



Burnout and engagement in hospital physicians

A multicentre study on its prevalence,
determinants & consequences

Lode Godderis





FEDERALE OVERHEIDSDIENST
**WERKGELEGENHEID, ARBEID
EN SOCIAAL OVERLEG**



federale overheidsdienst
**VOLKSGEZONDHEID,
VEILIGHEID VAN DE VOEDSELKETEN
EN LEEFMILIEU**

ONDERZOEKSTEAM

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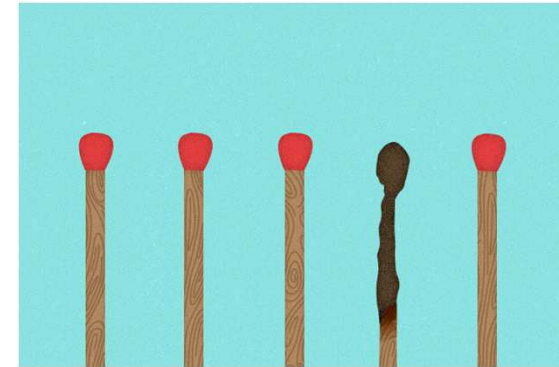
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Background

- Burnout
 - Affects personal well-being
 - Causes absenteeism and intention to leave
 - Affects quality and safety of care
- Burnout in one third of Belgian critical care physicians
- Study in large and representative sample needed
 - Focus on prevention
 - Work engagement



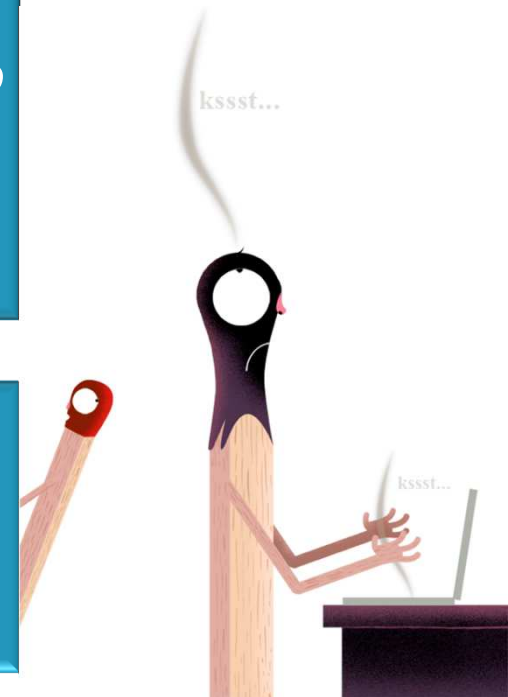
Background

*“**Burnout** is a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people in some capacity”*

(Maslach & Jackson, 1986, p1 in Schaufeli, 1990, p44)

*“**Work engagement** is a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption”*

(Schaufeli & Bakker, 2001, p.245, in Schaufeli & Bakker, 2004, p.91)



Research questions

1. What is the **prevalence** of burnout and work engagement in nurses and physicians working in Belgian Hospitals?
2. What are the **risk factors** of burnout en work engagement in a sample of physicians working in Belgian Hospitals?
3. What are the **consequences** of burnout regarding the personal well-being and work-related behavior in a sample of physicians working in Belgian Hospitals?

Methods and population

- 2-phased convenience sample
 - **PHASE 1:** All Belgian hospitals were invited to participate
 - **PHASE 2:** All HCW of participating hospitals
- Target
 - Representative sample (i.e. region, type, size,...)
 - 36 general and psychiatric hospitals
 - 1000 hospital physicians and 2000 nurses

Variables and Measurements

DETERMINANTS

Job-demands

Job Resources

Personal characteristics

BURNOUT

WORK ENGAGEMENT

CONSEQUENCES

Personal well-being

Work-related behavior

Attitudes

Hospital characteristics

TYPE	REGION	NUMBER	TOTAL
General	Wallonia	2	18
	Flanders	15	
	Brussels	1	
General with university character	Wallonia	4	6
	Flanders	1	
	Brussels	1	
Geriatric	Brussels	1	1
Specialized	Brussels	1	1
Psychiatric	Wallonia	4	11
	Flanders	6	
	Brussels	1	
Total number of hospitals	Belgium		37

