



Creating & Sustaining Healthy Workplaces

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Overview

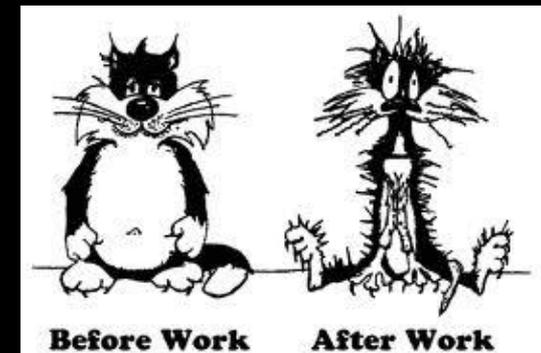
- The importance of health & well-being
- Unique sources of stress in SUD tx
- Well-being profile of the SUD tx workforce
- What is a healthy workplace?
- Why does a healthy workplace matter?
- Creating & sustaining a healthy workplace





Importance of Health & Well-being

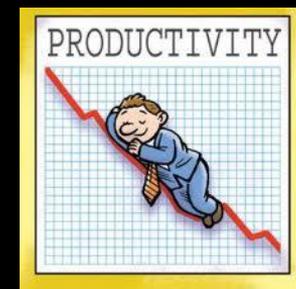
- Work-related stress is a major concern
 - #1 cause of stress in U.S.
 - 69% report work is a major source of stress
 - 41% typically feel tense or stressed out at work
- Stress is related to a wide range of problems
 - *Psychological symptoms*
 - *Physical symptoms*
 - *Relationship conflict*
 - *Work-family conflict*





Importance of Health & Well-being

- Stress is costly to organizations
 - *Job stress costs \$300+ billion annually in absenteeism, turnover, & reduced productivity*
 - *51% of employees report less productivity at work due to stress*
 - *Healthcare expenditures are 46% higher for those with higher levels of stress*





Unique Sources of Stress in SUD Tx

- Secondary traumatic stress
 - *Counselors often exposed to vivid accounts of trauma (but have little training on how to help)*
 - Lifetime prevalence of trauma among SUD patients is 60-90% (e.g., sexual assault, violent crime, child abuse)
 - *Frequency of exposure is related to secondary traumatic stress among counselors*
 - *15% of helping professionals meet DSM-IV criteria for post-traumatic stress*





Unique Sources of Stress in SUD TX

- Patient death
 - *60% of counselors have direct experience with patient death*
 - *Many more have vicarious experience*
 - *Potentially stressful for clinical staff*
 - *Little, if any training on coping strategies*
 - *But in some circumstances death can increase commitment to the field & foster positive work relationships*





Unique Sources of Stress in SUD Tx

- Professional stigma
 - *Lower professional status than other healthcare occupations*
 - *Associative stigma*
- Higher perceived professional stigma is related to
 - *Greater burnout*
 - *Lower job satisfaction*
 - *Higher intentions to quit*





Well-Being Profile of the SUD Tx Workforce

- Based on nationwide longitudinal study of clinicians in SUD tx programs
- Data from 700+ clinicians over 3 years
- All areas of the U.S. represented
- Diverse sample of tx programs
 - *Hospital based & non-hospital based*
 - *For-profit & not-for-profit*
 - *Outpatient & inpatient programs*
 - *Methadone & non-methadone tx*





Well-Being Profile of the SUD Tx Workforce

- Survey data from counselors
 - *Stress, burnout, & well-being*
 - *Work & career attitudes*
 - *Intentions to quit*
 - *Relational experiences at work*
- *Both “bad news” & “good news”....*





The Bad News

➤ High levels of stress & burnout

	% Agree or Strongly agree
I experience a lot of stress at work	52%
I feel frustrated by my job	37%
I feel emotionally drained from my work	43%
I feel used up at the end of the day	40%



The Bad News

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I feel frustrated by my job	37%
I feel emotionally drained from my work	43%
I feel used up at the end of the day	40%



➤ Psychological stress symptoms

	% Agree or Strongly agree
I often feel downhearted or blue	13%
I am more irritable than usual	20%
When I come home I am too stressed to do other things I enjoy	33%
I am often so emotionally drained when I get home from work that it prevents me from participating in non-work activities	24%



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The Bad News

➤ Physical stress symptoms

	% frequently to all the time
How often have you suffered from an upset stomach?	14%
How often have you experienced headaches?	20%
How often have you had difficulty getting to sleep at night?	23%



