

TeleBehavioral Health 2025 Training Series

Behavioral Health Institute (BHI)
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Northwest Regional
Telehealth Resource Center (NRTRC)
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Behavioral Health Institute (BHI)

Training, Workforce and Policy Innovation Center

The Behavioral Health Institute is a Center of Excellence where innovation, research and clinical practice come together to improve mental health and addiction treatment.

The BHI brings the expertise of Harborview Medical Center/University of Washington Medicine and other university partners together to address the challenges facing Washington's behavioral health system through:

- Clinical Innovation
- Research and Evaluation
- Workforce Development and Training
- Expanded Digital and Telehealth Services and Training

The BHI serves as a regional resource for the advancement of behavioral health outcomes and policy, and to support sustainable system change.



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Northwest Regional Telehealth Resource Center (NRTRC)

Telehealth Technical Assistance Center



The NRTRC delivers telehealth technical assistance and shares expertise through individual consults, trainings, webinars, conference presentations and the web.

Their mission is to advance telehealth programs' development, implementation and integration in rural and medically underserved communities.

The NRTRC aims to assist healthcare providers, organizations and networks in implementing cost-effective telehealth programs to increase access and equity in rural and medically underserved areas and populations.

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Speaker Disclosures

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DISCLAIMER

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We gratefully acknowledge the support from



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BURNOUT & TELEMENTAL HEALTH: RE-CONNECTING TO OURSELVES WHILE CONNECTING TO OTHERS

TeleBH 501 Training 2025 (1/17/25)

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Benefits & Costs of Telemental Health

Benefits






- Flexibility
- Decreased commute (patient/clinician)
- Increased accessibility
- Ability to personalize work-space
- Exercise breaks
- Nature breaks
- Breaks with family, pets

Costs

- Isolation
- Emotional disconnection
- Technology as mediator
- Cognitive Overload/“Zoom fatigue”
- “Homing from work”
- Technical challenges: increased frustration can interfere with clinical time
- Increased sitting and inactivity

Human Connection vs. Technological Connection

Human Connection

- Body  Body
- Emotion  Emotion
- Mind  Mind
- Heart  Heart
- Spirit  Spirit

Technological Connection

- Wired Connection
- Audio
- Video
- Chat
- Prioritizes mental connection

Are Burnout Rates Higher for TeleMental Health?

(some studies complicated by pandemic stress)

YES/Maybe

- Hilty DM, Groshong LW, Coleman M, Maheu MM, Armstrong CM, Smout SA, Crawford A, Drude KP, Krupinski EA. **Best Practices for Technology in Clinical Social Work and Mental Health Professions to Promote Well-being and Prevent Fatigue.** *Clin Soc Work J.* 2023 Jun 1:1-35. doi: 10.1007/s10615-023-00865-3. Epub ahead of print. PMID: 37360756; PMCID: PMC10233199.
- Costin A, Roman AF, Balica RS. **Remote work burnout, professional job stress, and employee emotional exhaustion during the COVID-19 pandemic.** *Front Psychol.* 2023 Jun 1;14:1193854. doi: 10.3389/fpsyg.2023.1193854. PMID: 37325768; PMCID: PMC10267312.

NO

- Steidtmann D, McBride S, Mishkind M, Shore J. **Examining Burnout and Perspective on Videoconferencing in the Mental Health Workforce.** *Telemed J E Health.* 2024 Jun;30(7):1892-1895. doi: 10.1089/tmj.2024.0071. Epub 2024 Apr 8. PMID: 38588556.

What is Burnout?

