



Workforce Grand Rounds Webinar Series

Combating Healthcare Provider Burnout in Clinical Settings

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Vision: Healthy Communities, Healthy People



COVID-19's Stress on Providers

▶ Prolonged Uncertainty

- Magnitude
- Duration
- Effects

▶ Concerns about Preparedness

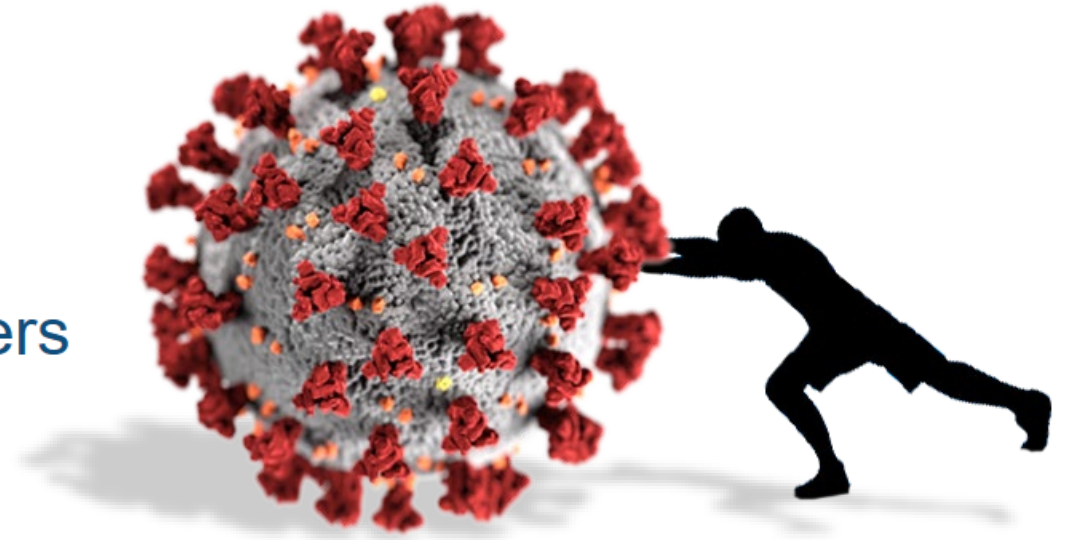
- Personal
- Organization
- Public

▶ Lack of Needed Supplies

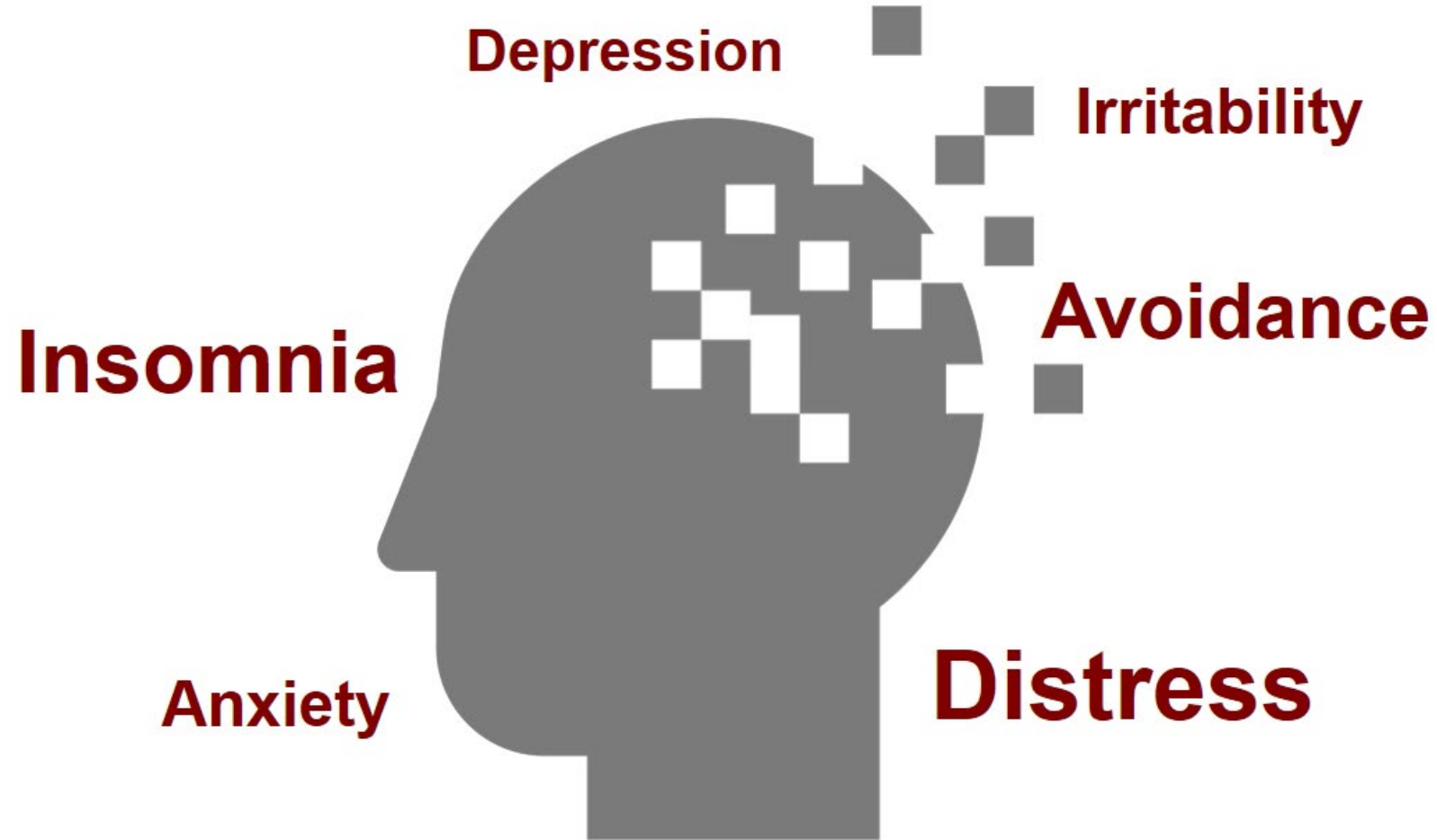