The Bad News

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The Bad News

➤ Highly bureaucratic & regulated work environment

	% Agree or Strongly agree
There is an excessive amount of administrative details associated with my job	56%
I often cannot finish my job on time because of "red tape"	34%
I feel frustrated by my job	37%



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The Bad News

➤ Limited developmental opportunities & low pay

	% Agree or Strongly agree
My chances for promotion are good	28%
My employer is concerned with giving everyone a chance to get ahead	33%
I am satisfied with the amount of pay that I receive	14%



The Bad News

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The Bad News

- Higher than desired thoughts of quitting one's job

	% Agree or Strongly agree
It is likely that I will actively look for a new job in the next year	40%
I often think about quitting my job	35%
I will probably look for a new job in the next year	40%



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➤ Satisfying & challenging work

	% Agree or Strongly agree
When I finish a day's work, I almost always feel like I have accomplished something worthwhile	83%
I enjoy nearly all of the things I do in my job	61%
There is a lot of challenge in this job	77%
On my job, I often get a chance to use my special skills and abilities	67%



The Good News

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➤ Strong commitment to the field of SUD tx

	% Agree or Strongly agree
I have a calling to work in the field of substance abuse treatment	76%
Helping others overcome their addictions is a deeply moving and gratifying experience for me	91%
Working in this field makes me feel like I am part of a greater whole (something larger than myself)	82%
I am proud to be in the substance abuse profession	84%



The Good News

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➤ Considerable autonomy & discretion in how work is done

	% Agree or Strongly agree
I have enough authority to do my best at work	66%
My job allows me to make a lot of decisions on my own	68%
I have enough freedom as to how I do my work	67%



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➤ Positive interactions with coworkers & clinical supervisors

	% Agree or Strongly agree
I can depend on my co-workers to help me if I really need it	85%
I have a feeling of closeness with my co-workers	69%
The relationship between me and my clinical supervisor is very effective	67%



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So What is the Take-Away?

- High stress work, but also highly satisfying
- Lots of red tape, but also considerable autonomy
- Limited developmental opportunities, but many feel “called” to do this type of work
- Mostly positive work relationships
- Yet many are contemplating quitting
- *What can we do to reduce the bad & capitalize on the good?*



What is a Healthy Workplace?

Work provides
meaning
& fulfillment



What is a Healthy Workplace?