1. feelings of energy depletion or exhaustion
2. increased mental distance from one's job, or feelings of negativism or cynicism related to one's job (detachment)
3. reduced professional efficacy

“Burn-out an ‘occupational phenomenon’: International Classification of Diseases,” World Health Organization, May 28, 2019, <https://www.who.int/news/item/28-05-2019-burn-out-an-occupational-phenomenon-international-classification-of-diseases>

The Costs of Caring

- **Burnout**
- **Compassion fatigue**
- **Secondary traumatization**
- **Vicarious traumatization**
- **Posttraumatic Stress Disorder**
- **Demoralization**
- **Moral distress, Moral injury**
- **Soul loss**
- **Suicide**

The Pandemic: A Crash Course in TeleHealth

4,347% increase in
TeleHealth
(March, 2020)



J. Lagasse. "Telehealth claim lines increased more than 4000% in the past year." Healthcare Finance, June 3, 2020, <https://www.healthcarefinancenews.com/news/telehealth-claim-lines-increased-more-4000-past-year>

Stress in America 2023 APA Report

A nation recovering from collective trauma

A superficial characterization of day-to-day life being more normal is obscuring the posttraumatic effects that have altered our mental and physical health...there is mounting evidence that our society is experiencing the psychological impacts of a collective trauma.



The COVID-19 pandemic, global conflicts, racism and racial injustice, inflation, and climate-related disasters are all weighing on the collective consciousness of Americans

Phases of Collective Trauma Response

Heroic Phase

Sudden Impact

Disillusionment Phase

Wiser Living Phase

Rebuilding and Restoration Phase

You've reached the end of the disillusionment phase when you are able to acknowledge that no amount of heroics can change the fact that this loss occurred, while also goodness still exists in life.

These efforts are different from heroics, because they exist beyond disillusionment, in full awareness of loss, which is why this phase includes times of grief, unexpected remembering, and times of memorial, alongside new initiatives and creations.