Target: n=36

KU LEUVEN

Burnout and work engagement

VARIABLE	P	N	TOTAL
% Emotional exhaustion (EE)	478 (39,9)	1441 (31,1)	1919 (32,9)
% Depersonalization (DP)	334 (27,9)	1119 (24,1)	1435 (24,9)
% Personal accomplishments (PA)	183 (15,3)	1050 (22,7)	1233 (21,1)
% At risk for burnout (definition 1)	213 (17,8)	574 (12,4)	787 (13,5)
% Burnout (definition 1)	Definitions burnout: 1) High EE & (High DP OR low PA) 2) High EE & High DP & low PA <i>(Schaufeli en Dierendonck, 2000)</i>		383 (6,6)
% High work engagement	758 (63,3)	2737 (59,4)	3495 (59,9)

DETERMINANTS

Job demands

Workload

Role conflict

Emotional strain

Job resources

Autonomy

Skill utilization

Social support colleagues

Emotional exhaustion
Depersonalization
Personal accomplishments

Engagement

CONSEQUENCES

Well being

Mental health

Physical health

Psychosomatic compl.

Behavior

Medication use

Absenteeism/
presenteeism

Clinical incidents

Attitudes

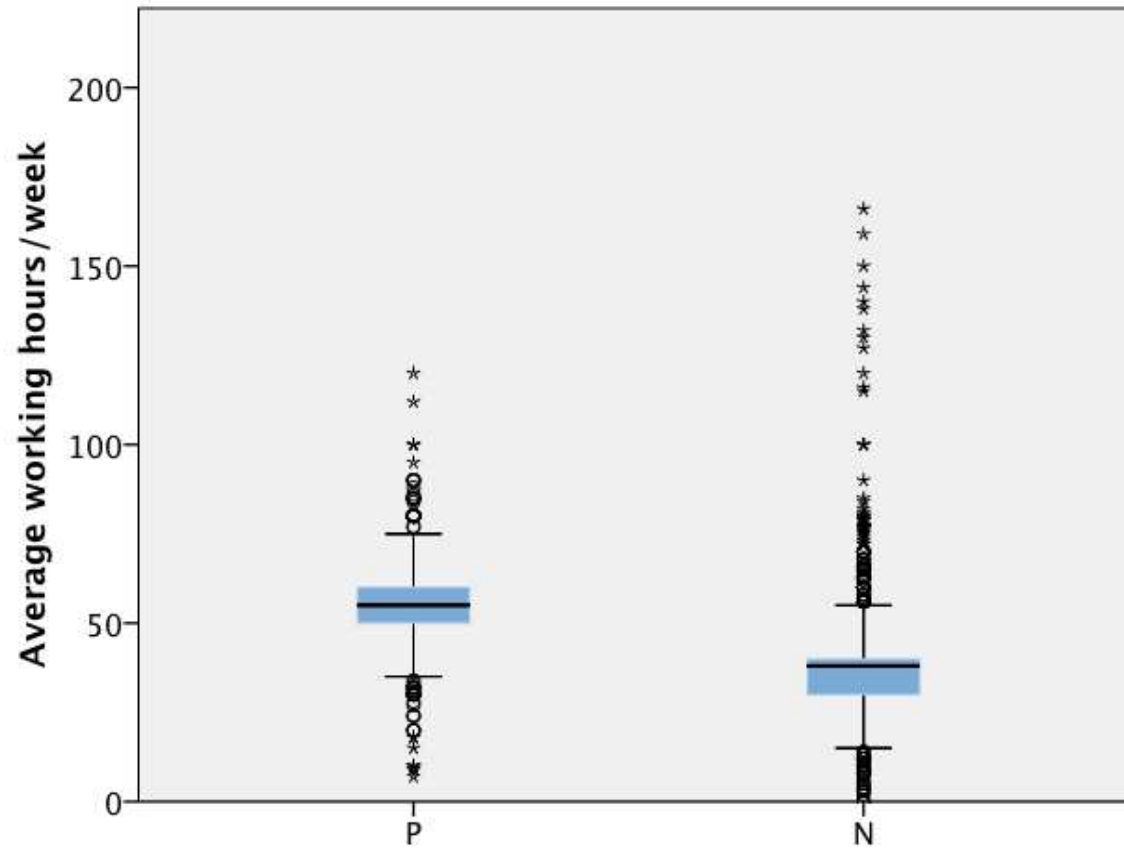
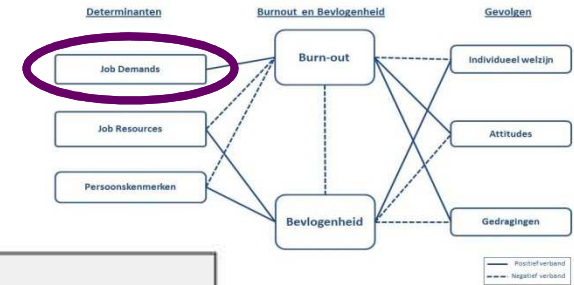
Intention to leave

