

Burnout in Behavioral Health

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Behavioral Health Recruitment & Retention Collaborative

- ❖ Gave organizations and money to pause and be more intentional in their approach to recruitment and retention.
- ❖ Structured data collection and analysis.
- ❖ Gave organizations tools to individualized how to approach their strategy.
 - ❖ Developed housing strategies.
 - ❖ Onboarding and training new employees.
 - ❖ Policy reviews, cross training/functioning.
 - ❖ Created new types of support positions for staff.
 - ❖ Burnout was the top priority for all organizations.

2023 Workforce Survey

488

Participants



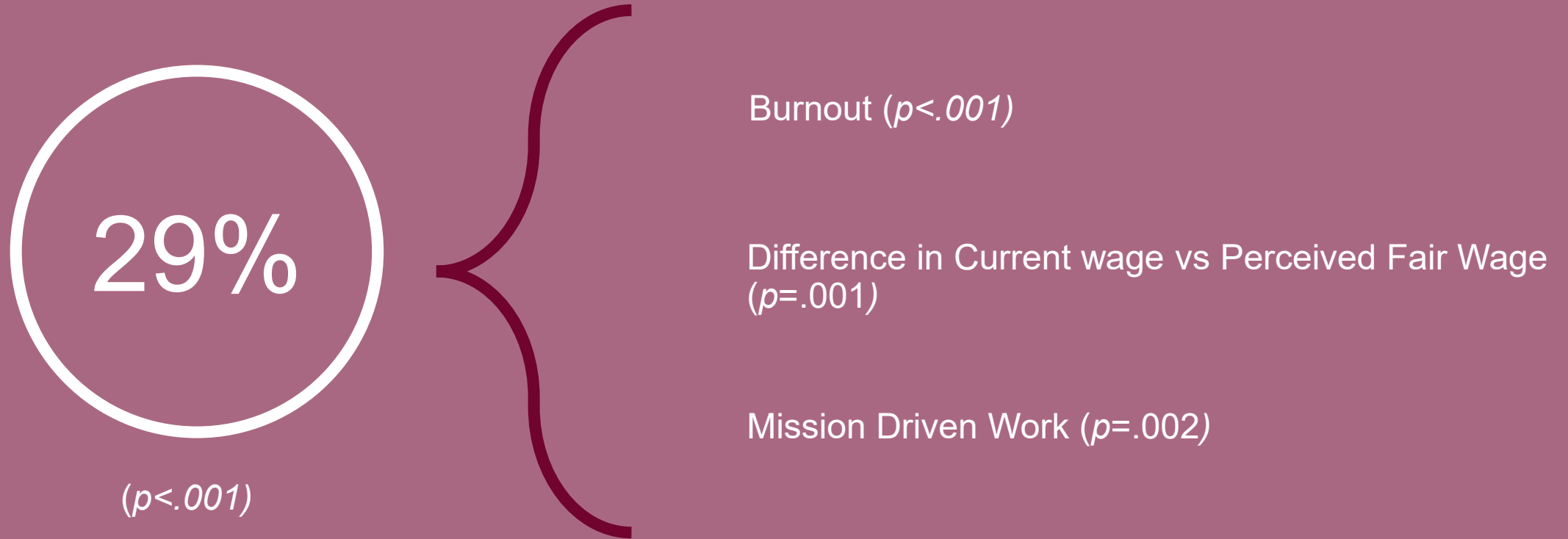
227 Direct Care Workers

66 Licensed Clinicians

81 Operations or Support Staff

110 Leadership & Management

Predicting Turnover



Predicting Turnover

Burnout



44% ($\beta=.44$, $p<.001$)

One Dollar Raise



16% ($\beta=.16$, $p=.001$)

Mission Driven Work



15% ($\beta=.15$, $p<.002$)



Emotional Exhaustion

Depersonalization

Decreased Personal
Accomplishment

Burnout

(Maslach & Jackson, 1981)



Compensation

Work Environment

Belonging

Mission Driven Work

Autonomy

Compensation

»»» Low compensation creates financial strain

(Alsabti, 2022; Baptiste & Talley, 2022; Covino, 2019)

»»» Pay for performance incentivizes workers to overproduce

(Parker et al., 2019; Trépanier et al., 2020)

