

CHRISTINA MASLACH

Bio

Christina Maslach is Professor of Psychology at the University of California at Berkeley. She received her A.B., magna cum laude, in Social Relations from Harvard-Radcliffe College in 1967, and her Ph.D. in Psychology from Stanford University in 1971. She has conducted research in a number of areas within social and health psychology. However, she is best known as one of the pioneering researchers on job burnout, and the author of the *Maslach Burnout Inventory* (MBI), the most widely used research measure in the burnout field. She has written several books and numerous articles about burnout. In 2009, she received two awards from the Journal of Organizational Behavior, for co-authoring two (of the eight) most influential articles in its 30-year history, both of which dealt with burnout. In 2012, she and colleague Michael Leiter were honored as authors of one of the 50 most outstanding articles published by the top 300 management journals in the world, for their longitudinal research on early burnout predictors. In 2013, she received a lifetime career achievement award from the Tenth International Conference on Work, Stress, and Health. In 2014, she and Leiter launched a new e-journal, Burnout Research. Her record of both outstanding research and teaching led to Professor Maslach receiving a national award as “Professor of the Year.”

At the University of California at Berkeley, Professor Maslach has served as Vice Provost for Undergraduate Education, and twice as the Chair of the Faculty Senate. Her Berkeley awards include the Distinguished Teaching Award, the Berkeley Faculty Service Award, and the Berkeley Citation (the University’s highest honor). Among Professor Maslach’s other honors are the presidency of the Western Psychological Association, and her selection as a Fellow of the American Association for the Advancement of Science (that cited her "For groundbreaking work on the applications of social psychology to contemporary problems").

<http://maslach.socialpsychology.org/>

NEW INSIGHTS INTO BURNOUT AND HEALTH CARE

**CHRISTINA MASLACH, PH.D
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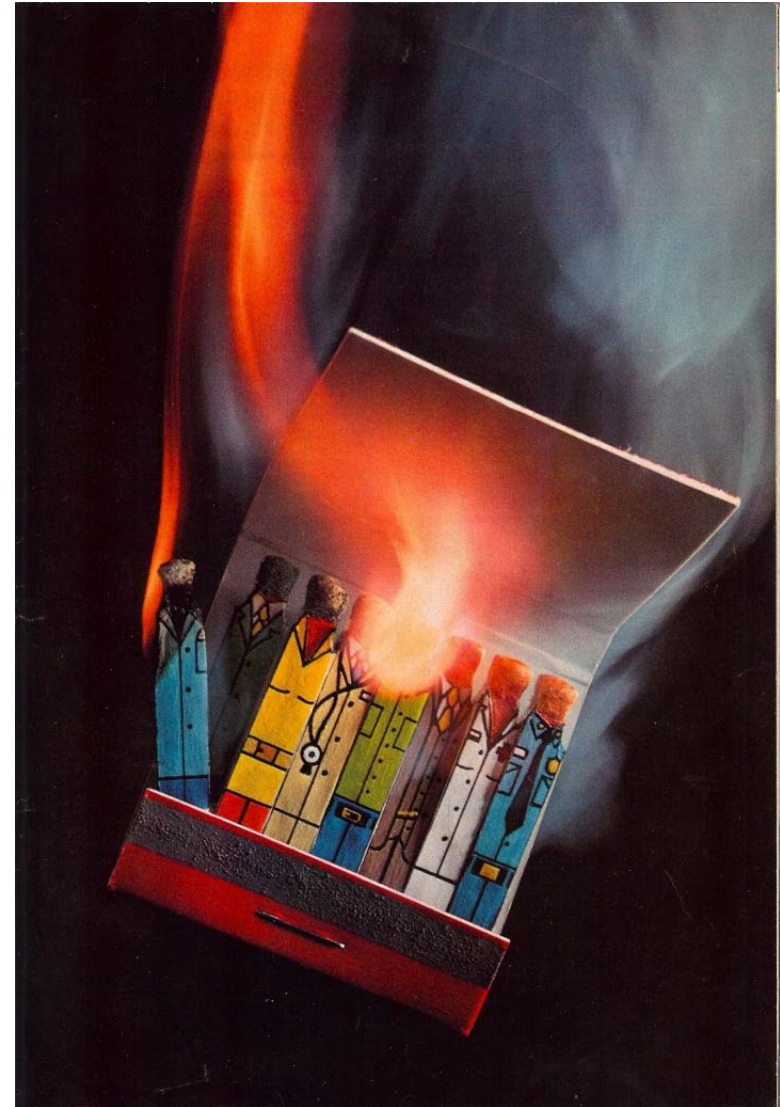
THE PROBLEM OF BURNOUT

EXHAUSTION

CYNICISM

PROFESSIONAL
INEFFICACY

*Workers are overwhelmed,
unable to cope, unmotivated,
and display negative attitudes
and poor performance*



OUTCOMES OF BURNOUT

- ◆ *Absenteeism*
- ◆ *Poor quality of care*
- ◆ *Incivility*
- ◆ *Turnover*
- ◆ *Health problems*
- ◆ *Depression*
- ◆ *Higher costs for organization*

