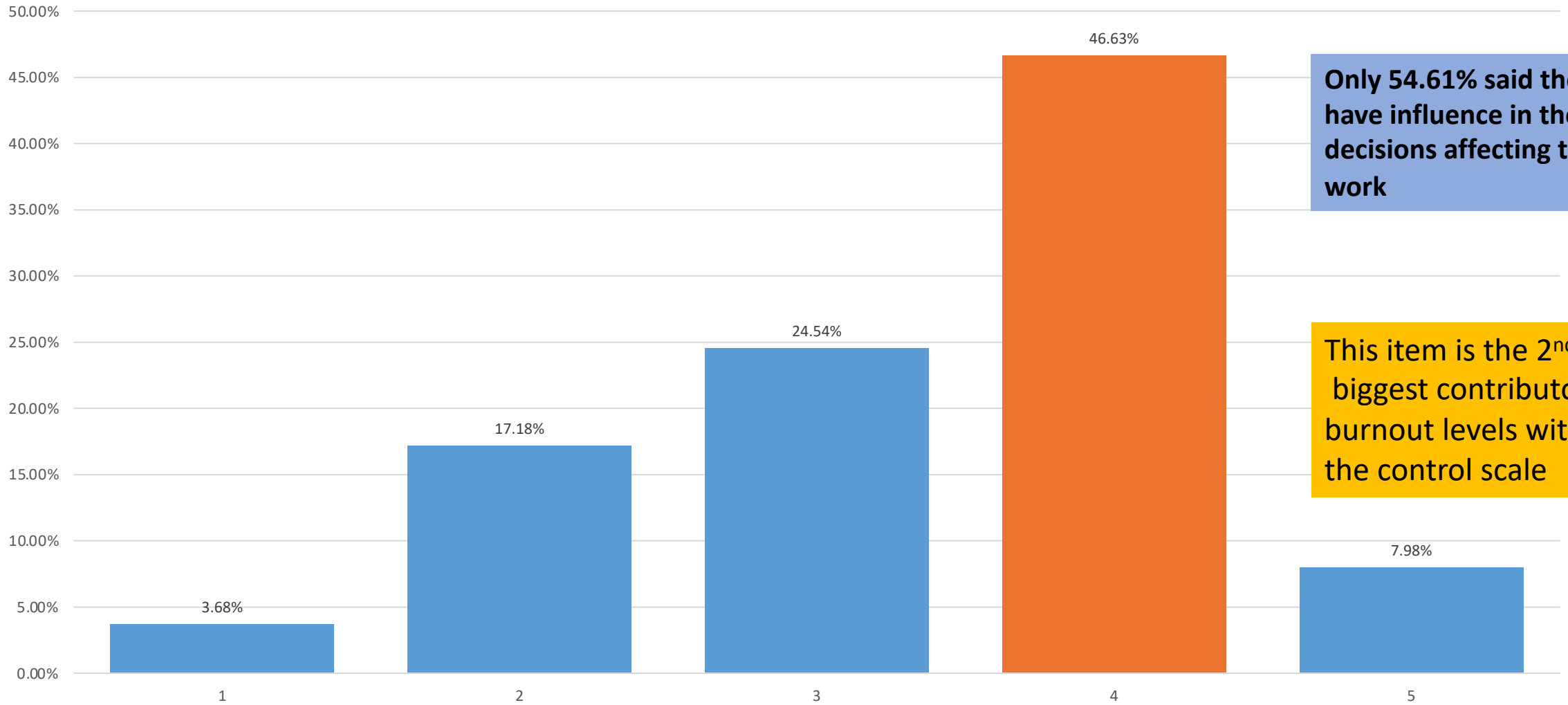


28.22 % said they are not able to influence management to obtain the equipment/space they need for their work.

This item is the biggest contributor to burnout levels within the control scale

'I have influence in the decisions affecting my work.'

(1=Strongly Disagree, 2=Disagree, 3=Hard to Decide, 4=Agree, 5=Strongly Agree)': 4 appears most often.