Work Environment

»»» Case load size and severity of client symptoms
(Drieson et al., 2018; Napoles, 2021)

»»» Leadership styles and operational processes
(Dreison et al., 2018; Napoles, 2021)

Belonging

»»» A feeling of belonging buffers against stress
(Tibubos et al., 2018)

»»» Belonging is derived from the way work is structured. IE team environments vs single worker
(Schaack et al., 2020)

Mission Driven Work

»»» The more perceived value a task has in achieving the organizations mission, the more likely that task will decrease the risk of burnout.
(Listopad et al., 2021)

»»» Time with clients, developing innovative approaches, or serving specific populations.

»»» Administrative tasks, paperwork, or monitoring activities.

»»» Social desirability is linked to mission driven work
(Goncalves et al., 2020)

Autonomy

»»» **Control over work reduces burnout**
(Bergman et al., 2021; Scanlan et al., 2020; Trepanier et al., 2020)

»»» **Job design initiatives reduce burnout by increasing autonomy**
(Eliason et al., 2018; Scanlan et al., 2020)

»»» **Community based workers have lower burnout due to increased autonomy.**
(O'Conner et al., 2018).

Organizational Factors & Burnout

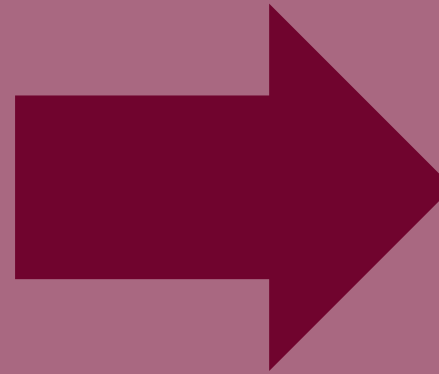
Compensation

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Reduced
Burnout

($R^2 = .08$; $SE = 1.22$. $p < .001$)

Organizational Factors & Burnout

Compensation

No predictive power

Work Environment

↓ 12% ($\beta = .12, p = .018$)

Belonging

↓ 17% ($\beta = .17, p = .002$)

Mission Driven Work

↓ 16% ($\beta = .16, p = .002$)

Autonomy

↓ 12% ($\beta = .12, p = .023$)

($R^2 = .08$; $SE = 1.22$. $p < .001$)



