



National Clinician
Scholars Program



A Qualitative Exploration of How Administrators in
Community Health Promote Organizational
Ethos to Mitigate Burnout

Purpose. To explore efforts and strategies being
used by admins in low-income, minority serving,
community health settings to mitigate provider
burnout.

Methods. Analysis of 1- to 2-hour, phone and in-
person interviews, conducted using a semi-structured
interview guide informed by Grounded Theory
Methodology. Some participants were interviewed
more than once during theoretical sampling.
Transcribed interviews were coded and analyzed
using a five-step, Braun and Clark (2006) Thematic
Analysis method.

Participants. Fourteen administrators (n=14) in low
resource, minority-serving, community health settings
were interviewed (a total of 16 interviews); all
participants were serving in an administrator or
supervisory capacity at the time of the interview.

Authors:

Adrienne Martinez-Hollingsworth, RN, PhD, MSN, PHN

asmartinez@mednet.ucla.edu

Linda Kim, RN, PhD, MSN, PHN linda.kim2@cshs.org

Nicole Lewis, SRN, MBA-HA, LNHA

nicolelewis@cdrewu.edu

Lisette Ramirez lisetteramirez@cdrewu.edu

Dr. Martinez-Hollingsworth can be contacted via email at
the above address for any questions about this
presentation or other aspects of her program of research,
including the impact of provider burnout/secondary
trauma on care delivery in the safety net.

Administrators in the safety net promote *mission-driven ethos* to mitigate staff burnout.



Results.

Category: **Organizational Ethos**

Describes admins' efforts to mitigate burnout by
promoting a mission statement as a driver of
clinical culture and training.

Properties of the category:

1) **Promoting the Mission-** how admins convey an
organizational mission and negotiate staff
expectations through training.

In vivo quotes-

*So, this site is unique... (we) acknowledge
multiple realms of health not just mental (or)
physical and chronic diseases... (We tell staff)
'You're also dealing with **resource scarcity in
the community**'.*

*(I tell them) you're not only doing your job; you're
an ambassador for your patients. You're
becoming **an ambassador for different types of
thinking** to to other systems.*

*The **core philosophy is training; and to give
(the staff) context.** Because if I don't give
context (of social determinates) they're gonna be
more frustrated.*

*You **create an atmosphere where (they) feel
supported** because they (your peers) all sort of
understand what you're going through...*

2) **Promoting a Mission-Driven Identity-** how
admins acknowledge and celebrate personal cost.

In vivo quotes-

*(We tell them) there's gonna be times where
you're not going to want to talk to anyone when
your day is done. Because you have nothing left
to give. **There is a personal cost to do(ing) this
amazing thing.***

*It's a marathon. It's not a sprint- **it's a calling.** I
really believe it's a calling and that you need to
fight. Every day. Because you if you're serious
about this it's going to be a fight. **It's a fight
against injustice.***

*...we're no longer trying to get warm bodies to
see patients. We're absolutely saying, "Look, **are
they mission-fit?**"*