Relational
needs for
belonging &
support



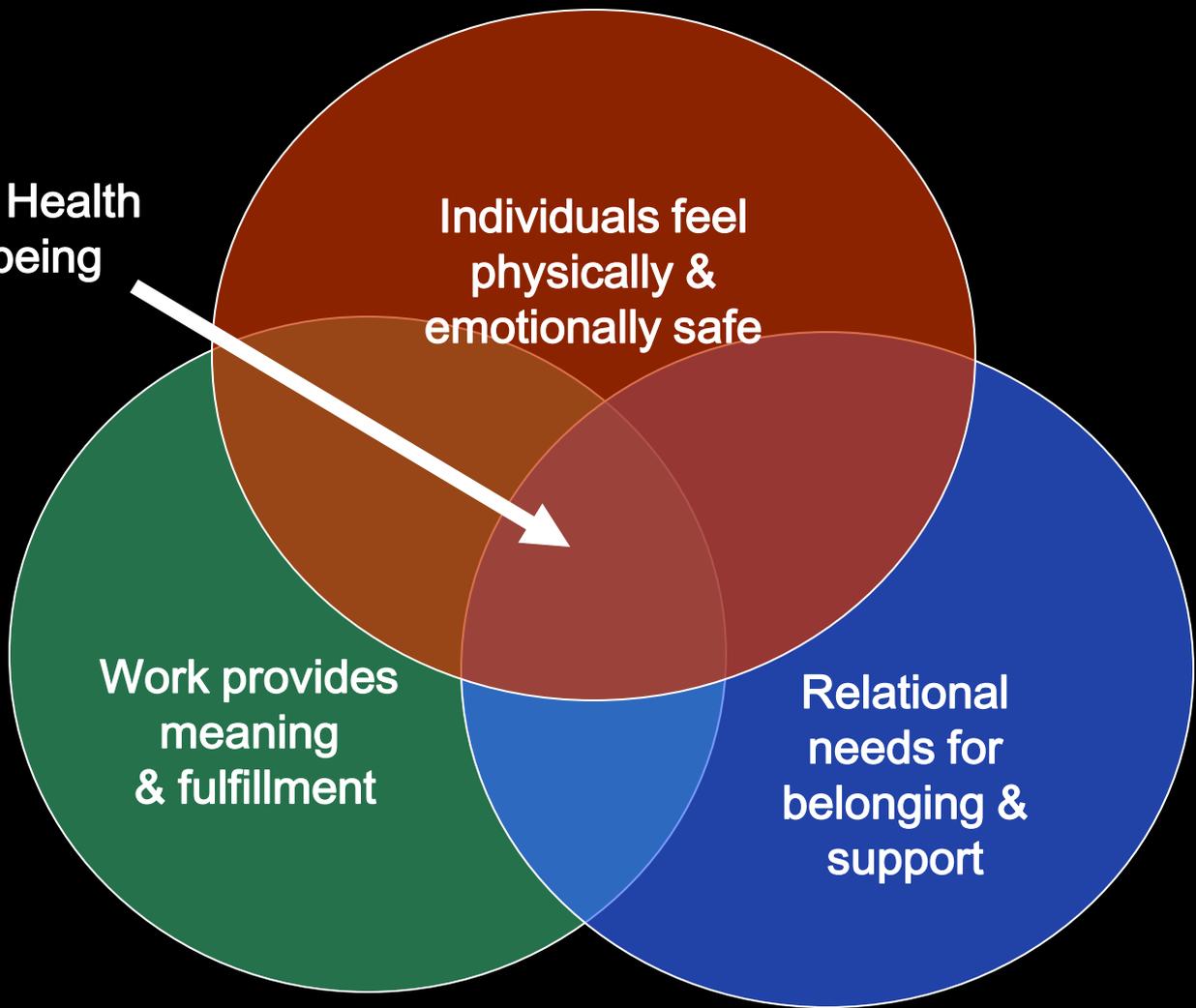
What is a Healthy Workplace?

Individuals feel
physically &
emotionally safe



What is a Healthy Workplace?

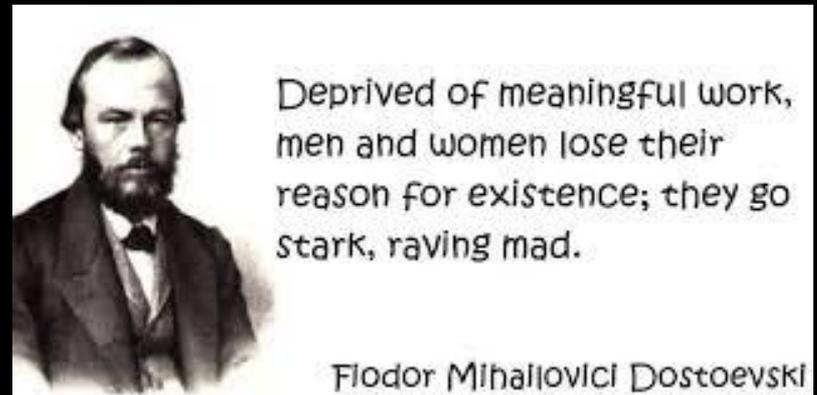
Employee Health
& Well-being





Meaningful & Fulfilling Work

- Many ways to think about meaningful & fulfilling work
 - *Career calling*
 - *Engagement*
 - *Intrinsic job satisfaction*
 - *Work autonomy*





Why Does Meaningful Work Matter?

- It reduces voluntary turnover
 - *Counselors with higher job satisfaction are 23% less likely to leave over a 3 year window*
 - *Counselors in recovery have higher commitment to the profession and lower intentions to quit*
 - *Counselors in recovery report higher career calling*





Why Does Meaningful Work Matter?

- It reduces burnout
 - *Career calling facilitates the fulfillment of basic psychological needs, which in turn reduces burnout*
 - *Career calling also increases engagement at work & has positive spillover into non-work life*





Relational Need Fulfillment

- Clinicians have relationships with
 - *Patients*
 - *Coworkers*
 - *Clinical supervisors*
 - *The organization as a whole*
- Relationships are an important source of support & can meet needs for belongingness





Why Does Relational Need Fulfillment Matter?

