

***The Maslach Burnout Inventory and its
relationship with staff transition in and
out of the intellectual disability workforce***

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**Teresa Evans-Turner,
Research Team: Paul Milner, Brigit Mirfin-
Veitch, Sue Gates & Nancy Higgins**

Outline of presentation

- 1) Importance of stress and burnout
- 2) Introduction to the Maslach Burnout Inventory
- 3) Maslach Burnout Inventory Subscales (EE, DP, PA)
- 4) Research results MBI
- 5) Compare means of MBI to turnover rates
- 6) Discuss how this effects transition of the workforce

What is Stress?

- Uncomfortable cognitive state resulting from exposure to a stressor that can result in psychological and physiological strain (Hendrix et al 1995).
- Stress is associated with a complex relationship between personal factors and external factors.
- Workplace stress is the physical and emotional response that occurs when there is a poor match between job demands and the capabilities, resources, or needs of the worker.

What is burnout?

- Burnout refers to a process in which the support staffs attitudes and behaviour may change in negative ways in response to job stress.
- Burnout is defined as a stress induced problem commonly found amongst human service professionals, which is characterized by emotional exhaustion, a reduced sense of personal accomplishment, and depersonalisation (Pines and Maslach, 1978).
- Burnout occurs when support staff feel that their work has no meaning and stress continually outweighs the support and rewards that they receive in return.

Difference between Stress and Burnout

- Stress in itself does not cause burnout.
- Concepts of stress and burnout may be interwoven, sharing many conceptualisations and variables, but they represent as separate entities (Caton et al 1998).
- Many workers experience job stress and do not burnout and no one will burnout without experiencing job stress (Caton et al 1988).

Internal factors that can contribute to burnout

- Staffs perceptions of demands
- Support and constraints they feel within their work
- Perceived work stress
- Staff personalities
- Personal and family demands conflicting with work

“Well you know in this field people work weekends...and I need my weekends to be with my boy. I miss out on his soccer games and weekend time with him....because my time off is when he’s at school”.

External factors that can contribute to burnout

- Role conflict
- Role ambiguity
- Role overload
- Challenging behaviors
- Service user characteristics
- Staff support
- Team climate

Common characteristics of someone experiencing burn out

Physical Exhaustion

Emotional Exhaustion

Helplessness

Accident proneness

Loss of concern for people

Communication difficulties

Powerlessness

Increase use of drugs and alcohol

Low job satisfaction

Absenteeism

Chronic fatigue

Negativism

Inflexibility

Tension

Low morale

Complaining

Why should we consider stress and burnout in the lives of intellectual disability support work

- Staff whom are at high risk of burnout may contribute to the deterioration in the quality of care or service that is provided by staff (Maslach & Jackson)
- Leading factor in job turnover, absenteeism and low staff morale
- Burnout has been correlated with various self reported indices of personal distress, physical exhaustion, insomnia, increase use of drugs and alcohol and marital and family problems.
- Workplace stress is acknowledge by legislation in the Health and Safety in Employment Act 1992

What is the MBI (Maslach Burnout Inventory)

- Leading measure of burnout in people working with people with intellectual disabilities
- Designed to assess three aspects of the burnout syndrome: Emotional Exhaustion, Depersonalisation and Personal Accomplishment

The 3 MBI Scales

- **Emotional Exhaustion:** Feelings of being emotionally overextended and exhausted by ones work
- **Depersonalisation:** Measures an unfeeling and impersonal response towards recipients of ones service, care, treatment or instruction.
- **Personal Accomplishment:** Subscale used to assess feelings of competence and successful achievement in ones work with people.
(Maslach & Jackson 1981).

Scale

- The frequency with which the respondent experiences feelings related to each subscale is assessed using a seven point response format.

0	1	2	3	4	5	6
Never	A few time a year or les	Once a month	A few times a month	Once a week	A few times a week	Every day

Example of questions

EE - “I feel burned out from my work”

DP - “I don’t really care what happens to some recipients”

PA - “I have accomplished many worthwhile things in this job”

Burnout scores

- **A high degree of burnout** is reflected in high scores on the Emotional Exhaustion and Depersonalisation subscales and low scores on the Personal Accomplishment subscale
- **An average degree of burnout** is reflected in average scores on the three subscales
- **A low degree of burnout** is reflected in low scores on Emotional Exhaustion and Depersonalisation subscales and in high scores on the Personal Accomplishment subscale.