Working hours

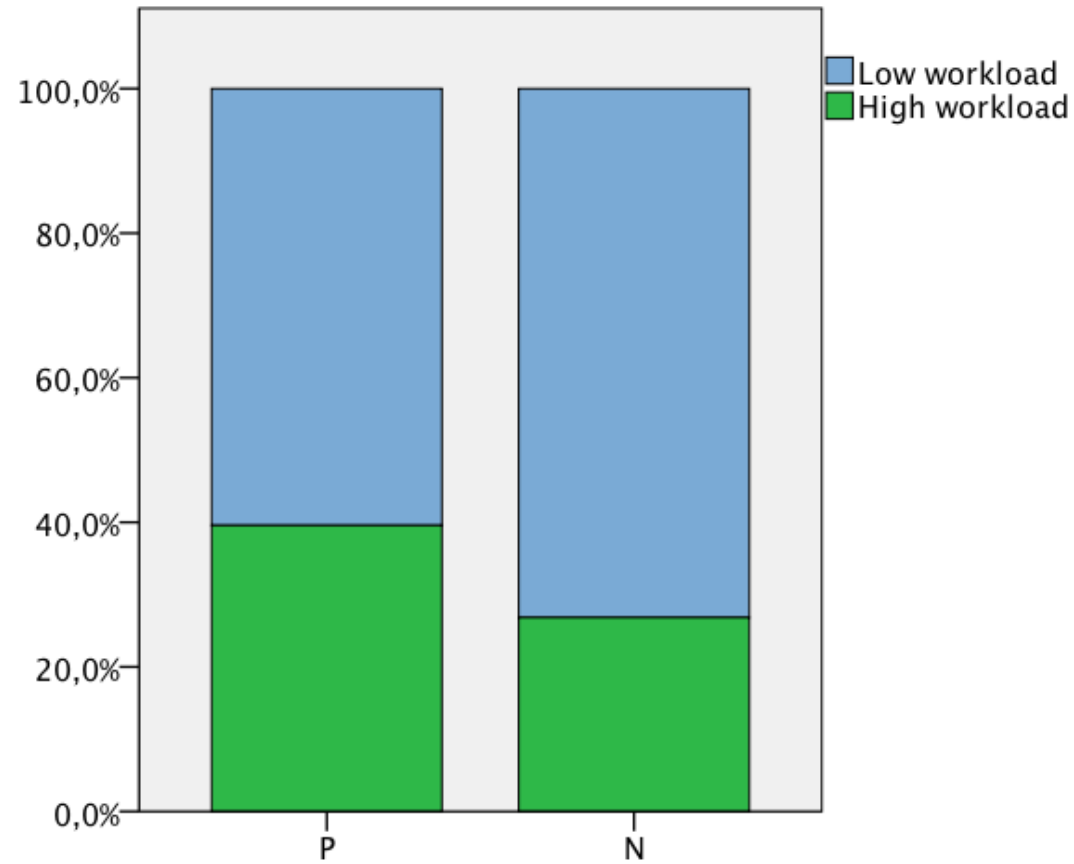
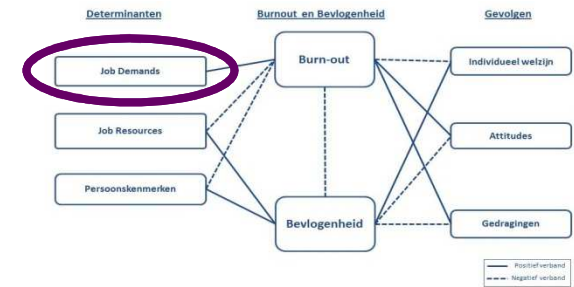
Extra role behavior