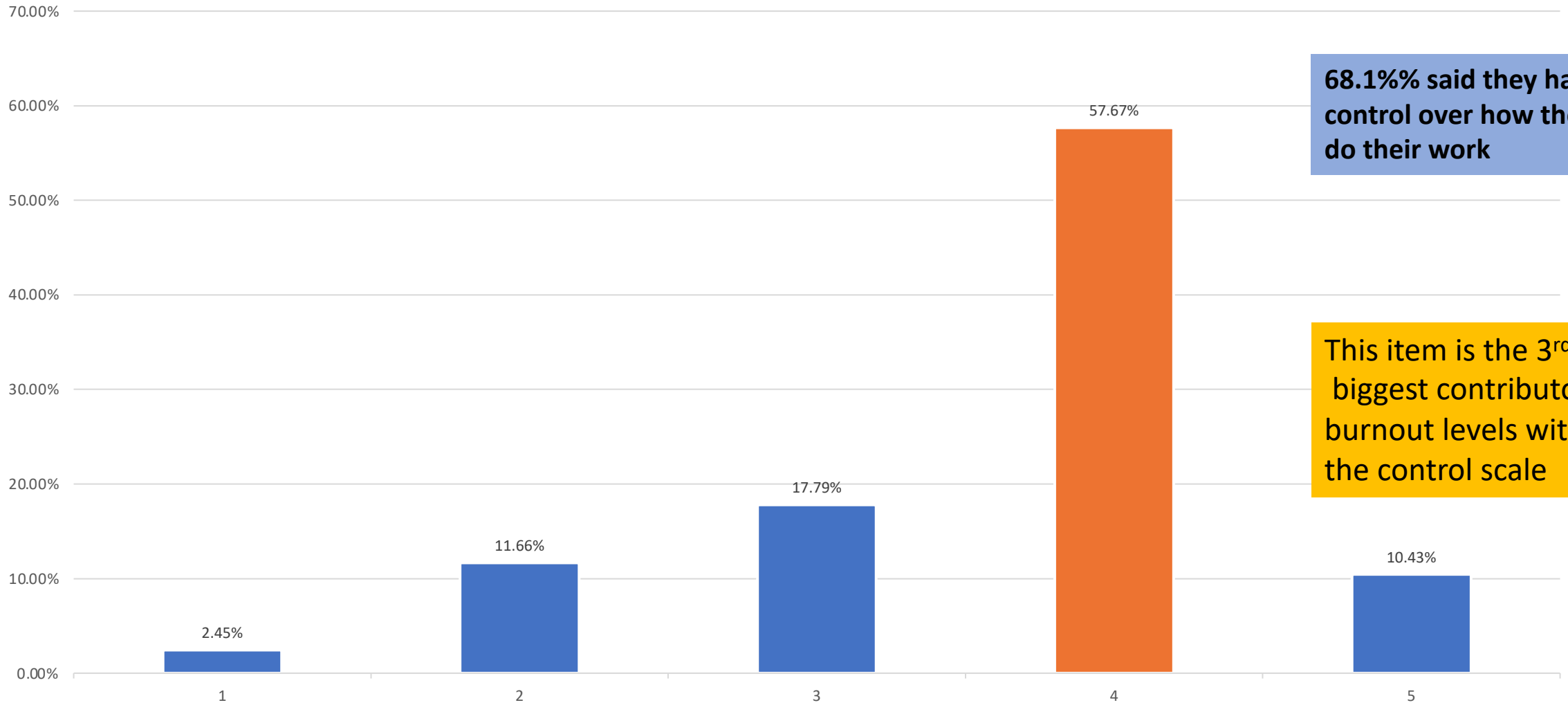


Only 54.61% said they have influence in the decisions affecting their work

This item is the 2nd biggest contributor to burnout levels within the control scale

'I have control over how I do my work.'

(1=Strongly Disagree, 2=Disagree, 3=Hard to Decide, 4=Agree, 5=Strongly Agree)'



68.1%% said they have control over how they do their work

This item is the 3rd biggest contributor to burnout levels within the control scale

