

September 10, 2019  
3:30-5:30 pm PT

Harvest Inn, Napa Valley  
Fountain View Room  
1 Main St, St Helena, CA 94574

# Learning Collaborative Summary

Professionals facing high rates  
of burnout and stigma against  
help-seeking

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# About the Learning Collaborative

In May 2019, the World Health Organization officially classified burnout as an “occupational phenomenon,” and included it in the 11th Revision of the International Classification of Diseases. The WHO defines burnout as “a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed.” Employers can take steps to successfully manage stress and burnout in their organization by considering sector-specific issues, methods of quantifying the drivers and impact of stress and burnout, and strategies for creating a more open dialogue between employees and managers.

## Session Summary

**Workload and heavy demand on employees’ time are the most obvious drivers of burnout, but sector-specific issues pose additional challenges.**

- **Healthcare:** The expectation to “put the patient first” in the healthcare industry means that many physicians and nurses absorb their patients’ pain and stress with few outlets or relief of their own. As healthcare becomes more of a business focused on the bottom line, expectations are rising even higher – as are suicide rates for physicians.
- **Technology:** The global work environment and “always on” culture is demanding in terms of time and energy, while the technical nature of the work leads many to question their purpose and feeling of fulfillment.
- **Law:** Productivity, client service and competitiveness define the conventional experience of working in law; simultaneously, recent shifts in the way firms are structured, such as mergers and transience of leadership at the partner level, are eroding lawyers’ sense of solidarity and purpose.
- **Insurance:** Teams that work on-site in a catastrophe area are often exposed to suffering and destruction, which takes a heavy toll; furthermore, those teams are often considered the “experts” and get deployed repeatedly without time to recover.
- **Air travel:** Pilots and flight attendants work odd, long hours and are away from their support networks of family and friends for extended periods of time which can exacerbate issues like substance abuse and loneliness.



**A variety of metrics can be used to prevent, identify and treat burnout, and innovative methods of measurement could help candidates and investors put pressure on employers to address burnout within their organization.**

- **HR analytics:** Analyzing trends and correlation between hours worked or billed, travel time, and days missed against other performance benchmarks or HR data can help pinpoint patterns.
- **Energy index:** Surveying employees about their energy levels can evaluate components of burnout such as exhaustion, cynicism or disengagement without the stigma attached to those terms. The data informing the index can be collected regularly so that progress and the success of interventions can be measured on a macro-level.
- **The stress factor:** Aggregating data around burnout and publishing scores through the ISS ESG rating system or Glassdoor could help to demonstrate the “stress factor” within a workplace and flag toxic work cultures for investors and candidates.

**While regulatory disincentives to hide mental health history do exist, progress can still be made by simply opening up the conversation and sharing experiences of recovery and success. Both leaders and peers have a role to play in fostering a serious dialogue about stress, burnout and mental health.**

- **Lived experience:** In order to “walk the walk” in terms of mental health, employers need to demonstrate success stories of individuals that sought treatment for an issue, recovered, and returned to a successful career. Along with research, these “case studies” of lived experience will fight stigma by showing that burnout or other mental health issues do not necessarily impair performance over the long-term.
- **Peer support:** Conversational support groups are accessible to everyone, effectively decrease stigma within an organization, and can encourage referral or escalation for individuals that do need to seek professional treatment.
- **Education:** Providing information and resources to all employees equips colleagues to intervene appropriately; for example, SAMHSA’s Mental Health First Aid Training prepares co-workers for short-term response to acute scenarios, while digital health apps can help employees recognize symptoms of burnout or depression both in themselves, coworkers, or even family members.



# About One Mind at Work

Launched in 2017, One Mind At Work convenes leaders to transform approaches to brain health with the goal of addressing mental health disparities and working towards a society and health care system that acknowledge that there is no health without mental health. With financial support from founding sponsor Janssen Research & Development, LLC, one of the Janssen Pharmaceutical Companies of Johnson & Johnson, One Mind At Work now has more than 70 global employers in diverse sectors including business, medicine, research, education, law enforcement, military, and civil society.

One Mind at Work is a program of One Mind, a 501c3 non-profit focused on accelerating brain health research, scaling implementation and impacting society. If you are not yet a member of One Mind at Work or would like to learn more, please contact **Connor McLaughlin** at [connor.mclaughlin@onemind.org](mailto:connor.mclaughlin@onemind.org) or visit [www.onemindatwork.org](http://www.onemindatwork.org). If you haven't already seen our Workplace Mental Health Assessment, please visit [www.workplacementalhealthassessment.com](http://www.workplacementalhealthassessment.com) for insights into your company's workplace mental health practices.

