



Burnout in Mental Health Workers

Is there an association with
age and length of service ?

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Defining Burnout



Ahola et al (2009), described a positive experience of the work environment being related to work engagement and professional commitment , while a negative perception is related to reduced motivation known as ‘burnout’

Defining Burnout



‘.. Burnout is perceived to occur in response to the chronic emotional strain of dealing extensively with troubled beings’

(Maslach, 1982)

It is commonly broken down in the Maslach Burnout Inventory (MBI)

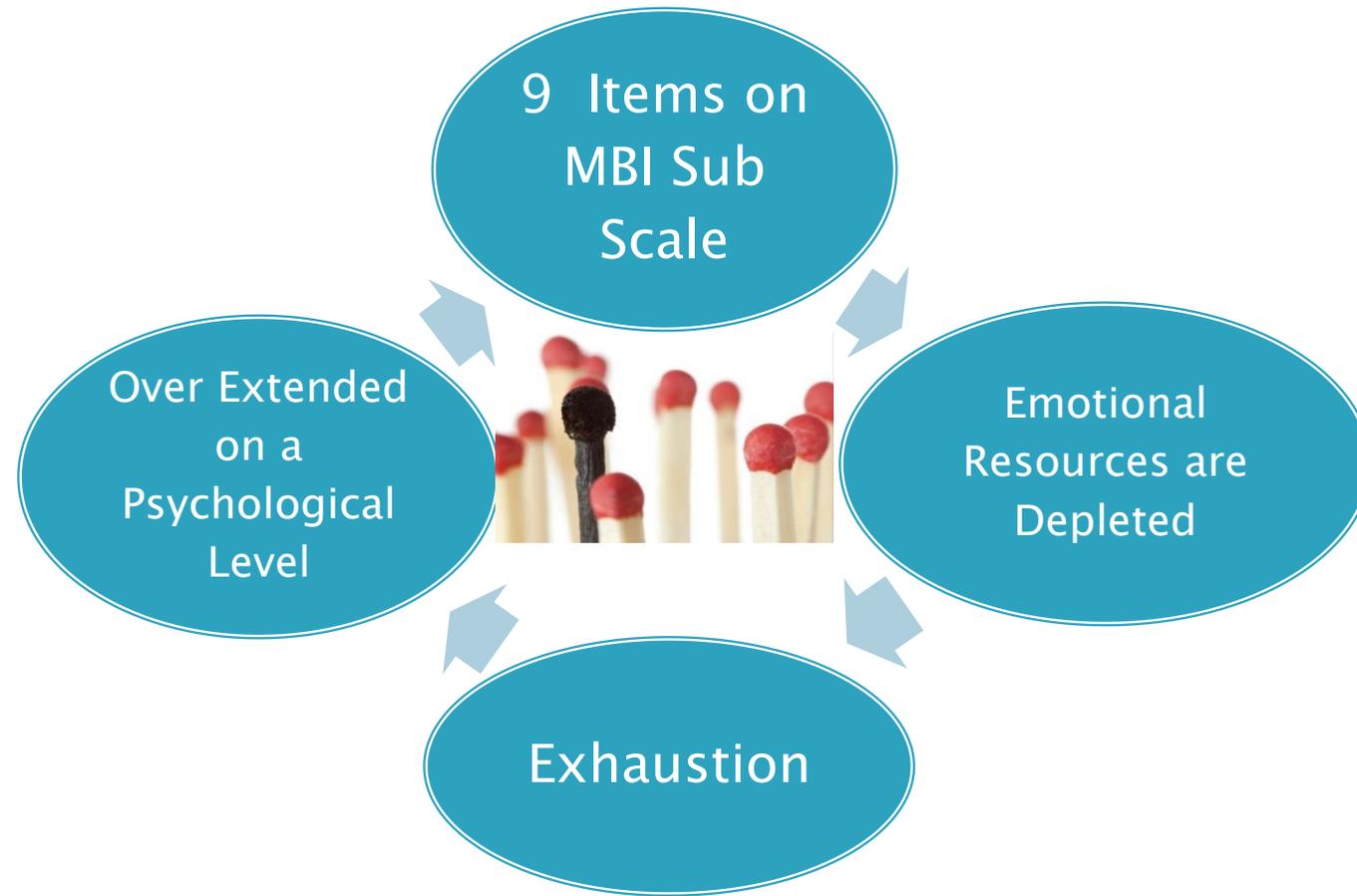
into three components:

Emotional Exhaustion (EE)

Depersonalisation (DP)

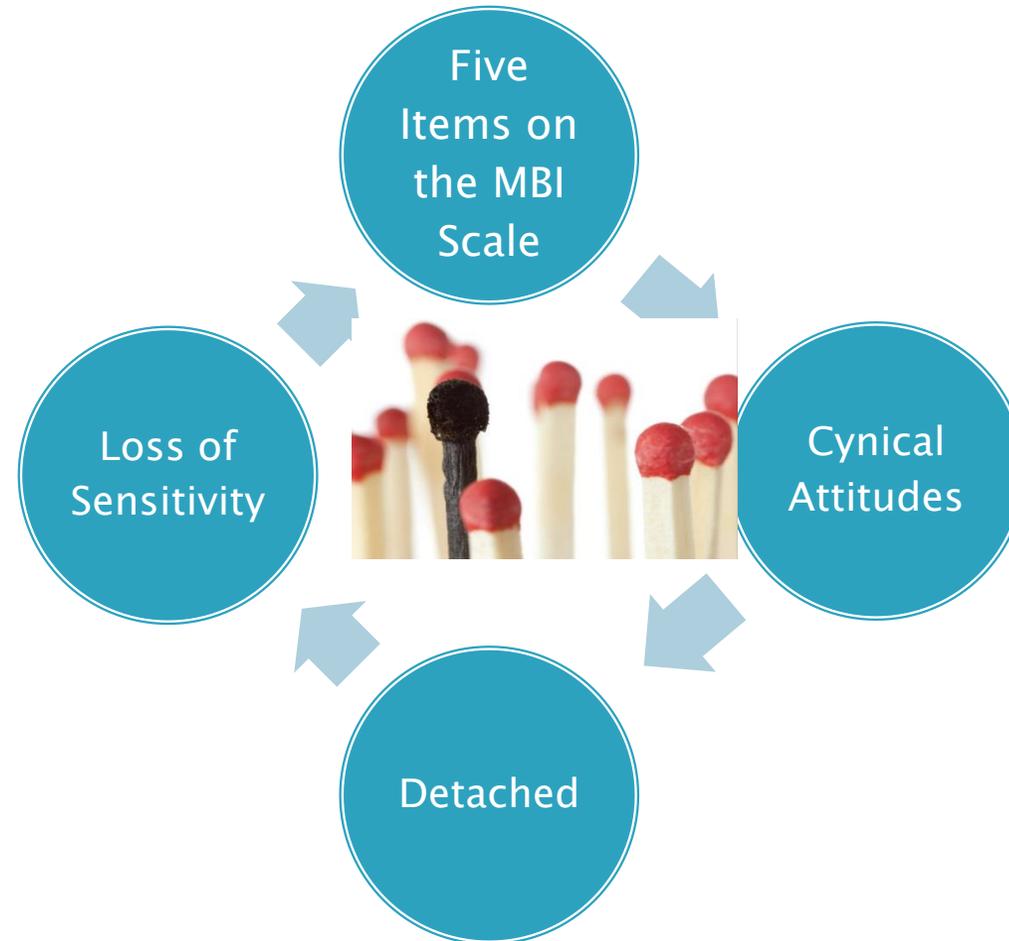
Lack of Personal Accomplishment (PA)