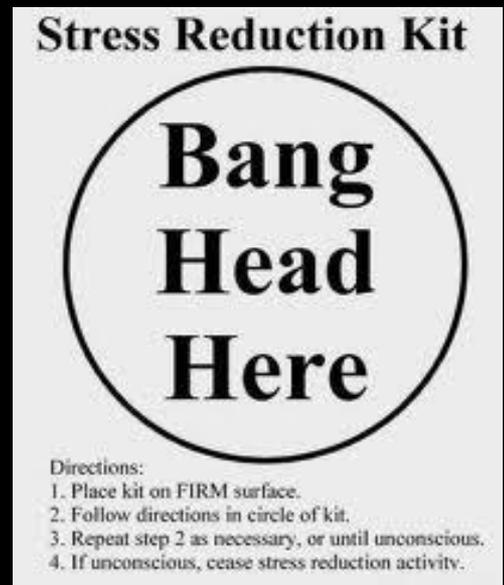
- Work relationships impact work behavior
 - *Getting mentored encourages counselors to help others*
 - *Higher quality clinical supervision is related to higher job performance*
 - *Fair treatment reduces turnover by 15-18% over 3 years*





Why Does Relational Need Fulfillment Matter?

- Work relationships can buffer stress
 - *Supportive supervision & mentoring are related to less burnout & lower work-family conflict*
- *But beware - work relationships can also create stress*
 - *Negative relational exchanges at work predict physical health complaints, lower job satisfaction, & burnout*





Physical & Emotional Safety

- The physical work context is a potential stressor
 - *Interior environment (e.g., lighting, décor)*
 - *External environment (e.g., litter, landscaping)*
 - *Community characteristics (e.g., crime rate, vacant housing, socioeconomic level)*





Why Does Physical & Emotional Safety Matter?

- The work environment affects how counselors feel about their jobs
 - *Satisfaction with the internal & external work environment is related to higher job satisfaction & lower intentions to quit*
- Supervisors can make counselors feel safer
 - *Supervisor support for health & safety is related to counselor well-being & helping behavior*



Why Does Physical & Emotional Safety Matter?

- Community characteristics also matter
 - *Higher violent crime rates, more vacant housing, & lower household incomes associated with higher burnout & stress*
 - *May be because of concern over physical safety*
 - *Could also be related to the types of patients treated (e.g., more serious SUDs, greater # of comorbid psych problems, facing more stressors)*





Creating & Sustaining a Healthy Workplace

- Making work more meaningful
 - *Provide opportunities for skill development*
 - Training, brown-bags, lunch & learn sessions
 - Partner with other area providers
 - Encourage supervisory mentoring
 - *Reduce administrative burden*
 - Paperwork review
 - Streamline / automate systems
 - *Leverage unique skills of workforce*
 - Provide opportunities to share knowledge
 - Increase decision latitude at work
 - Encourage peer mentoring



Creating & Sustaining a Healthy Workplace

- Fostering positive relationships at work
 - *Provide leadership training for supervisors*
 - *Conduct teambuilding with treatment teams*
 - *Use survey feedback to diagnose climate*
 - *Promote & reward on developing others & interpersonal skills*
 - *Hold employees accountable for interpersonal behavior*



TEAMWORK

Together Each Achieves More



Creating & Sustaining a Healthy Workplace

- Improving the physical work environment
 - *Let employees customize their workspace*
 - *Remove status differences where possible*
 - *Paint & add live plants*
 - *Invest in a good cleaning service*
 - *Landscaping*
 - *Professional attire*





Creating & Sustaining a Healthy Workplace

- Difficult to change community characteristics but...
 - *You can make employees feel safer at work*
 - Security systems & buddy systems
 - Exterior lighting
 - Self-defense classes
 - Training for supervisors & employees
- *The silver lining is that clinicians find their work more meaningful when working in more diverse & lower SES communities!*



Acknowledgements

- Financial support from the National Institute on Drug Abuse
 - *R01 DA026291, R01 DA019460*
- Research team
 - *Co-investigators: Aaron Johnson, Charles Lance, Tanja Rothrauff-Laschober, Bob Vandenberg*
 - *Graduate research assistants: Lisa Baranik, Lindsay Brown, Hannah Burk, Sara Curtis, Kerrin George, Carrie Hurst, Katie Kinkade, Taylor Sparks, Charleen Maher, Julia Sauer,*
 - *Grant support: Carrie Owen, Jenn Shaikun*
- Visit our blogs:
 - <http://projectmerits.wordpress.com/>
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Questions & Comments

Thank you!