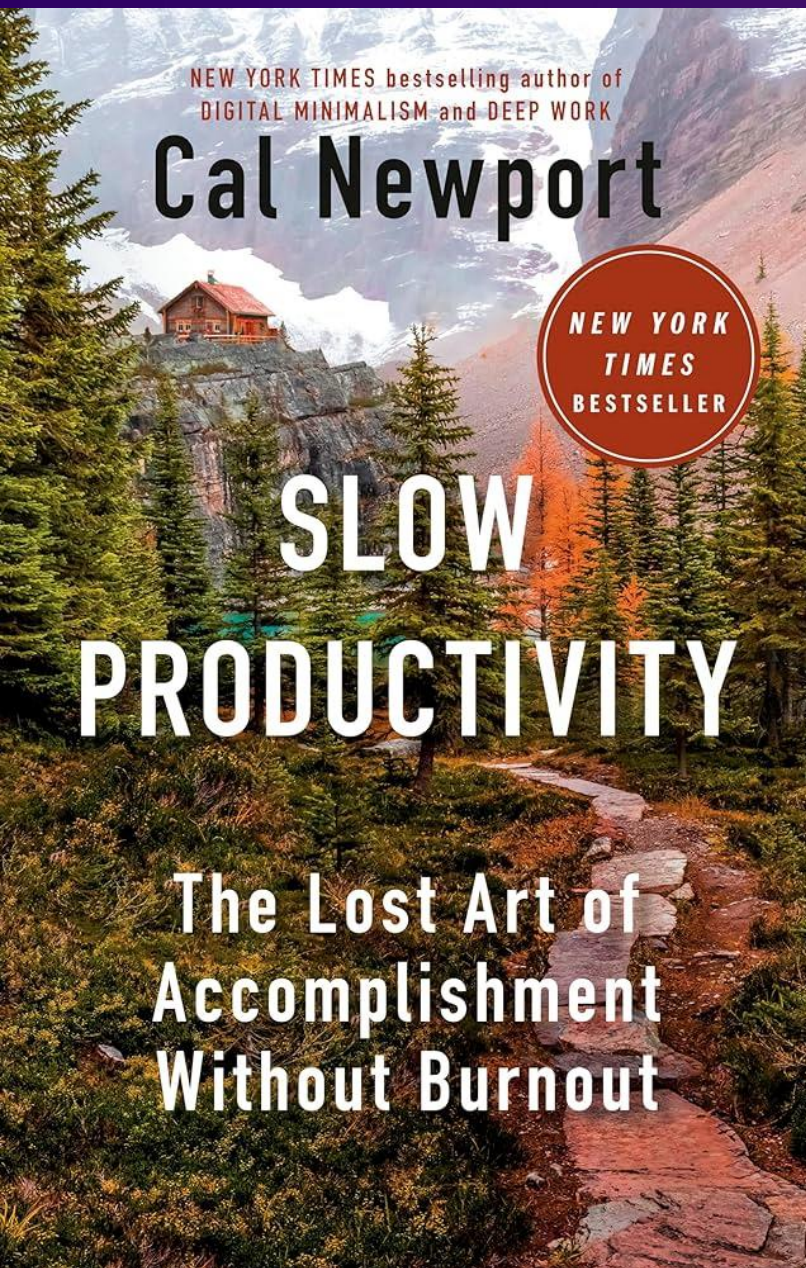
Estimated 24m-60m Community Process

Post-Burnout Growth

Each cost of suffering can be seen as having a counterpart:

- from burnout to post-burnout growth
- from trauma to posttraumatic growth
- from dehumanization to re-humanization
- from demoralization to remoralization
- from soul loss to soul recovery
- from suicide to finding meaning & purpose





A philosophy for organizing knowledge work efforts in a sustainable and meaningful manner, based on the following three principles:

- 1) Do fewer things.*
- 2) Work at a natural pace.*
- 3) Obsess over quality.*

Pseudoproductivity

“The use of visible activity as the primary means of approximating actual productive effort”

Why do we need a *different kind* of productivity?

“The relentless overload that’s wearing us down is generated by a belief that ‘good’ work requires increasing busyness—faster responses to email and chats, more meetings, more tasks, more hours”

Practical Applications of Slow Productivity

- Simplify your workday
- Try to focus on one task at a time – that is how the human brain works!
- Double your project timelines
- Forgive yourself for not making deadlines
- Limit: missions, projects, daily goals
- Pay attention to your surroundings
- Create rituals

To Build a Top Performing Team: Ask for 85% Effort



“maximum effort = maximum results”
an outdated way of thinking about peak performance



Research shows that it doesn't actually work that way.



Here's what actually works:
The 85% rule
which counterintuitively suggests that to reach maximum output, you need to refrain from giving maximum effort.

