Burnout is chronic workplace stress that has not been successfully managed (World Health Organization)

82% of employees report feeling burned out at least some of the time.

25% of employees say that they feel burned out often or always.

SIX ROOT CAUSES OF BURNOUT

**WORKLOAD**
Does work demand exceed reasonable available time? 59% say they at least sometimes have an unmanageable workload.

**AUTONOMY**
Do employees have some input into their job functions? Involving employees when defining job roles improves well-being and reduced burnout.

**COMMUNITY**
Do employees feel supported by their peers and management? Promoting peer support or affinity groups can help.

**APPRECIATION**
Are employees recognized for their contributions? 28% say that they do not often receive reward or recognition for their work.

**FAIRNESS**
Do employees perceive the organization’s culture to be fair and equitable? 14% say they have been treated unfairly at work.

**VALUES**
Are the employees values aligned with those of the organization? Misalignment of values increases the risk of employee burnout.

Visit heart.org/workforce to learn more and complete the Workforce Well-being Scorecard to see how your organization measures up.

*All data sourced from an online survey in the United States conducted by Harris Poll on behalf of the American Heart Association among 5,055 US adults aged 18+ who are employed full-time or part-time. The survey was conducted between April 13 and May 10, 2023.
Among organizations that implemented all nine of AHA’s recommended burnout prevention policies, 91% of employees reported positive workplace well-being, compared to only 51% of employees at organizations with no policies in place.

### 9 BEST PRACTICES TO BEAT BURNOUT

<table>
<thead>
<tr>
<th>Connection to Organization</th>
<th>Connection to Role</th>
<th>Connection to Well-being</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define clear roles &amp; responsibilities</td>
<td>Regularly assess skill and task alignment</td>
<td>Promote overall employee health and well-being</td>
</tr>
<tr>
<td>Promote employee resource groups</td>
<td>Offer a training path for skills, leadership and career development</td>
<td>Ask if employees feel supported in their health and well-being</td>
</tr>
<tr>
<td>Regularly assess workloads</td>
<td>Allow input on their job design, where practical</td>
<td>Foster a culture of rest and recovery</td>
</tr>
</tbody>
</table>

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