Our MBI Research Results

MBI Subscales	Range of Experienced Burnout			Our Results	
	Low (lower third)	Average (middle third)	High (upper third)	Mean	S.D
Emotional Exhaustion	<16	17-26	>27	16.27	11.29
Depersonalisation	<6	7-12	>13	3.11	4.09
Personal Accomplishment	>39	38-32	<31	35.17	9.58

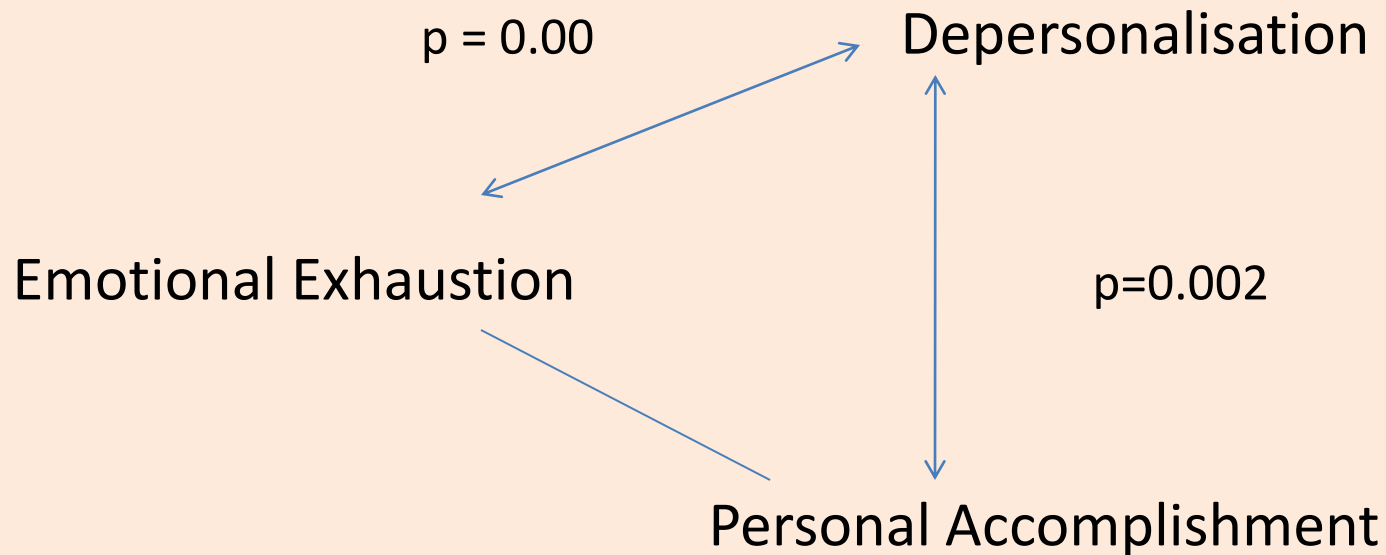
Our MBI Research Results

Study	Country	Sample Size	EE	PA	DP
DBI Workforce 2010	NZ	1267	16.27 (11.29)	35.17 (9.58)	3.11 (4.09)
Chung et al 2009	UK	103	20.59 (11.99)	35.29 (7.79)	4.85 (5.49)
Rose & Rose 2005	UK	107	25.46 (11.54)	27.94 (7.21)	9.54 (6.12)
Mitchell & Hastings 2001	UK	83	16.54 (10.45)	33.55 (5.19)	4.00 (4.80)
Alexander & Hegarty 2000	UK	13	19.62 (14.52)	35.92 (8.78)	3.92 (5.45)
Blumenthal et al 1998	UK	106	10.80 (8.50)	36.20 (7.00)	2.60 (3.60)
Edwards & Miltenberger 1991	USA	125	24.66 (9.84)	36.32 (6.71)	6.93 (5.49)