Rephrasing Burnout.. Emotional Exhaustion



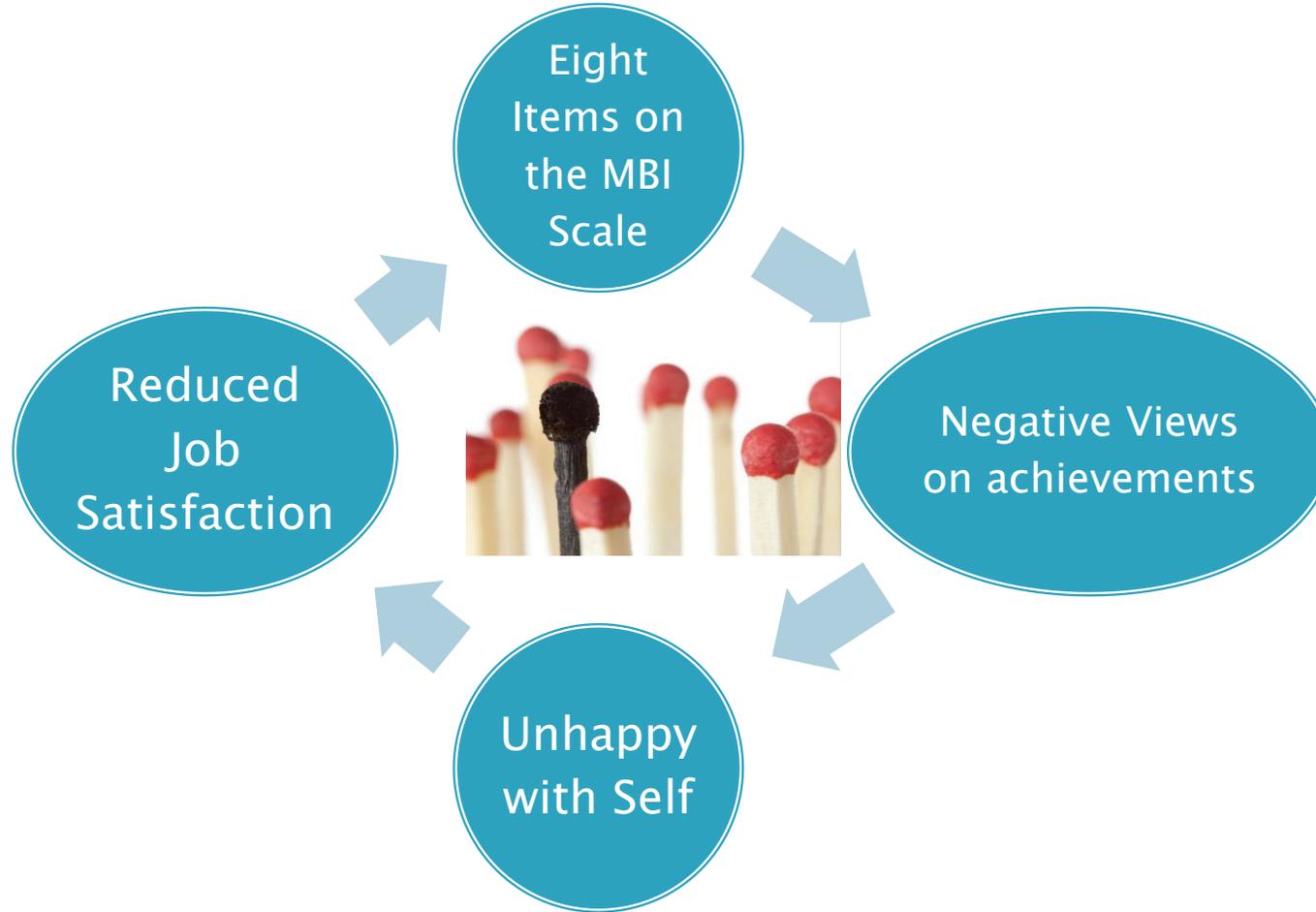
Rephrasing Burnout..