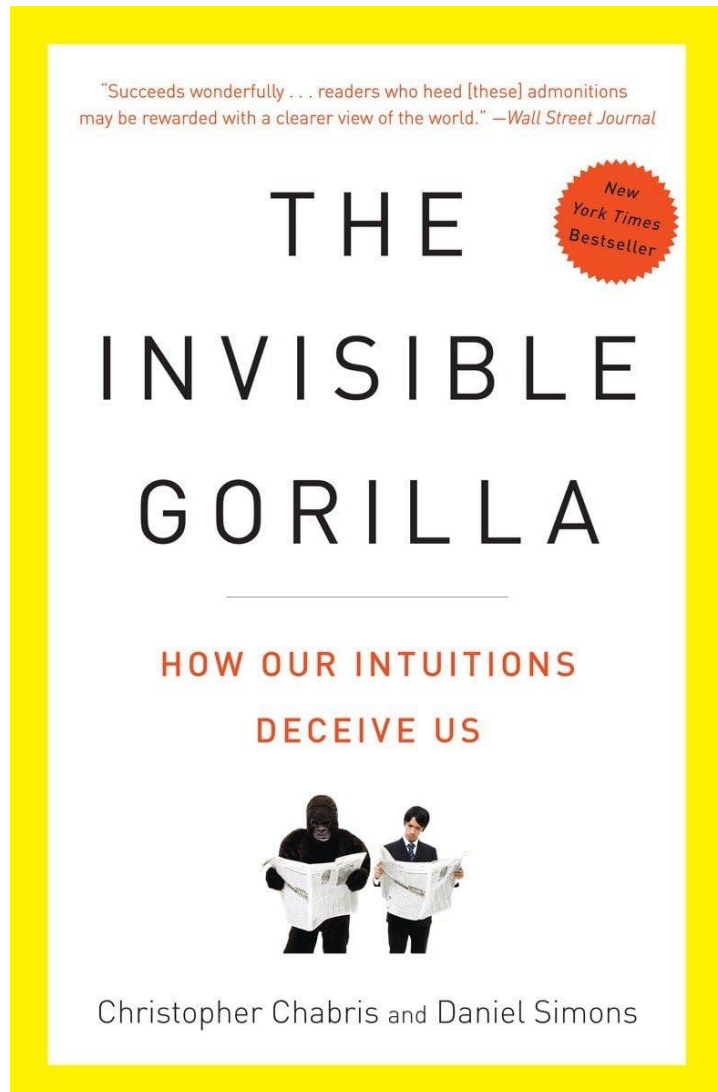


Greg McKeown, To Build a Top Performing Team, Ask for 85% Effort. *Harvard Business Review* (6/8/23), <https://hbr.org/2023/06/to-build-a-top-performing-team-ask-for-85-effort>

Selective Attention Test



<https://www.youtube.com/watch?v=vJG698U2Mvo>



About 50% of people do not see the gorilla!

Daniel Simons and Christopher Chabris, “Gorillas in Our Midst: Sustained Inattention Blindness for Dynamic Events,” *Perception* 28, no. 9 (1999): 1059–74, <https://doi.org/10.1068/p281059>. The authors have a website about the experiment, http://www.theinvisiblegorilla.com/gorilla_experiment.html

83% of radiologists did not see a gorilla figure (48 x the size of a typical lung nodule)

Trafton Drew, Melissa Võ, and Jeremy Wolfe, “The Invisible Gorilla Strikes Again: Sustained Inattention Blindness in Expert Observers,” *Psychological Science* 24, no. 9 (2013): 1848–53, <https://doi.org/10.1177/0956797613479386>.

The Myth of Multi-tasking

- “By attempting to do two things at once, people make approximately twice as many errors and take twice as much time overall”
 - D. Lennard & A. Mednick, *Humanizing the Remote Experience Through Leadership and Coaching*. New York: Routledge, 2023, (38).
- Individuals who are “high multi-taskers:”
 - Have slower reaction time
 - Are worse at filtering out irrelevant information
 - E. Ophir, C. Nass, AD Wagner. “Cognitive control in media multi-taskers.” *Proceedings of the National Academy of Sciences* 106, no. 37 (2009): 15583-15587.

TeleHealth Contributors to Cognitive Overload

- **Videoconferencing:**
 - decades of research: higher cognitive load vs. other forms of remote work, e.g. telephone
 - Tech difficulties on either patient/clinician side: drops in video feed, sound delays
 - Frequent distractions on computer, notifications, alerts, windows opening/closing
- **Self-monitoring:**
 - Sitting extra still to stay centered in frame
 - Looking at camera vs. looking at person on screen
- **Overcompensation:** increased emoting, talking 15% louder
- **Technology updates:** continuously learning new systems
- **Lack of interpersonal connection:**
 - Lack of direct eye contact (loss of increased oxytocin for social bonding)
 - Misunderstandings, disconnection, exclusion
 - Shift in reward/fatigue brain balance

Is Cognitive Overload Brief Burnout?

1. feelings of energy depletion or exhaustion
2. increased mental distance from one's job, or feelings of negativism or cynicism related to one's job (detachment)
3. reduced professional efficacy

“Burn-out an ‘occupational phenomenon’: International Classification of Diseases,” World Health Organization, May 28, 2019,

<https://www.who.int/news/item/28-05-2019-burn-out-an-occupational-phenomenon-international-classification-of-diseases>

“Wonderful . . . Physicians would do well to learn this most important lesson about caring for patients.”

—THE NEW YORK TIMES BOOK REVIEW

SLOW MEDICINE



VICTORIA SWEET, MD

“A key strategy of Slow Medicine:
Do the most important things first
and let the others go” (p. 92)

What Fast Medicine Misses

“Everything looked so good in the computer, and yet what Father had gotten was not Medicine but Healthcare—**Medicine without a soul.**

What do I mean by ‘soul’?