Burnout among Health Care Professionals

- ◆ Health care has been the primary occupation for work on burnout, for several decades
- ◆ Burnout is linked to:
 - ◆ Poor quality of patient care
 - ◆ More medical errors
 - ◆ Dysfunctional relationships with colleagues
 - ◆ Greater risk of substance abuse
 - ◆ Greater risk of depression and suicidal ideation
 - ◆ Stronger intention to leave the medical profession

Recent Findings for Physicians

- ◆ In online survey, almost half of the 7000 physicians reported at least one symptom of burnout
- ◆ A 2014 study of medical students, residents, and early career physicians found burnout rates between 50 and 60 percent, which were significantly higher than matched controls
- ◆ A 2012 Commonwealth Fund study found that just over half of the primary care physicians surveyed age 50 years or older planned to leave practice within five years, as did 30 percent of the primary care physicians age 35 to 39.
- ◆ A 2012 national survey found that only 1 of 10 physicians would recommend medicine as a career

Is Burnout a Problem of the Person or the Situation?

- ◆ **Burnout is often mistakenly labeled a problem of individual physicians, leaving the underlying systemic and cultural problems unaddressed.**
- ◆ **“The fact that almost one in two US physicians has symptoms of burnout implies that the origins of this problem are rooted in the environment and care delivery system rather than in the personal characteristics of a few susceptible individuals.” [Mayo Clinic, 2012]**
- ◆ **“For physicians, burnout is the inevitable consequence of the way that medical education is organized and the subsequent maladaptive behaviors that are reinforced in healthcare organizations via the hidden curriculum. Thus, burnout is an important indicator of how the organization itself is functioning.” [Burnout Research, 2014]**

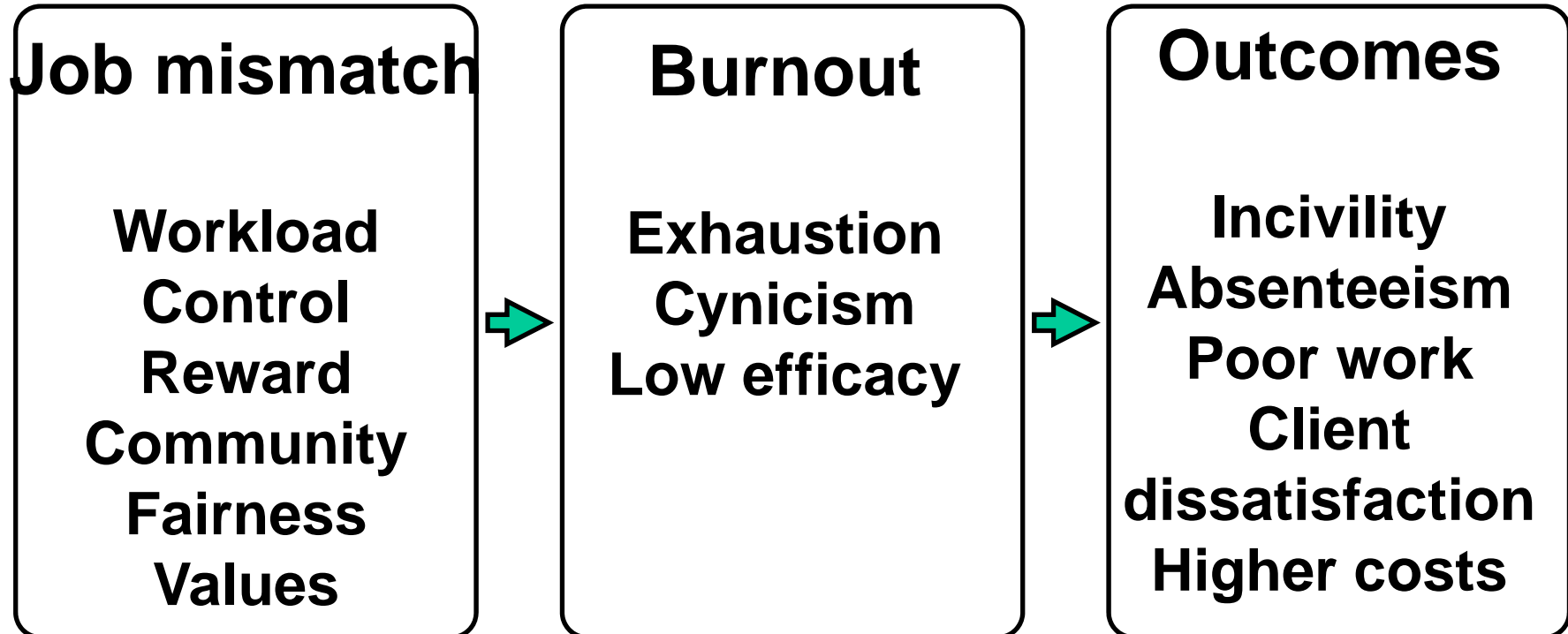
SIX STRATEGIC AREAS OF JOB-PERSON FIT

- WORKLOAD
- CONTROL
- REWARD
- COMMUNITY
- FAIRNESS
- VALUES

Mismatch of Job and Person

- **Demand Overload**
- **Lack of Control**
- **Insufficient Rewards**
- **Breakdown of Community**
- **Absence of Fairness**
- **Value Conflicts**