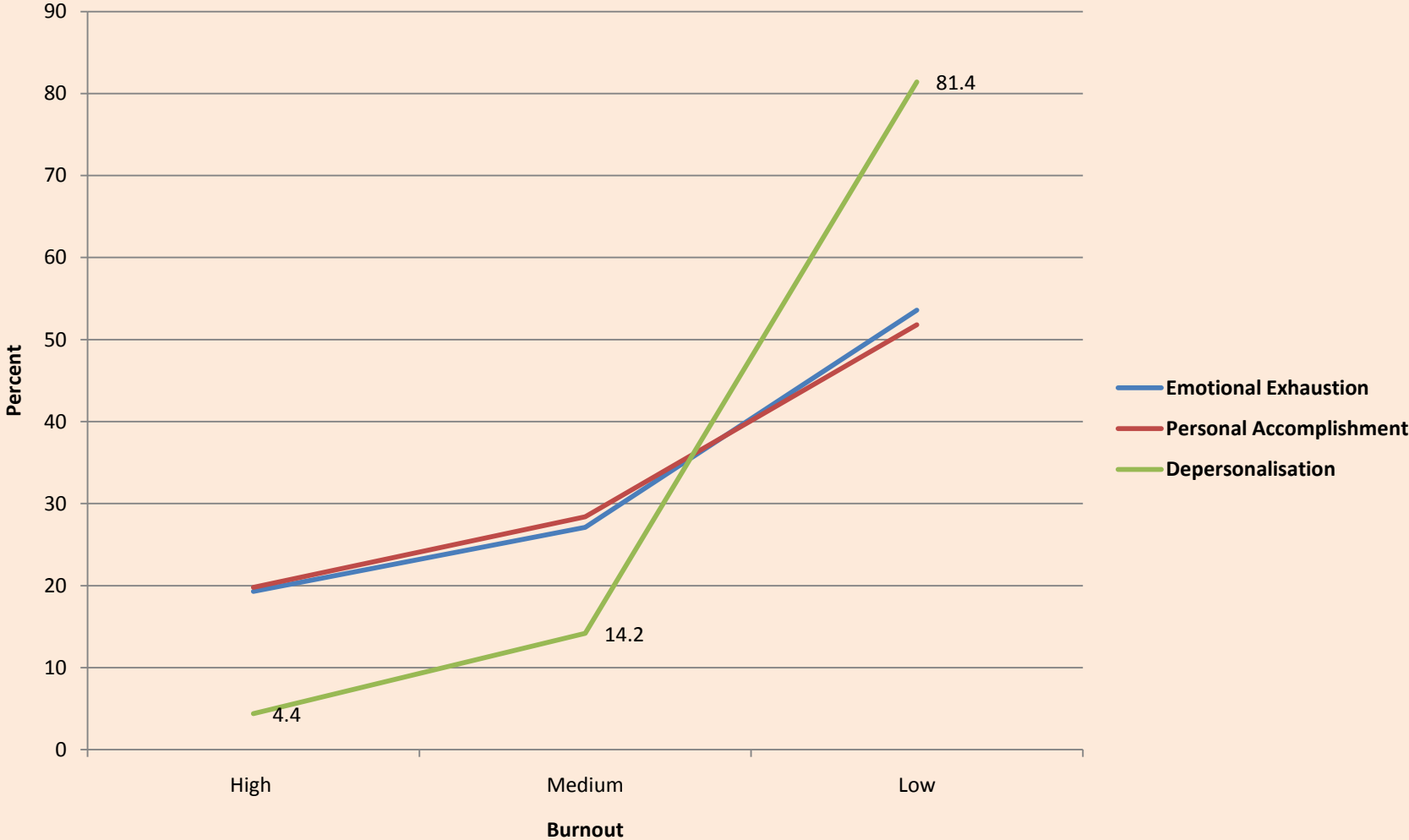
Burnout

- 7 participants out of 1267 had a high degree of burnout = 0.6%
- Only a small number of people actually met the criteria for burnout on the day they filled in the questionnaire.
- Did we see trends in the subscales?
- Why were there so few who are burnt-out?
- Why is it so hard to be burnt-out?