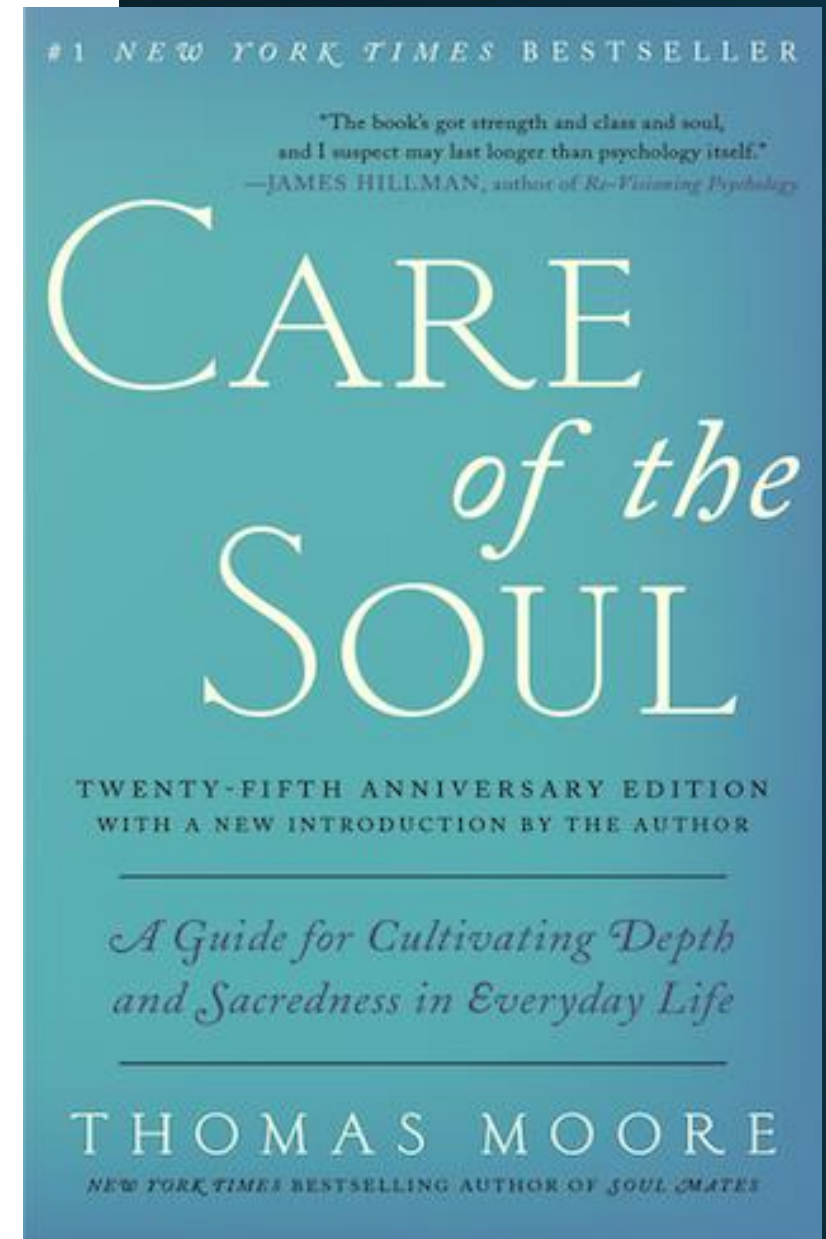
I mean what Father did not get.

Presence. Attention. Judgment. Kindness. Above all, responsibility...

Healthcare...deconstructs story into thousands of tiny pieces—pages of boxes and check marks for which no one is responsible.” (Sweet, 8-9).