Community

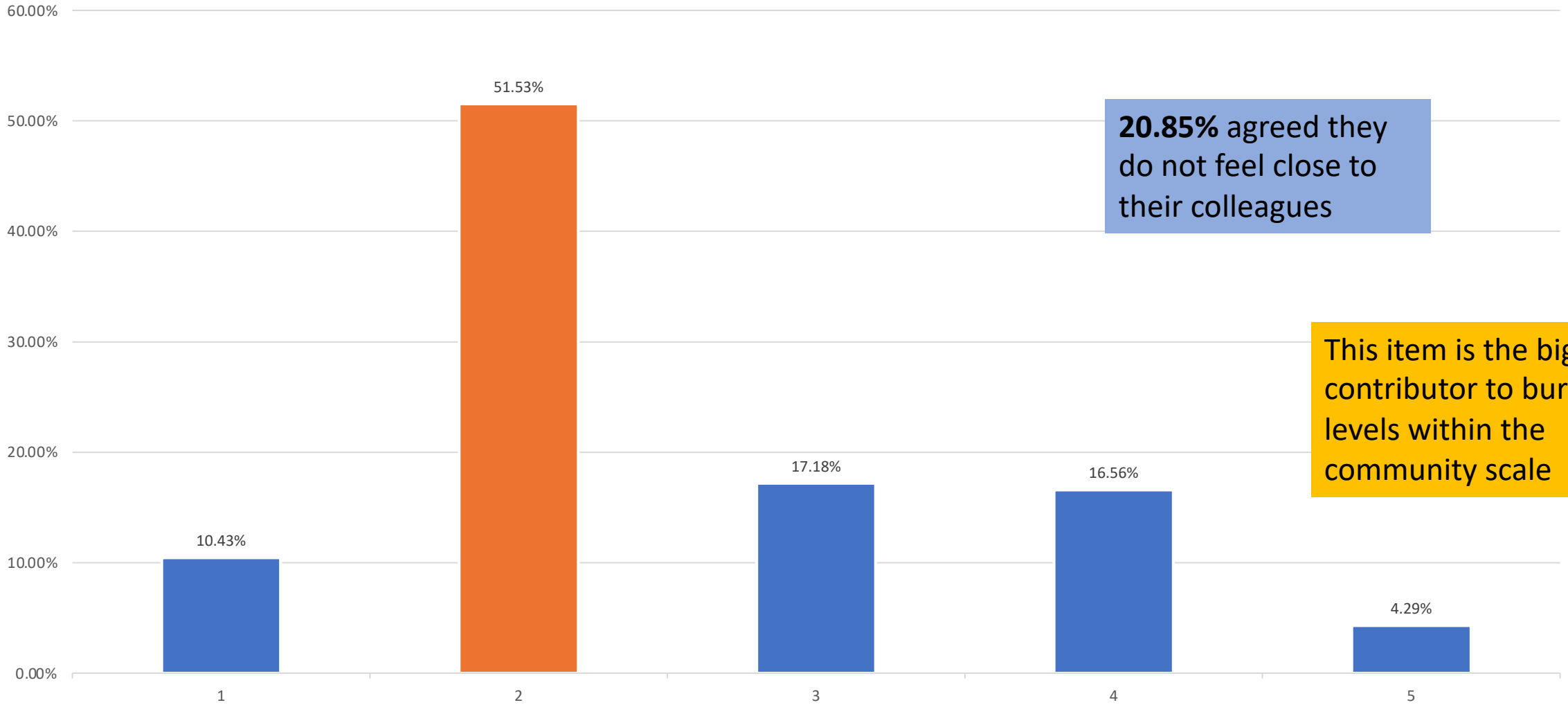
- *The quality of an organization's social environment and the positive connections between coworkers. People thrive in worksettings characterized by support, collaboration, and positive feelings.*
- *Mismatches occur when the employee does not have a positive connection with others at work*

Perceptions of community at work were also related to levels of emotional exhaustion. The following slides present findings from the analysis of the most critical community items. Information from these slides can inform intervention and recommendation development



'I don't feel close to my colleagues.'