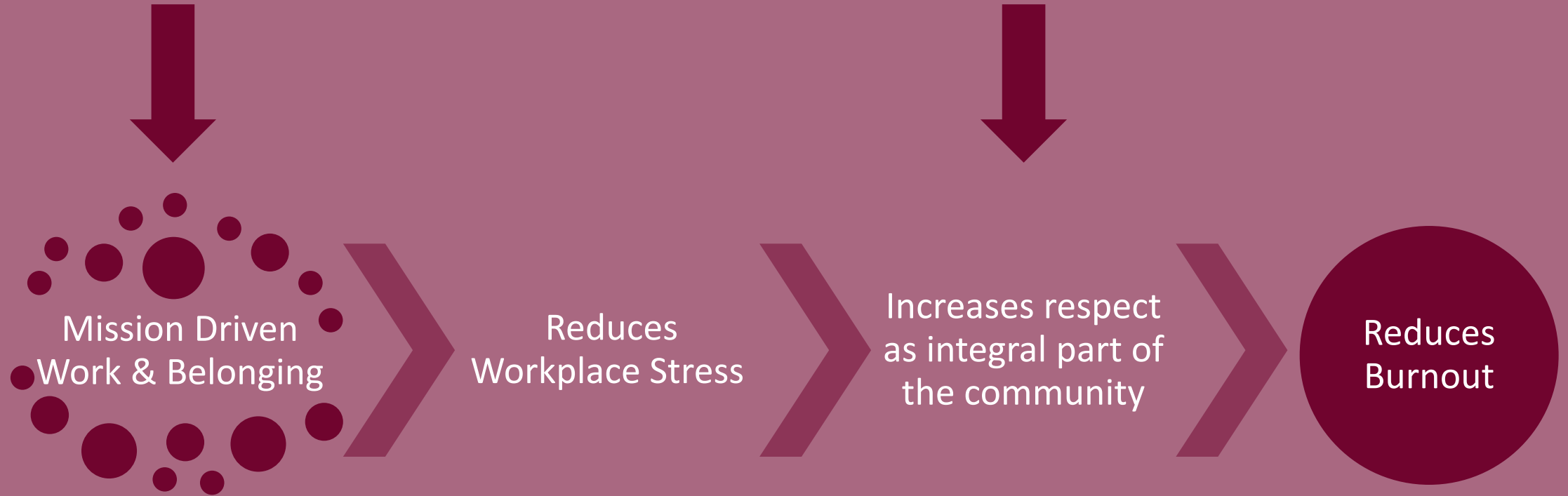
Solution #1

Marketing Campaign to Increase Social Desirability



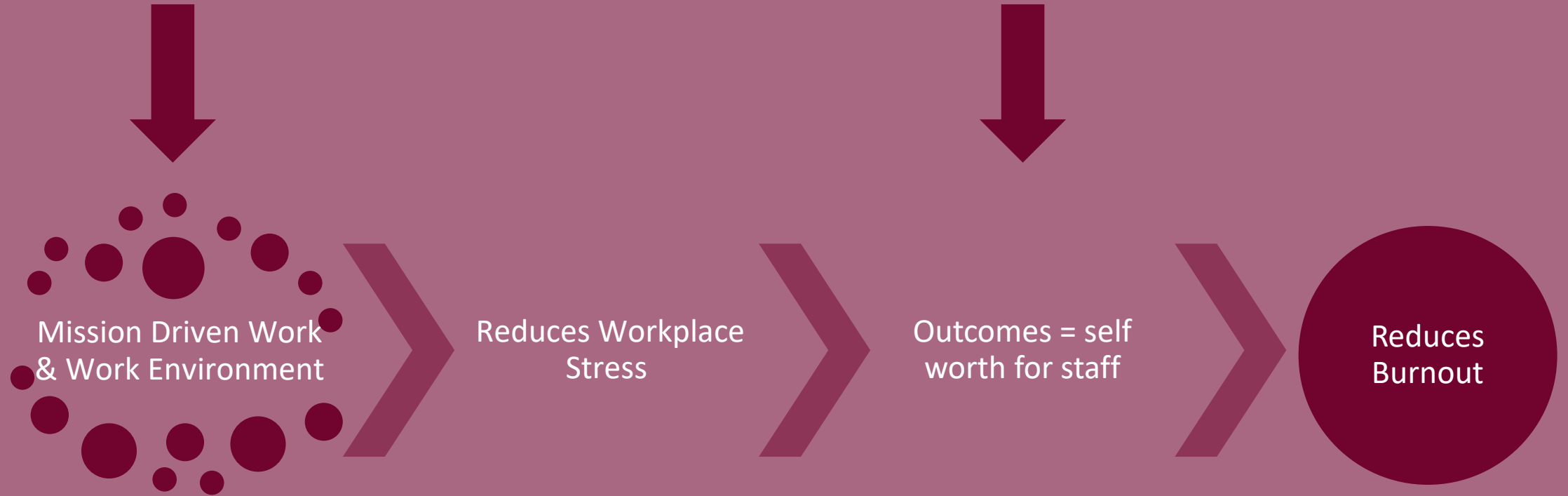
Solution #2

Recognition of the providers/ organizations and their important role in the community.



Solution #3

Incentivize organization to produce outcomes for clients and communities.



Solution #4

Organizational capacity to address the needs of their workforce.



Recommendations

»»» Recognize that this type of work is an important part of a vibrant community.

»»» Systems produce the outcomes they are design to produce. Our current system is producing turnover and burnout.

Incentivize organizations to produce the outcomes we want, like at home, in school, and out of trouble, to drive autonomy, mission driven work, and improves the work environment.

»»» Organizational capacity to plan for and address the needs of their workforce and the challenges in their communities.

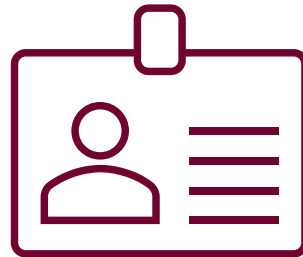
IE: Housing, team functioning, childcare, leadership support, management training, etc.



Questions?



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Let's Connect



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