Soul Loss

- emptiness
- meaninglessness
- vague depression
- disillusionment
- a loss of values
- yearning for personal fulfillment
- a hunger for spirituality



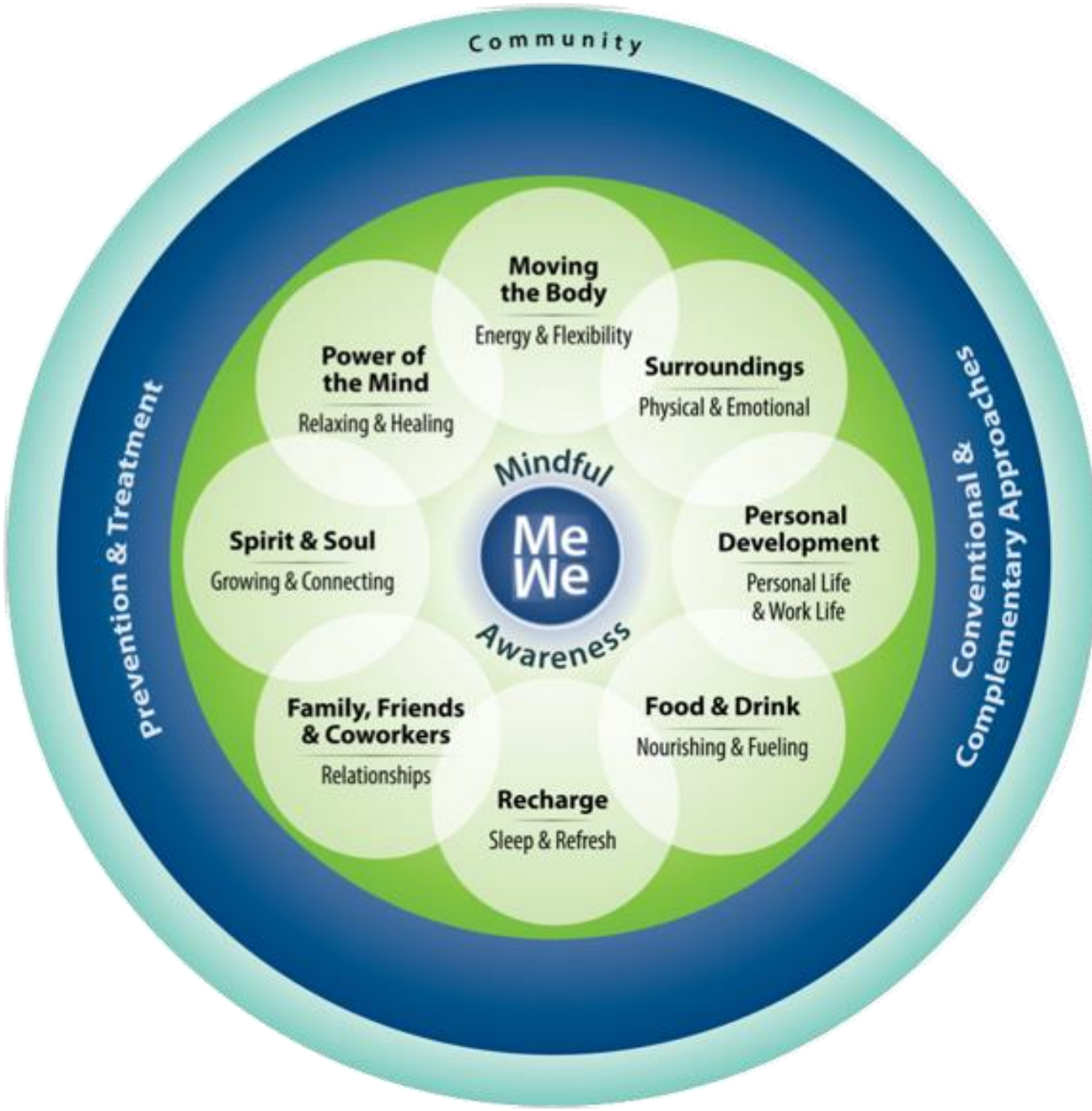
Thomas Moore, *The Care of the Soul: A Guide for Cultivating Depth and Sacredness in Everyday Life* (NY: Harper, 1992), xvi.

Burnout as Soul Loss?

Can we think of “soul” as our source of:

- Vitality
- Creativity
- Connection
- Passion
- Compassion
- Renewal

What would help you reconnect to soul and bring it back into your work and life?