Working till age 65

Job demands



Job demands



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Role conflict

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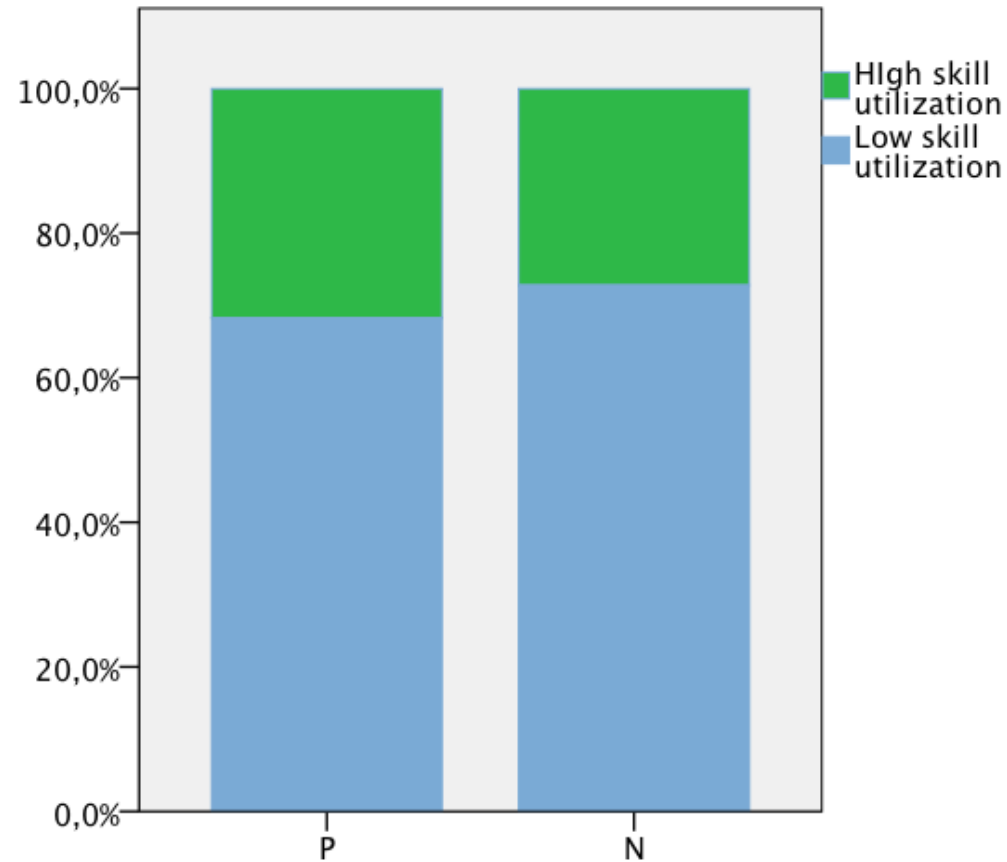
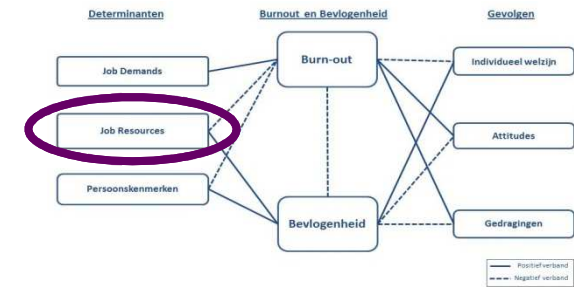
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DETERMINANTS