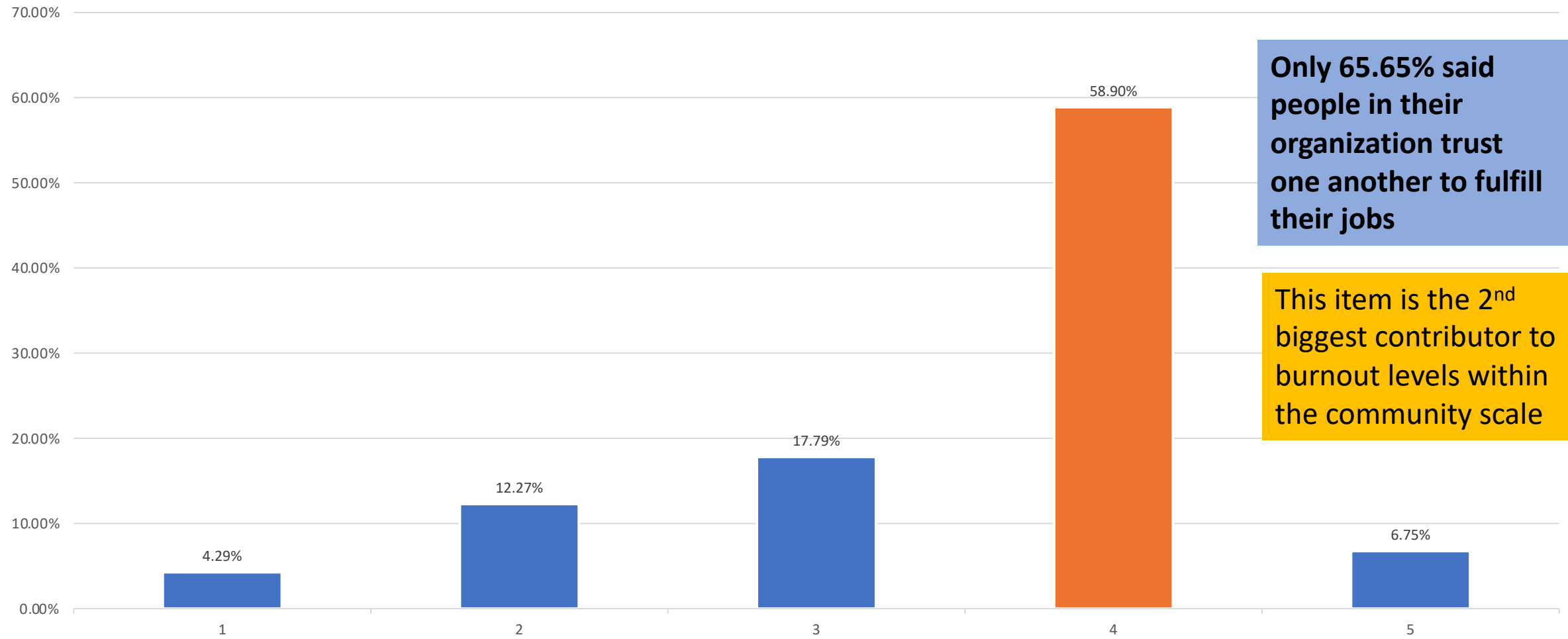
(1=Strongly Disagree, 2=Disagree, 3=Hard to Decide, 4=Agree, 5=Strongly Agree)'



20.85% agreed they do not feel close to their colleagues

This item is the biggest contributor to burnout levels within the community scale