- PPE
- Equipment
- Tests

▶ Potential Threats

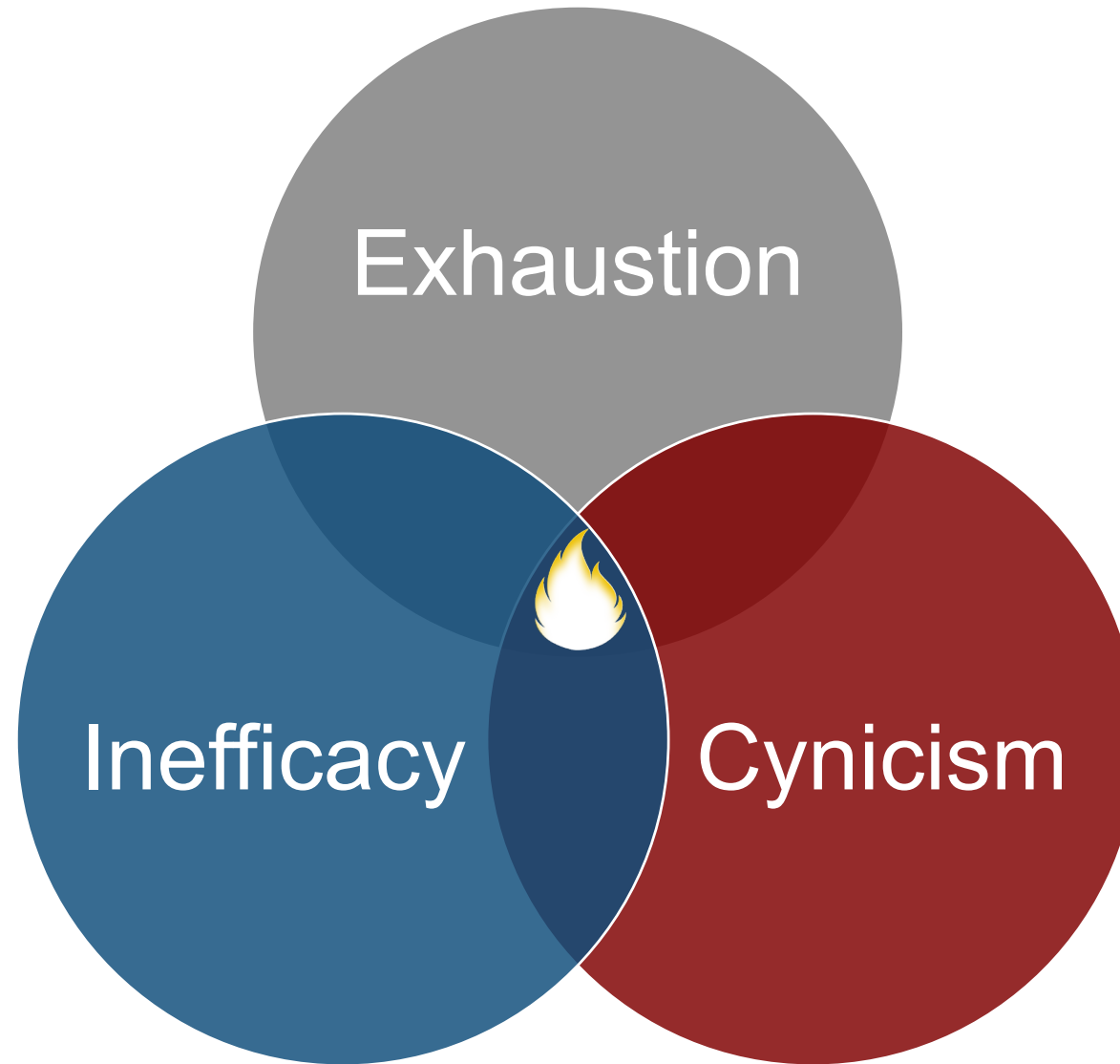
- Self
- Loved Ones
- Coworkers



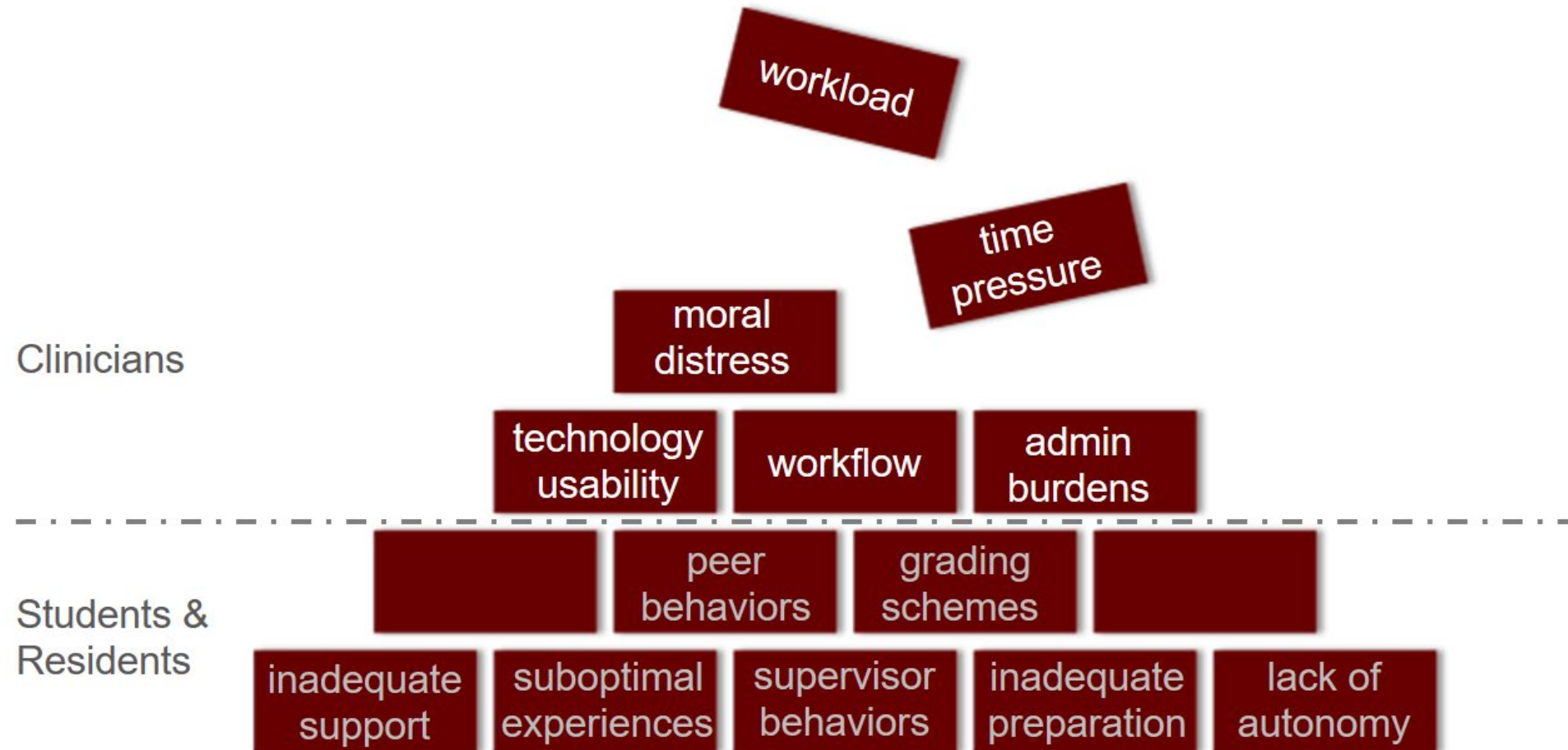
COVID-19's Psychological Effects on Providers