CONSEQUENCES

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Role conflict

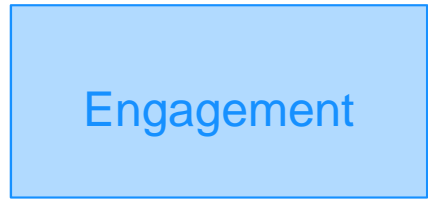
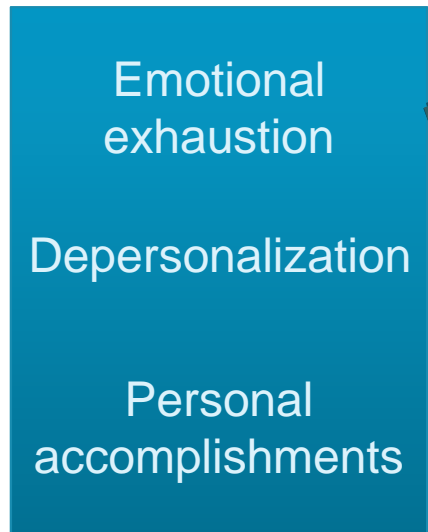
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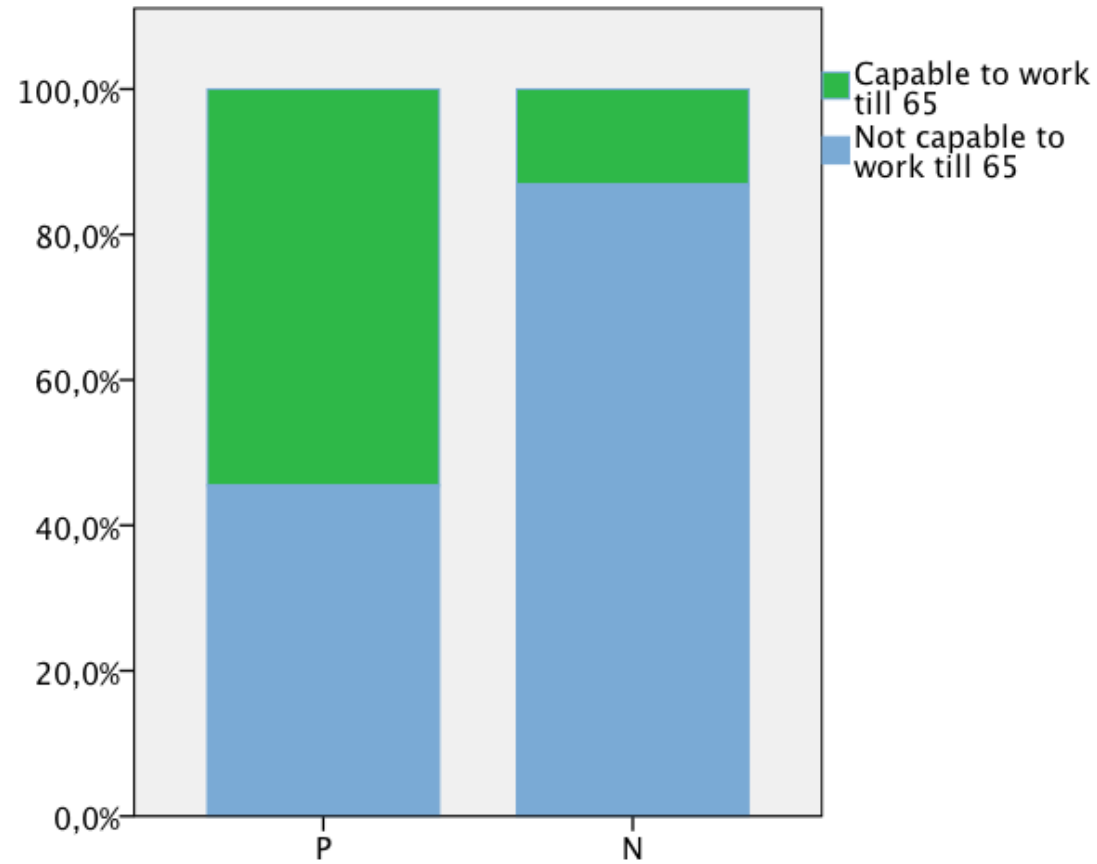
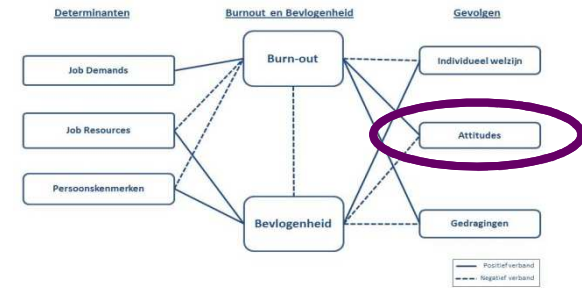
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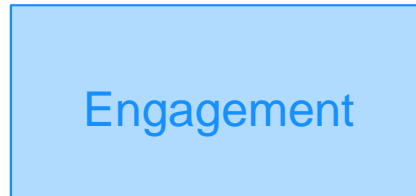
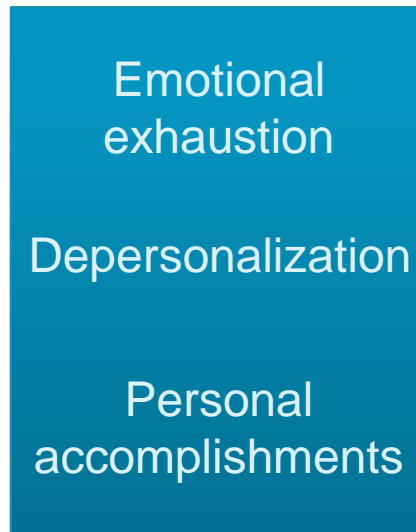
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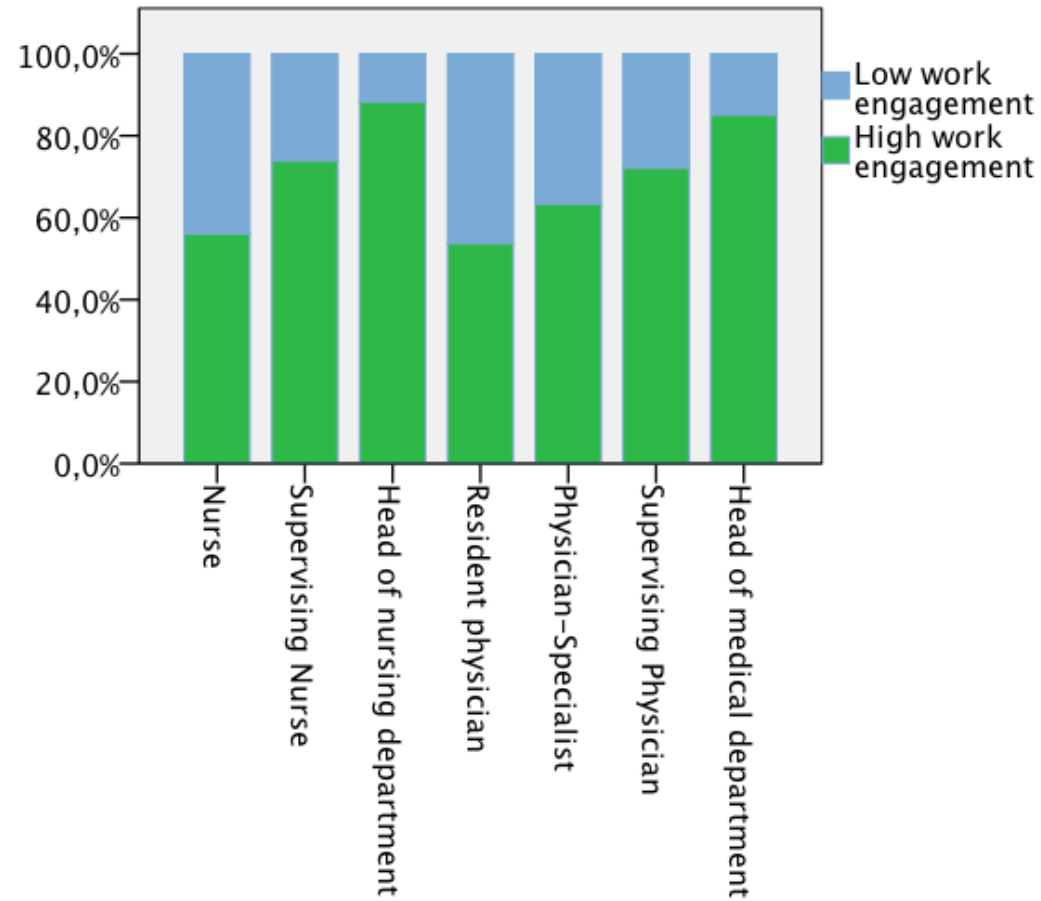
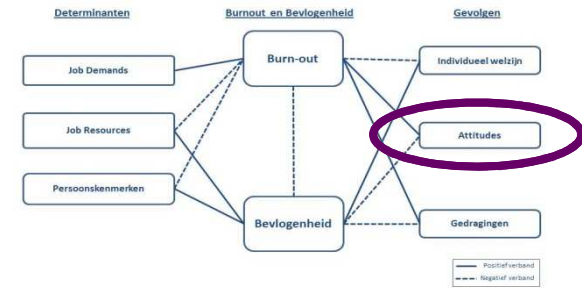
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Take home messages

1. Work, not the worker
 1. Workload, role conflict and emotional strain key factors in burnout prevention
 2. Increase autonomy, skill utilization & social support to improve work engagement
2. Special attention should be given to trainees



Measures at several levels



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ΕΝΘΟΥΣΙΑΣΜΕ



ΒΥΡΗΣΤ

Nederlands Français