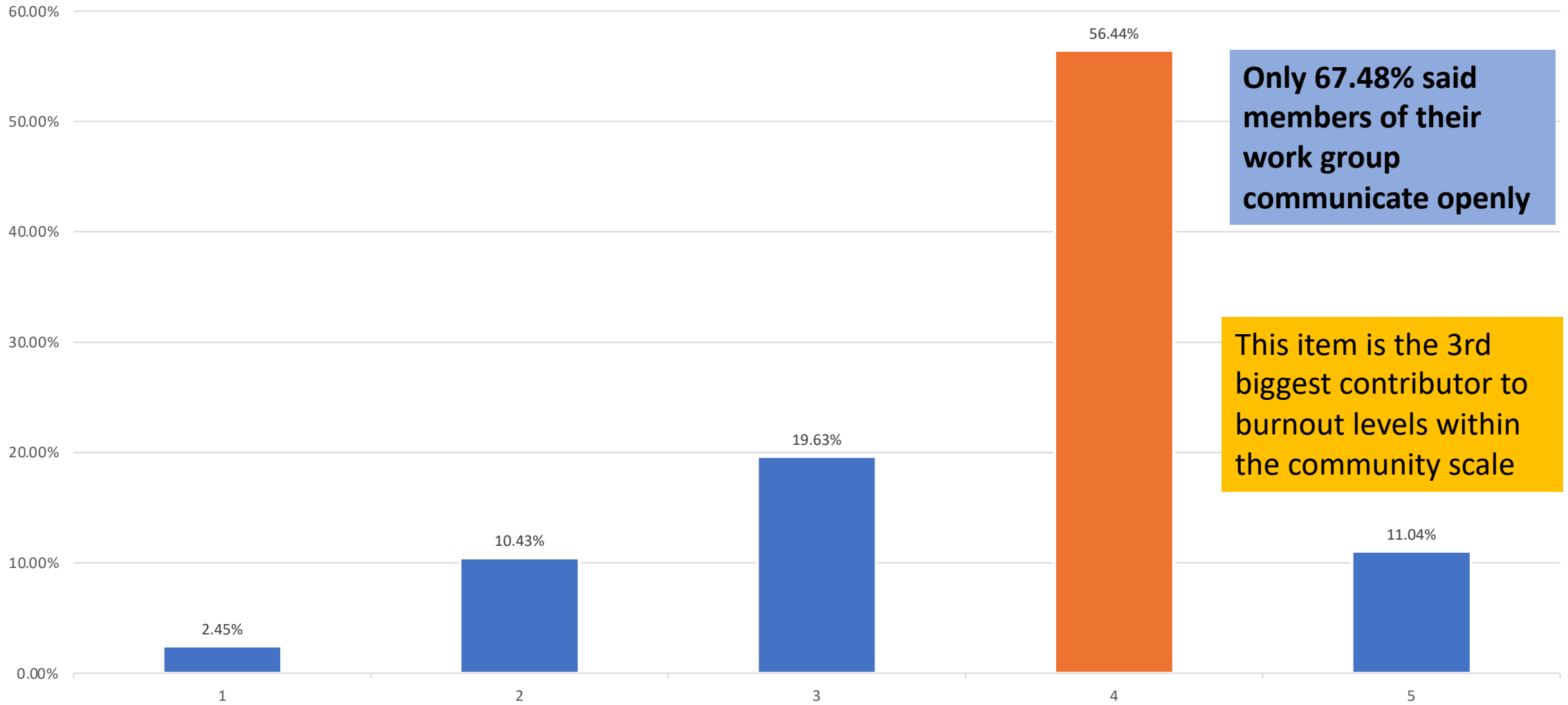
'People trust one another to fulfill their roles.'
(1=Strongly Disagree, 2=Disagree, 3=Hard to Decide, 4=Agree, 5=Strongly Agree)'



Only 65.65% said people in their organization trust one another to fulfill their jobs

This item is the 2nd biggest contributor to burnout levels within the community scale

Members of my work group communicate openly.
(1=Strongly Disagree, 2=Disagree, 3=Hard to Decide, 4=Agree, 5=Strongly Agree)¹.



Only 67.48% said members of their work group communicate openly