What Is Burnout?



Causes of Provider Burnout



National Academies of Sciences, Engineering, and Medicine. 2019. Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being. Washington, DC: The National Academies Press.

Burnout: The Scope of the Problem

50%
physicians, nurses

x2
other professions

#1
front-line providers

Burnout: The Impact on Health Care

x2

unsafe or
suboptimal care

x3

low
patient satisfaction

\$4.6+

billion in costs

Burnout: The Impact on Turnover

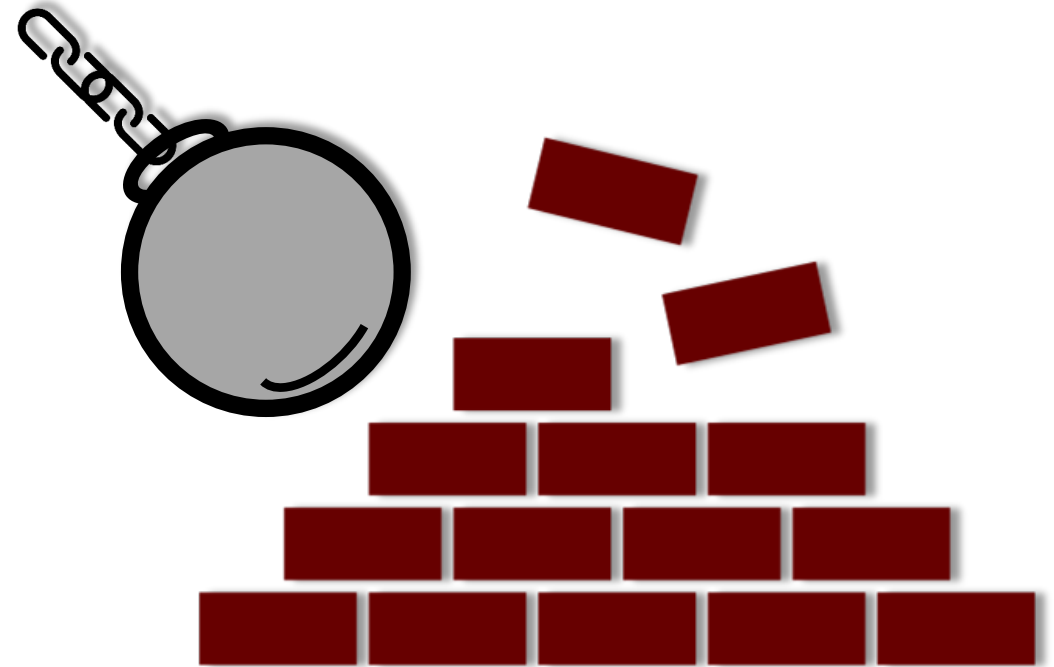
x3
intent to leave

x1.3
salary costs
(nurses)

\$500K
(physicians)

Counter Elements to Burnout

- Meaning and purpose in work
- Positive work and learning environments
- Alignment of values and expectations
- Job control, flexibility, and autonomy
- Reduced administrative burdens
- Optimized workflows and technology
- Interdisciplinary team collaboration
- Supportive and effective leadership