The Mediation Role of Burnout



BUILDING ENGAGEMENT

- **Work engagement is the positive opposite of burnout**
 - **Energy vs. exhaustion**
 - **Involvement vs. cynicism**
 - **Efficacy vs. inefficacy**
- **Efforts to achieve a positive goal may be better than trying to reduce a negative problem**

ONE TYPE OF STRATEGY TO BUILD ENGAGEMENT

- **Civility, Respect, and Engagement at Work (CREW)**
 - **Developed and tested in hospital settings**
 - **Six-month team process to build a supportive work community**
 - **Results show improved engagement, reduced burnout, less absenteeism**
 - **www.workengagement.com/crew**



CREW in Canadian Hospitals

- Design
 - Wave 1: Eight CREW Groups (N=252)
 - Wave 2: Seven CREW Groups (N=226)
 - Control: 26 Units No CREW (N=874)
- Significant CREW Impact on:
 - Civility
 - Incivility
 - Job Satisfaction/Commitment
 - Burnout/Absences
- Improvement Evidence One Year Later



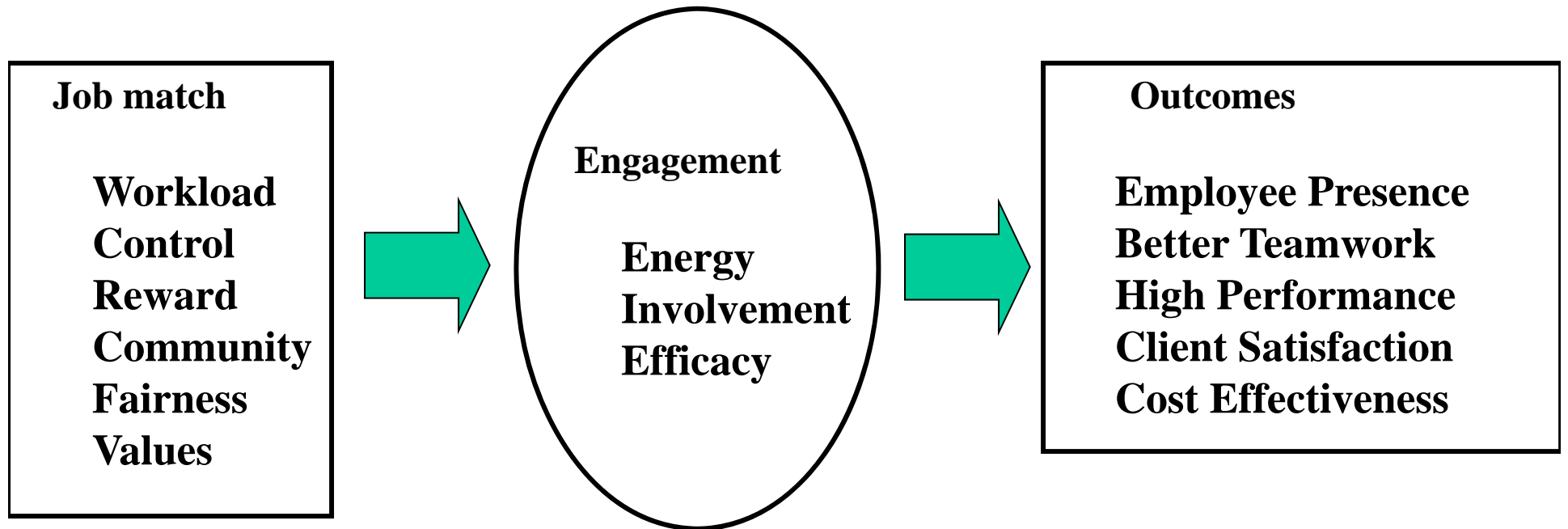
Leiter, M. P., Laschinger, H. K. S., Day, A., & Gilin-Oore, D. (2011).
The impact of civility interventions on workplace social behavior, distress, and attitudes.
Journal of Applied Psychology.

Appropriate Job and Person Match

- **Sustainable workload**
- **Choice and control**
- **Recognition and reward**
- **Supportive work community**
- **Fairness, respect, and social justice**
- **Clear values and meaningful work**



THE MEDIATION ROLE OF ENGAGEMENT



SHOULD WE FIX THE PERSON OR THE JOB?

- **BIAS TOWARD FIXING THE PERSON, BUT THAT ALONE DOES NOT ALWAYS WORK**
- **FIXING THE JOB SITUATION IS MORE RARE, BUT IS MORE LIKELY TO BE EFFECTIVE**
- **EVEN BETTER IS TO FIX PERSON AND JOB**

Want to find out more?