This item is the 3rd biggest contributor to burnout levels within the community scale

Reward

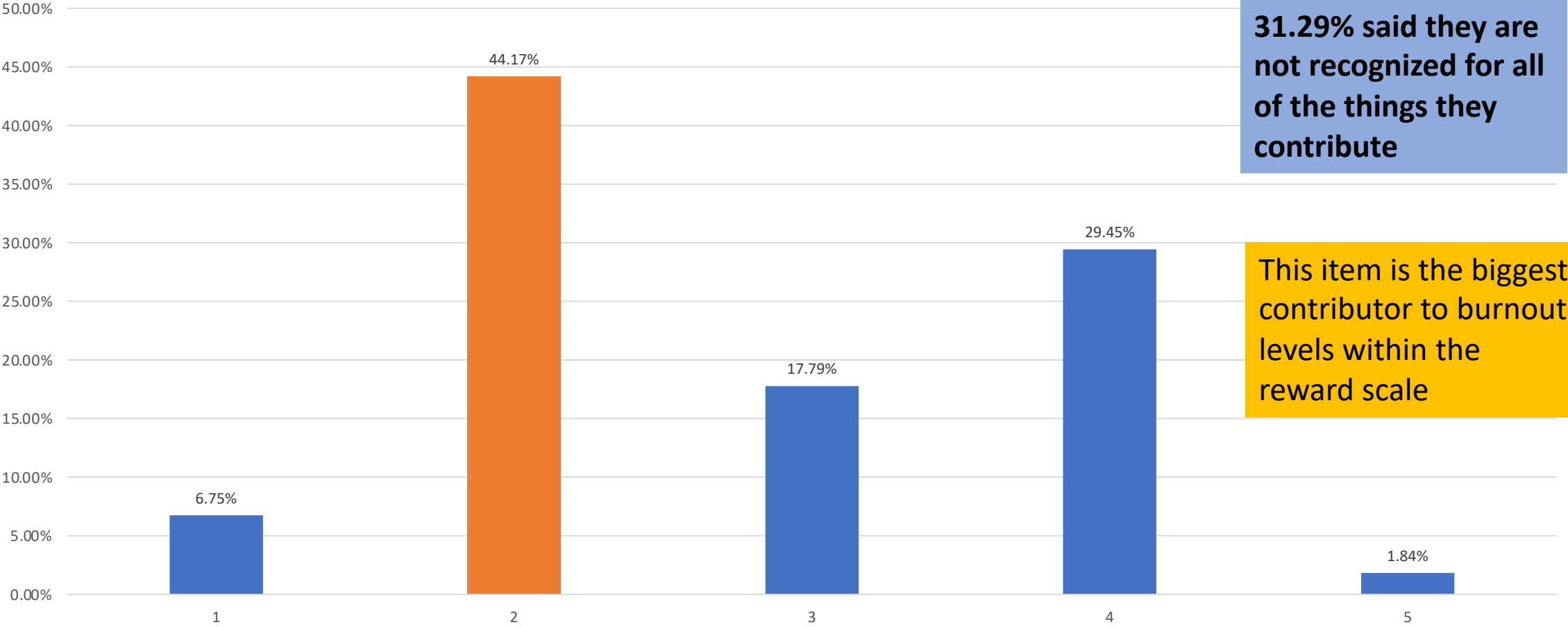
- *Financial and social recognition for contributions on the job. A meaningful reward system acknowledge one's contributions to work and clearly signals what is of value to the organization.*
- *People experience a lack of recognition as devaluing their work and themselves. An example item: "I receive recognition from others for my work."*