Strategies to Reduce Burnout and Promote Engagement



Acknowledge and assess the problem



Cultivate community at work



Promote flexibility and work-life integration



Harness the power of leadership



Use rewards and incentives wisely



Provide resources to promote resilience and self-care



Develop and implement targeted work unit interventions



Align values and strengthen culture

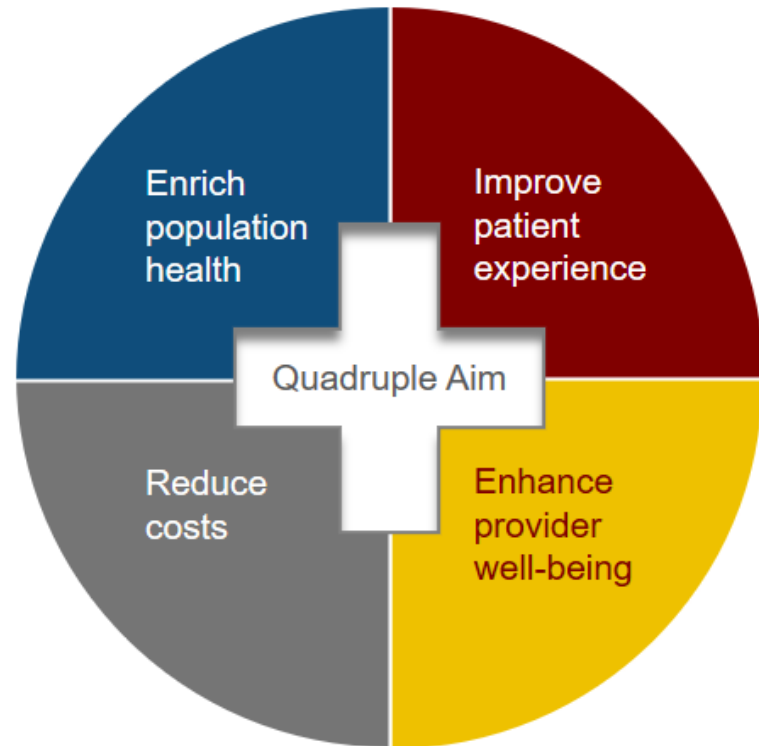


Facilitate and fund organizational science

HRSA's Efforts to Address Provider Burnout



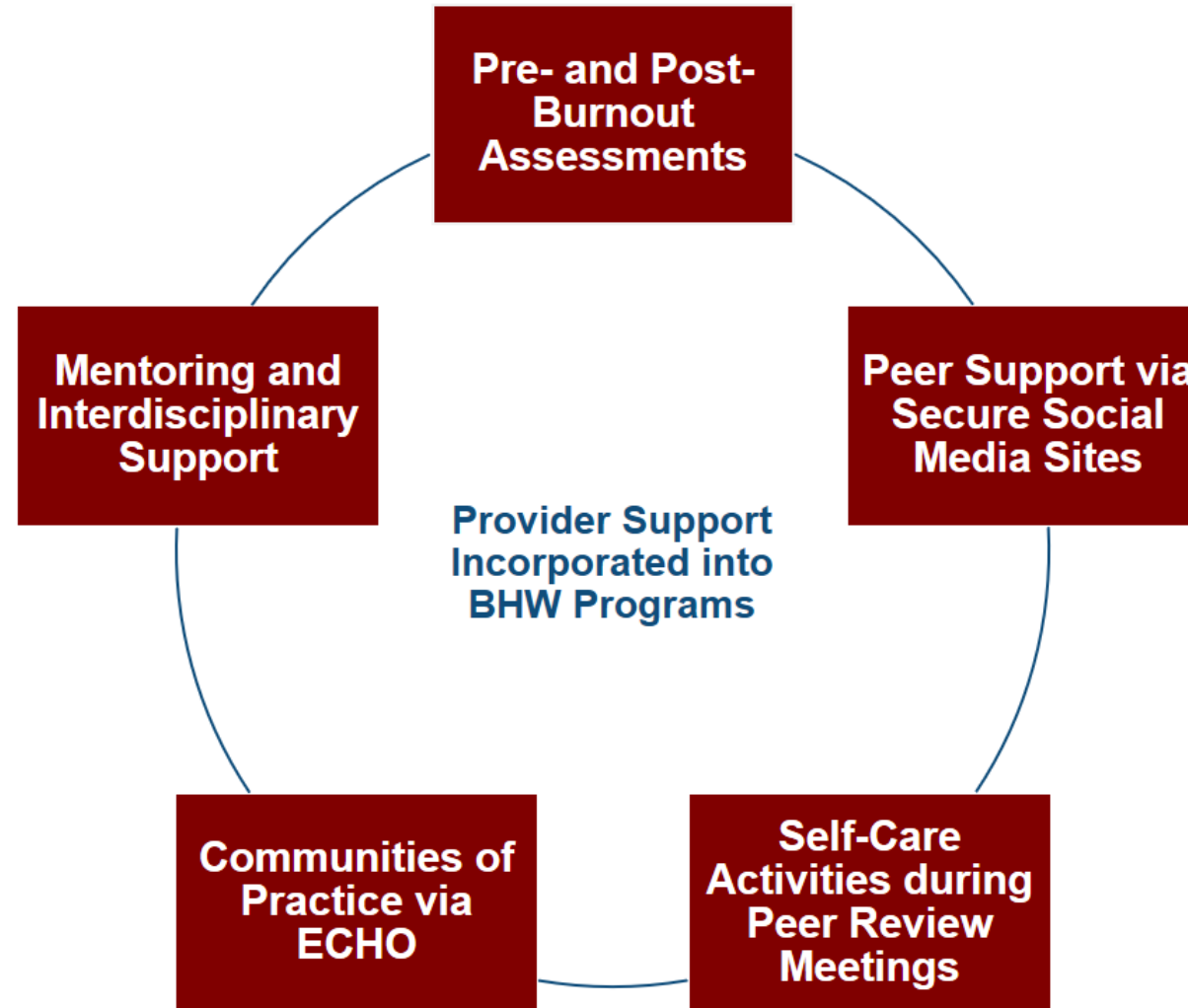
How HRSA Can Help Improve Clinician Well-Being



“ ACICBL* recommends that HRSA work across divisions and programs to include specific language in their notices of funding opportunities (NOFOs) to develop **evidence-based practice models that prevent burnout and foster individual/team wellbeing, resilience, and retention** to advance the Quadruple Aim in interprofessional collaborative practice. ”

*ACICBL = Advisory Committee on Interdisciplinary Community-Based Linkages
17th Report to the Secretary of Health and Human Services and the U.S. Congress (August 2019)

