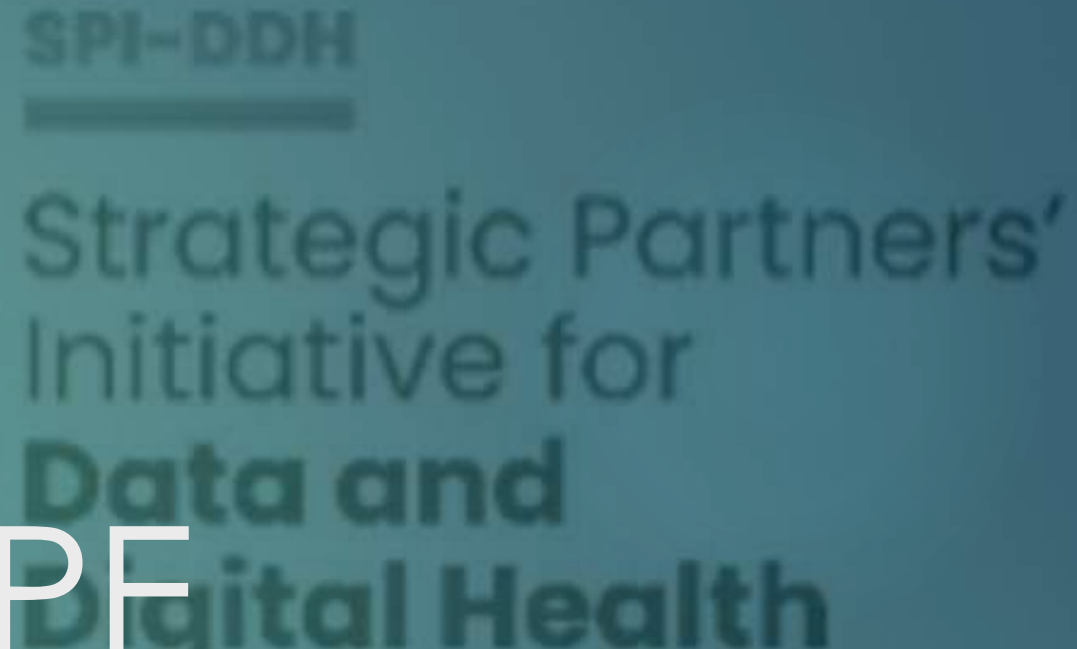




Can we deliver digital prevention of burnout?

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WHO EUROPE

MULTI-PARTNER INTERNATIONAL COLLABORATIVE FRAMEWORK

INITIATED IN 2024

FOUR WORKING GROUPS – 4TH WITH BURNOUT FOCUS

A Core Task

- ▶ How can data and digital tools play a positive role for burnout?
 - ▶ Analysis
 - ▶ Awareness
 - ▶ Management tool
 - ▶ Identification of risk factors
 - ▶ Data gathering





What are we doing?

- ▶ Working to develop resilient frogs?
- ▶ Working to save vulnerable frogs?
- ▶ Working to prevent boiling frogs?
- ▶ Working to reduce to the temperature?
- ▶ Working to understand and redesign the stove?

Fundamental focus

ARE WE PREVENTING SYMPTOMS OR
DETERMINANTS?

- SHIFTS THE DATA
- SHIFTS THE TOOLS
- SHIFTS THE STAKEHOLDERS



Management tool suggested

- ▶ Data types
- ▶ Data visualisation agreed
- ▶ Management training detailed
- ▶ Funding needs and sources described
- ▶ Implementation plan

A Question of ...

- ▶ If burnout was on the list of HAI, which key indicator would you recommend (risk) managers to focus on?
- ▶ Is it in their power to move it?

Prototyping

- ▶ Drawing on existing data – can they deliver?
- ▶ Drawing on existing data – can the model deliver?
- ▶ Finetune the difference – and balance the leadership needed
- ▶ Align with strategies



Rebuilding literacy for burnout

- ▶ Being predictive
- ▶ Shifting focus
- ▶ Redesigning boundaries

Taking a ride with your best friend?

- ▶ Quick relief for symptoms
- ▶ Ignores root causes
- ▶ Creates dependency
- ▶ Harms others (families, systems)
- ▶ Withdrawal causes crisis
- ▶ Often fueled by systemic stressors
- ▶ Requires behavioral and structural change
- ▶ Fast fix to workforce shortages (e.g., via recruitment from abroad)
- ▶ Avoids investing in domestic training, retention, or working conditions
- ▶ System becomes reliant on external labor flow
- ▶ Depletes healthcare systems in source countries
- ▶ Even as source countries face critical staff shortages
- ▶ Workforce burnout, underfunding, aging populations
- ▶ Requires policy reform, investment, self-sufficiency strategies

Can we
recover?

"12-Step Recovery Model" (adapted for systems):

Admit the
system is
dependent.

Commit to
reform and
reparative
policy.

Analyze
systemic
causes
(undertraining,
underfunding,
attrition).

Make amends
to affected
countries
(through
investment,
cooperation).

Monitor and
reflect to
prevent
relapse.

Planetary Health or One Health Ethics:

Recognize interdependence between systems, avoid zero-sum fixes.

Tools to reduce 1 & 2

- ▶ 1. Acknowledge the Dependency (Stage: Recognition & Diagnosis)
 - ▶ Data Transparency: Publish national dependency rates (e.g., % of foreign-trained staff).
 - ▶ Ethical Audits: Measure how recruitment impacts donor countries (e.g., WHO Code of Practice compliance).
 - ▶ Public Discourse: Frame it as a structural issue, not a market success.
- ▶ 2. Address Root Causes (Stage: Withdrawal Management)
 - ▶ Invest in Domestic Workforce Pipelines:
 - ▶ Expand medical/nursing school capacity.
 - ▶ Improve pay, working conditions, career pathways.
 - ▶ Retention Programs:
 - ▶ Focus on burnout prevention, workplace culture, flexibility.
 - ▶ Rural and underserved area incentives.

Tools to reduce 3 & 4

▶ 3. Build Resilience & Independence (Stage: Long-Term Recovery)

▶ Self-Sufficiency Goals:

- ▶ Set national targets to reduce reliance on imported workers.
- ▶ Benchmark against international best practices.

▶ International Cooperation over Extraction:

- ▶ Fund healthcare education in donor countries as compensation (ethical circularity).
- ▶ Promote bilateral training exchanges, not one-way pipelines.

▶ 4. Implement Governance Tools (Stage: Relapse Prevention)

▶ EU or WHO Oversight:

- ▶ Enforce codes (like the WHO Global Code of Practice on the International Recruitment of Health Personnel).

▶ Ethical Recruitment Accreditations:

- ▶ Develop global or regional badges for ethical hiring practices.

Get the
balance
right



WHO Wellbeing Policy Pathways - Digital Equity

- ▶ Collaboration
 - ▶ Digital Task Force
- ▶ Training
 - ▶ Digital Skills
- ▶ Access
 - ▶ Mapping Digital
- ▶ Advocacy
 - ▶ Equity in Tech
- ▶ Rights
 - ▶ AI governance







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