Relationship between subscales



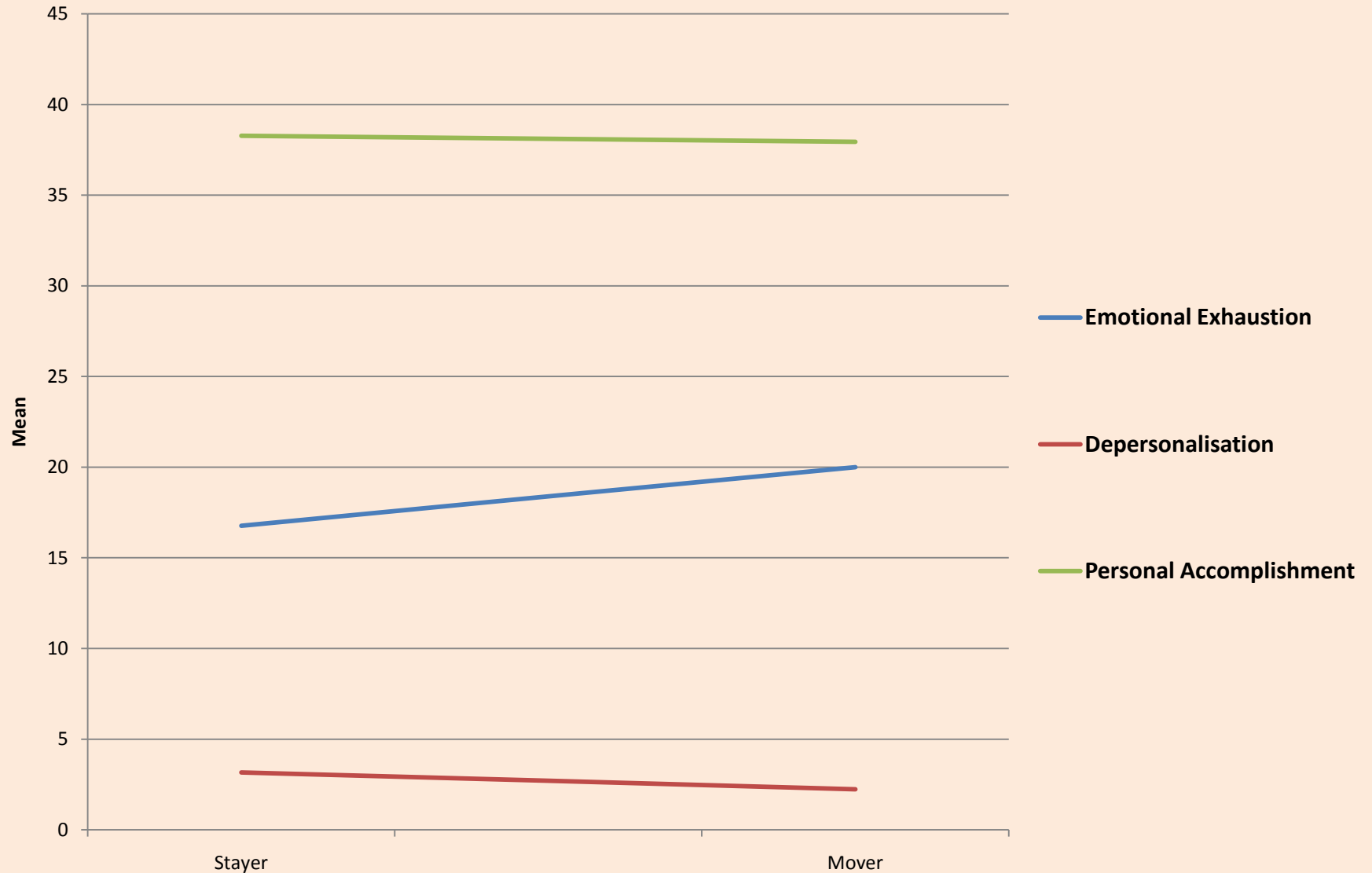
Proportion of each MBI subscale



Turnover Rates

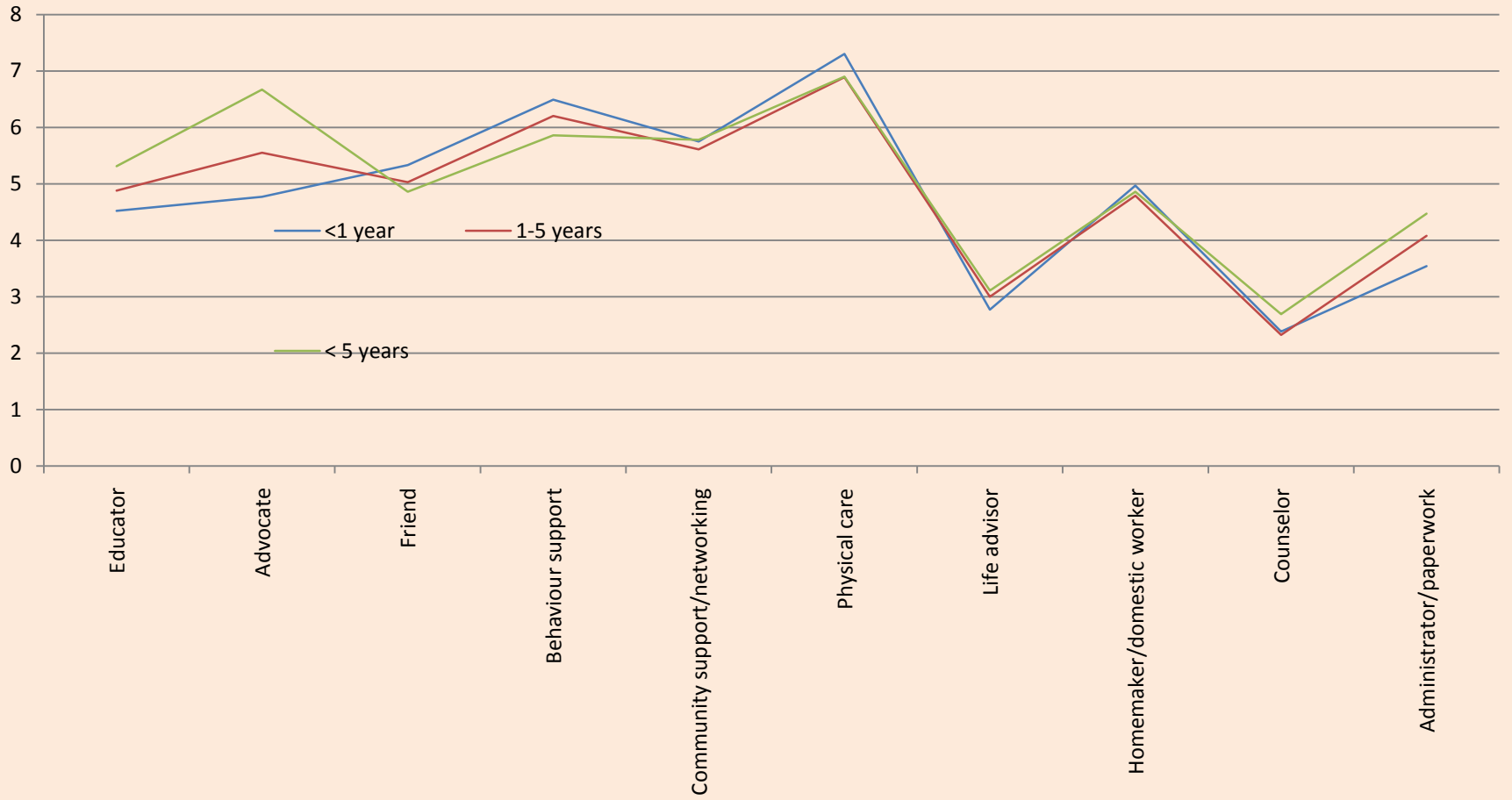
- Overseas literature has reported turnover rates to range from 14-75%
- Agency Turnover = 17.8%
- Staff Turnover = 14%
- 7% of staff indicated Intention to Leave who were currently working in ID services

Relationship between MBI and Turnover



What does this mean?

- Van Yperen (1995) depersonalisation may be an equity restoration mechanism that enables staff to both reduce their own inputs and service-user rewards.
- Staff have lower levels of depersonalisation, because when EE is high and PA is low staff may tend to turn to relationships with the people they support and take a more advocacy role.
- Staff continue in their roles as support workers because of the people they support.



Depersonalisation

- “I have stayed in this job as I really enjoy working supporting people with intellectual disabilities, however nothing has changed with management only more responsibilities”
- “I have decided to stay working in this sector, despite poor pay, low moral, and increasing responsibilities and expectation by my employer. Principally I enjoy working with and for people with intellectual disabilities...”
- “I feel a strong loyalty towards the ones I care for in providing stability in their lives. I believe low pay and lack of recognition from management for the work caregivers do is the biggest factor in the high turnover of staff”
- “I enjoy the people and the residents I work with. The only downside is the pay as we are expected to be medical support, meal makers, personal care and domestic help , as well as all the outside work, and loads of paper work. If it wasn't for the residents I would have left long ago”

Which staff are at risk of burnout?

- *Sex* = Males
- *Age* = Younger staff
- *Years working in ID services* = gradually increase for the first 5 years and then gradually decrease after 5 years.
- *Highest Qualifications* = Post-graduate qualifications, in-service training.

Where do we go from here?

- Transition in and out of the intellectual disability workforce has and will continue to be an issue at certain points in time.
- How do we alleviate burnout?
- Better understanding of staff characteristics, agency characteristics and job characteristics that contribute to staff stress and burnout.
- Deeper understanding of the internal characteristics of support workers that make them stay or leave.

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