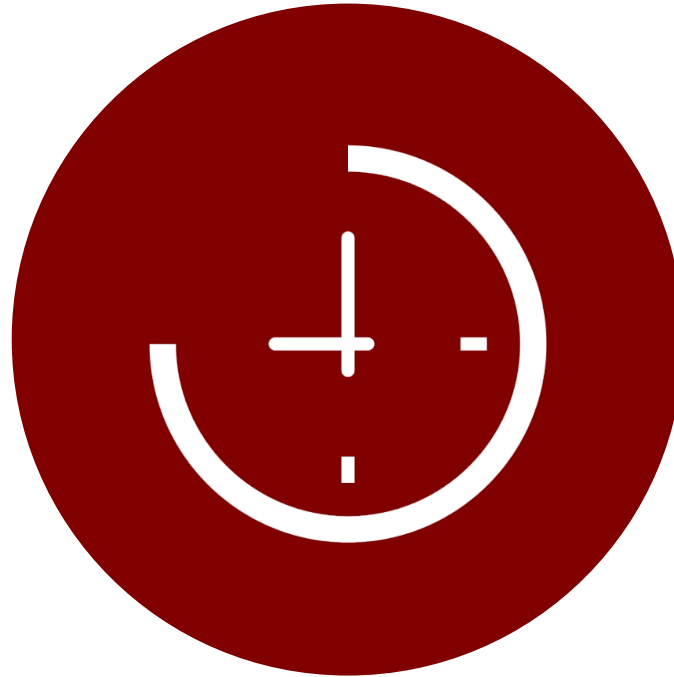
Provider Wellness Program Models



Provider Wellness Example: Primary Care Training and Enhancement Program



Instructional materials
in self-management



Course time to develop
and implement self-
care plans



Wellness retreat
on burnout and
resilience

HRSA's Workforce Engagement & Well-Being Initiative

GOAL: Develop and conduct a health center provider and staff survey to collect, analyze, and disseminate national data on health center workforce well-being and engagement.

Phase 1: (2019-2021)

- Review the literature and evaluate existing surveys
- Convene a Technical Advisory Panel
- Develop a workforce well-being survey
- Institute a Health Center Learning Collaborative

Phase 2: (2021 and beyond)

- Administer the workforce well-being survey
- Analyze data
- Disseminate findings and promising practices
- Enhance training and technical assistance strategy to support the health center workforce
- Expand and improve health center activities to support the workforce

Clinician Burnout Research Studies

The Health Workforce Research Centers

- University of Michigan Behavioral Health Workforce Research Center
 - Impact of COVID-19 on presenteeism, absenteeism, and burnout associated with behavioral health conditions for frontline health care workers.
- University of North Carolina at Chapel Hill, Program on Health Workforce Research and Policy
 - Identify proven strategies for reducing burnout and increasing mental health & well-being of health care providers.
 - Developing a better understanding of factors leading to, consequences of, and ways to reduce clinician burnout.
 - Understanding factors leading to staff turnover among RNs.

Clinician Burnout Research Studies Continued

- George Washington University, Health Workforce Research Center - Policy
 - Utilization of medical scribes and their impact on clinician burnout and provider satisfaction in Community Health Centers (CHCs)
- University of California, San Francisco, Health Workforce Research Center – Long-Term Care Support and Services
 - Staff turnover in home health
- University of Washington, Health Workforce Research Center – Allied Health Workforce
 - Wage consequences of illness and burnout in the allied health workforce
- University of Washington, Health Workforce Research Center – Health Equity in Health Workforce Education and Training
 - Resilience, burnout and the potential burden of being under represented in health professions programs

Additional Information

Primary Health Care Digest



- Promising practices
- Assessment tools
- Trainings
- Presentations
- Articles
- Resources

- ▶ volume 1 <https://content.govdelivery.com/accounts/USHHSRHSR/bulletins/242715b>
- ▶ volume 2 <https://content.govdelivery.com/accounts/USHHSRHSR/bulletins/243b90e>

Improving Health Care

“Any health care organization that recognized it had a system issue that **threatened quality of care, eroded patient satisfaction, and limited access to care** would rapidly mobilize organizational resources to address the problem. **Burnout is precisely such a system issue.**”

Shanafelt, TD, and Noseworthy, JH. Executive Leadership and Physician Well-being:
Nine Organizational Strategies to Promote Engagement and Reduce Burnout.
Mayo Clinic Proceedings, January 2017;92(1):129-146



Contact Us

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