Perceptions of rewards at work were also related to levels of emotional exhaustion. The following slides present findings from the analysis of the most critical reward items. Information from these slides can inform intervention and recommendation development



I do not get recognized for all the things I contribute.

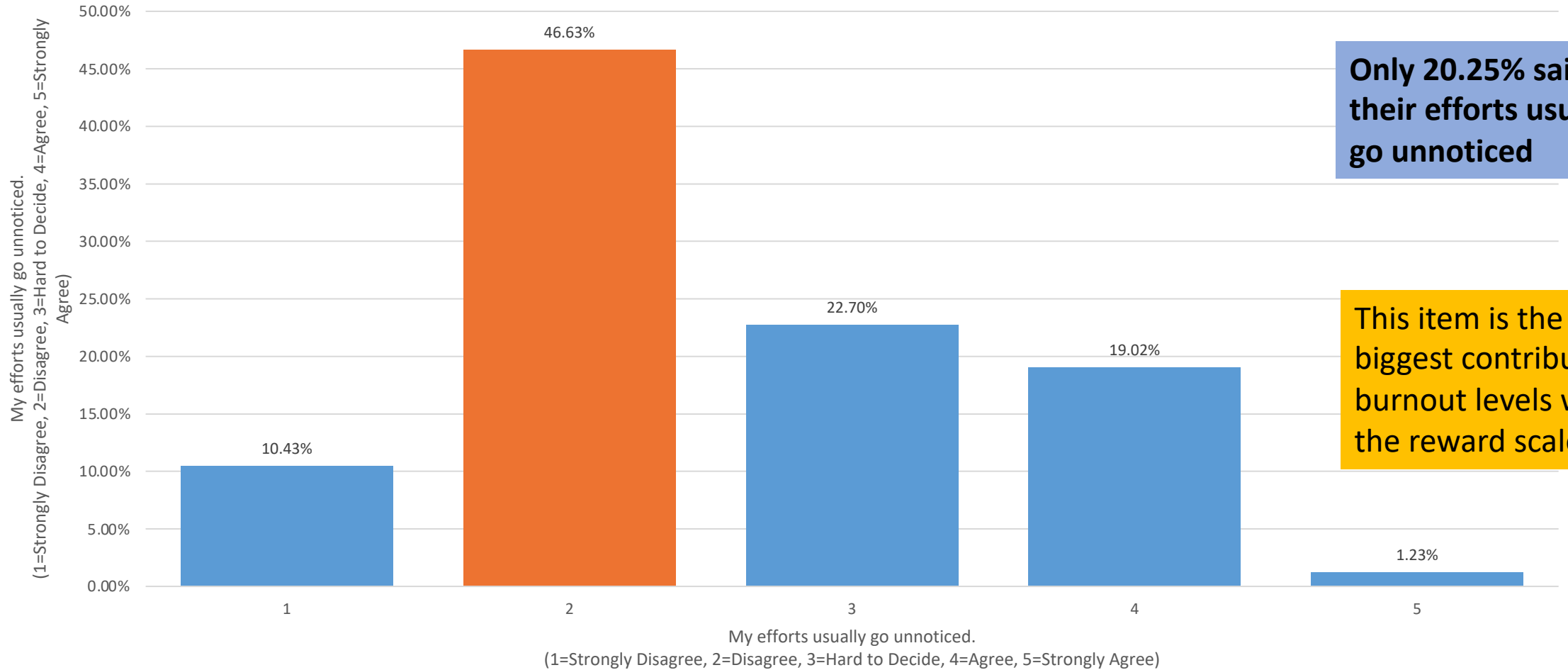
(1=Strongly Disagree, 2=Disagree, 3=Hard to Decide, 4=Agree, 5=Strongly Agree)