De-Personalisation



Rephrasing Burnout..

Personal Accomplishment



Literature Review



Burnout is considered in the literature from a multi-factorial perspective;

Organisational Variables

Workload, time pressures and role ambiguity. Glisson et al (2008) US – role ‘overload’, needing to complete a large number of tasks without sufficient time. (n=1,112, Quantitative Survey), Cultural.

Gleazzi et al (2004) findings from an Italian community mental health teams (CMHT) study associated role overload with high levels of EE./DP (n=30 nurses, n=30 medics, Survey)

Literature Review



Burnout is considered in the literature from a multi-factorial perspective;

Type of Clinical Service

Prosser et al (1999) conducted a longitudinal study (1994–1996) examining job satisfaction and burnout in a sample of community mental health workers in Inner London. High levels of DP and EE were found in Year 1 and this remained unchanged in year's 2 and 3.

Literature Review



Burnout is considered in the literature from a multi-factorial perspective;

Generational Cohorts

Generational research into burnout is both limited and conflicting.

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Generational Research into Burnout; Leiter et al. (2009)



- ▶ Leiter et al , (2009), contrasted burnout, turnover intention, control, value congruence and knowledge sharing between Baby Boomers (n=193) and Generation X (n=255). The results indicated that older nurses (Baby Boomers) are more likely to regard their employment more favourably than younger nurses (Generation X) and report lower levels of workplace burnout.

Generational Research into Burnout

Śliwiński ,Z et al (2014)



- ▶ A cross sectional study (life satisfaction survey n=200) in Poland focusing on Physiotherapy staff concluded that age and length of service have important influences on the level of stress and burnout
- ▶ ‘the older the physiotherapist the higher the length of service and the higher level of stress and burnout’.

Generational Typologies



- ▶ Baby Boomers – 1946–1964 – Ambitious and questions everything.
- ▶ Generation X – 1965–1980 – Likes structure and direction; Arsenault, (2004)
- ▶ Generation Y 1981– Forward (Also known as millennials) – Born with emerging technology, prefer flexible working schedules , Confident, team players and ambitious.

Workforce Profile



- ▶ Over the next ten to twenty years the workforce will become on average older.
- ▶ The age profile of the overall NHS Workforce will show 47% of the workforce are aged 45 and older and that only 5% of the NHS workforce is under 25 years old.

Retirement



- ▶ Removal of the default retirement age and changes in pension provision.
- ▶ It is likely that people will retire later (Parry and Harris, 2011) pension age rising to 68 by 2039.
- ▶ No consideration given to services that would be exposed to higher levels of service strain with Mental Health services falling into this category.

Effects of Burnout on Organisational Performance



- ▶ Quality of care and Health Professionals Burnout ; Humphries n, et al (2014)
 - Higher absenteeism
 - Increased turnover.
- ▶ Public Health England, Evidence Review (2016). ‘The risks of not addressing issues of burnout can be seen as significant noting the link to quality of care.’
- ▶ One key reminder is the Francis Report findings (2010) following the Mid Staffordshire enquiry.

My Study – Burnout in Mental Health Workers– Is there an Association with Age and Length of Service?



- ▶ Quantitative Method of Data Collection–Maslach’s Burnout Inventory (MBI) Human Services Survey – 22 questions. Additional Questions: Age and Length of Service.
- ▶ Single site Study
- ▶ Linear regression will be run for each section of the MBI scale; EE, DP and PA using burnout as the outcome measure to assess relationship with age and length of service.

My Study – Burnout in Mental Health Workers– Is there an Association with Age and Length of Service?



▶ *Time Scales:*

- Ethics approval complete by May 18
- Survey open June–July 18
- Data analysis July/August 18
- Paper (Research Journal) – Research article complete by October 18.
- NB – this is an academic study as part of the Mres programme (Integrated PHD Pathway)

Thank you

ANY QUESTIONS?