The Circle of Health VA Whole Health

PERSONAL HEALTH INVENTORY

Use this circle to help you think about your whole health.

- "Me" at the center of the circle: This represents what is important to you in your life, and may include your mission, aspirations, or purpose. Your care focuses on you as a unique person.
- Mindful awareness is about noticing what is happening when it happens.
- Your everyday actions make up the green circle. Your options and choices may be affected by many factors.
- The next ring is professional care (tests, medications, treatments, surgeries, and counseling). This section includes complementary approaches like acupuncture and yoga.
- The outer ring includes the people, places, and resources in your community. Your community has a powerful influence on your personal experience of health and well-being.



Rate where you feel you are on the scales below from 1–5, with 1 being not so good, and 5 being great.

Physical Well-Being 1 NOT SO GOOD 2 3 4 5 GREAT

Mental/Emotional Well-Being 1 NOT SO GOOD 2 3 4 5 GREAT

Life: How is it to live your day-to-day life? 1 NOT SO GOOD 2 3 4 5 GREAT

What matters most to you in your life right now? Write a few words to capture your thoughts:

Personal Health Inventory

https://www.va.gov/WHOLEHEALTH/docs/PHI_Jan2022_Final_508.pdf



Live Whole Health App

<https://mobile.va.gov/app/live-whole-health>



Where You Are and Where You Would Like to Be

For each area below, consider "Where you are" and "Where you want to be." Write in a number between 1 (low) and 5 (high) that best represents where you are and where you want to be. You do not need to be a "5" in any of the areas now, nor even wish to be a "5" in the future.

| Building Blocks of Health and Well-being | Where I am Now (1-5) | Where I Want to Be (1-5) |
|--|----------------------|--------------------------|
| Moving the Body: Our physical, mental, and emotional health are impacted by the amount and kind of movement we do. | <input type="text"/> | <input type="text"/> |
| Recharge: Our bodies and minds need rest in order to optimize our health. Recharging also involves activities that replenish your mental and physical energy. | <input type="text"/> | <input type="text"/> |
| Food and Drink: What we eat, and drink can have a huge effect on how we experience life, both physically and mentally. | <input type="text"/> | <input type="text"/> |
| Personal Development: Our health is impacted by how we spend our time. We feel best when we can do things that really matter to us or bring us joy. | <input type="text"/> | <input type="text"/> |
| Family, Friends, and Co-Workers: Our relationships, including those with pets, have as significant an effect on our physical and emotional health as any other factor associated with well-being. | <input type="text"/> | <input type="text"/> |
| Spirit and Soul: Connecting with something greater than ourselves may provide a sense of meaning and purpose, peace, or comfort. Spiritual connection can take many forms. | <input type="text"/> | <input type="text"/> |
| Surroundings: Surroundings include where we live, work, learn, play, and worship—both indoors and out. Safe, stable, and comfortable surroundings have a positive effect on our health. | <input type="text"/> | <input type="text"/> |
| Power of the Mind: Our thoughts are powerful and can affect our physical, mental, and emotional health. Changing our mindset can aid in healing and coping. | <input type="text"/> | <input type="text"/> |
| Professional Care: Partnering with your health care team to address your health concerns, understand care options, and define actions you may take to promote your health and goals. | <input type="text"/> | <input type="text"/> |

Reflections

Now that you have thought about what matters to you in all of these areas, what would your life look like if you had the health you want? What kind of activities would you be doing? Or how might you feel different? What area might you focus on?

What might get in the way? How might you start?

VA Whole Health Web Site:

<https://www.va.gov/wholehealth/>



Additional Free Resources for Washington State Behavioral Health Providers

EDUCATIONAL SERIES:

- UW Traumatic Brain Injury – Behavioral Health ECHO
- UW Psychiatry & Addictions Case Conference ECHO
- **UW TelePain series**

PROVIDER CONSULTATION LINES

- **UW Pain & Opioid Provider Consultation Hotline**
- Psychiatry Consultation Line
- Partnership Access Line (pediatric psychiatry)
- Perinatal Psychiatry Consultation Line