31.29% said they are not recognized for all of the things they contribute

This item is the biggest contributor to burnout levels within the reward scale

'My efforts usually go unnoticed.'
(1=Strongly Disagree, 2=Disagree, 3=Hard to Decide, 4=Agree, 5=Strongly Agree)':.



Only 20.25% said their efforts usually go unnoticed

This item is the 2nd biggest contributor to burnout levels within the reward scale

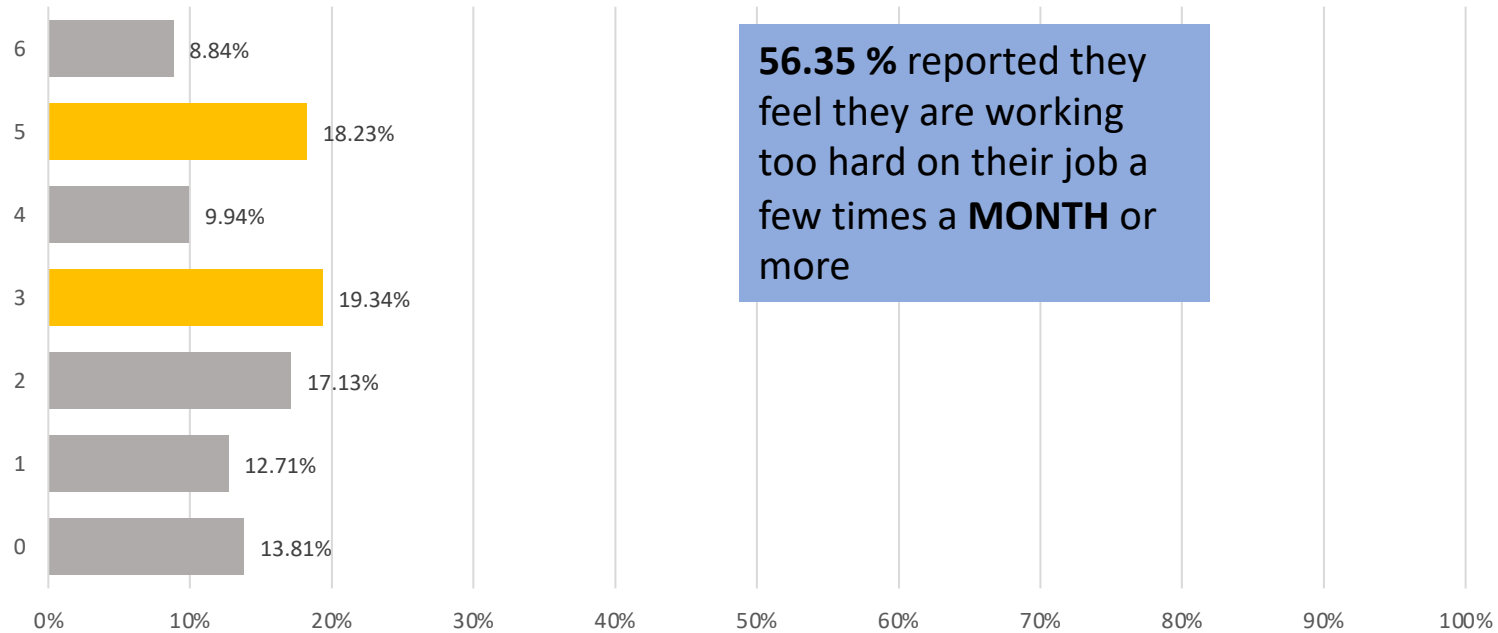
Appendix

Appendix 1

Additional items used to measure
Emotional Exhaustion

I feel I'm working too hard on my job

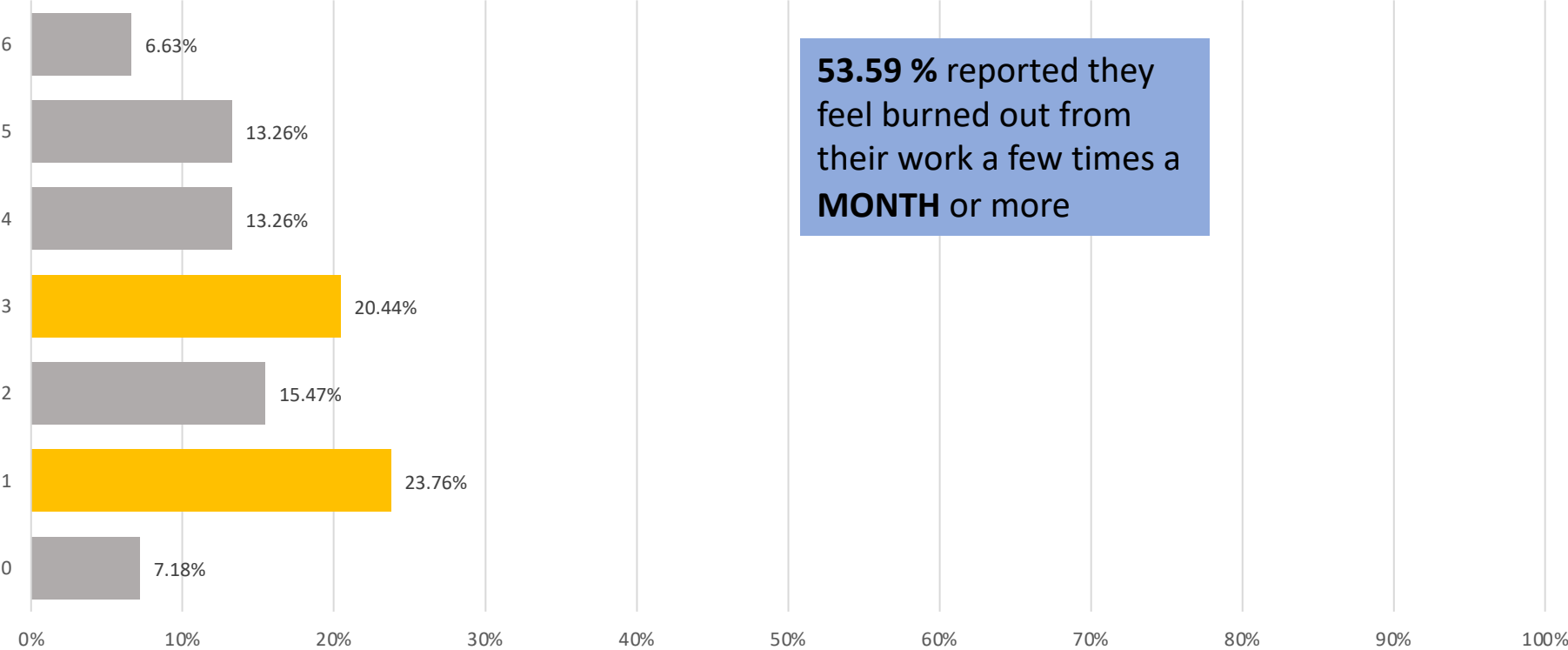
(0=Never, 1=A few times a year or less, 2=Once a month or less, 3=A few times a month, 4=Once a week, 5=A few times a week, 6=Every day)'



56.35 % reported they feel they are working too hard on their job a few times a **MONTH** or more

I feel burned out from my work

(0=Never, 1=A few times a year or less, 2=Once a month or less, 3=A few times a month, 4=Once a week, 5=A few times a week, 6=Every day)'



Working with people directly puts too much stress on me

(0=Never, 1=A few times a year or less, 2=Once a month or less, 3=A few times a month, 4=Once a week, 5=A few times a week, 6=Every day)¹

