

BURNOUT AMONG SOCIAL WORKERS IN INTEGRATED CARE

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AGENDA

Introduction

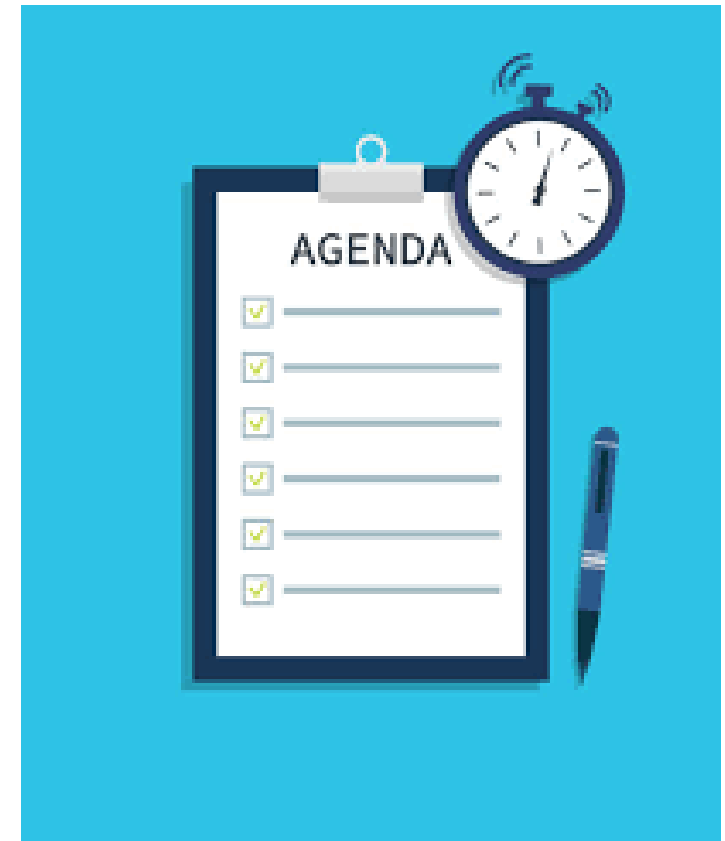
Literature Review

Methodology

Findings

Analysis

Conclusion



INTRODUCTION

DEFINING BURNOUT

“A state of physical, emotional and mental exhaustion that results from long-term involvement in work situations that are emotionally demanding.”

DEFINING INTEGRATED CARE

The American Psychiatric Association (2025) defines integrated care as:

"A model of care that combines mental health and physical health services to improve overall patient outcomes by addressing both medical and behavioral health needs within the same setting."

INTRODUCING ROLE CONFLICT & ROLE AMBIGUITY

- **Role conflict**

- Incongruent or Incompatible requirements of one's role
- Judged relative to a set of standards or conditions which impinge upon role performance

- **Role ambiguity**

- Lack of predictability of the outcome or responses to one's behavior
- Lack of existence or clarity of behavioral requirements

(Rizzo et al., 1970)

RESEARCH QUESTIONS

- **Research Question 1:**
 - Do social workers in integrated care experience burnout?
- **Research Question 2:**
 - Is there a relationship between previous integrated care training and burnout?
- **Research Question 3:**
 - Is there a relationship between role conflict and burnout among social workers in integrated care?
- **Research Question 4:**
 - Is there a relationship between role ambiguity and burnout among social workers in integrated care?

LITERATURE REVIEW

BURNOUT THEORETICAL PERSPECTIVES

Burnout

- Conservation of resources theory
 - Schema theory
 - Causal attribution theory

Role Conflict & Role Ambiguity

- Classical organizational theory
 - Role theory

OCCUPATIONAL FACTORS AND BURNOUT

Negative associations with burnout

- Healthy organizational climate & transformational leadership style
- Job training, effective communication, and positive relationships
- Workplace coping skills training
- Commitment to workplace

Positive associations with burnout

- Caseload size and burnout
- Role ambiguity and emotional exhaustion
- Role stress mediates b/w workplace variables and emotional exhaustion
- Occupational factors > than personal factors

EFFECTS OF BURNOUT

| Individual effects | Organizational effects |
|---|--|
| <ul style="list-style-type: none">• Decreased job performance | <ul style="list-style-type: none">• Interpersonal hostility, distraction |
| <ul style="list-style-type: none">• Quitting one's job | <ul style="list-style-type: none">• Systemic employee turnover |
| <ul style="list-style-type: none">• Reduced sense of competence & achievement | <ul style="list-style-type: none">• Compromised client care |
| <ul style="list-style-type: none">• Client detachment | <ul style="list-style-type: none">• Toxic workplace environment |
| <ul style="list-style-type: none">• Substance misuse | <ul style="list-style-type: none">• Costly (re-training, rehiring) |
| <ul style="list-style-type: none">• Mental & physical health problems | |

(Dreison et al., 2018; Kim et al., 2011; Kristensen et al., 2005; Maslach & Jackson, 1981; 1984; Maslach 2021; Thomas et al., 2014)

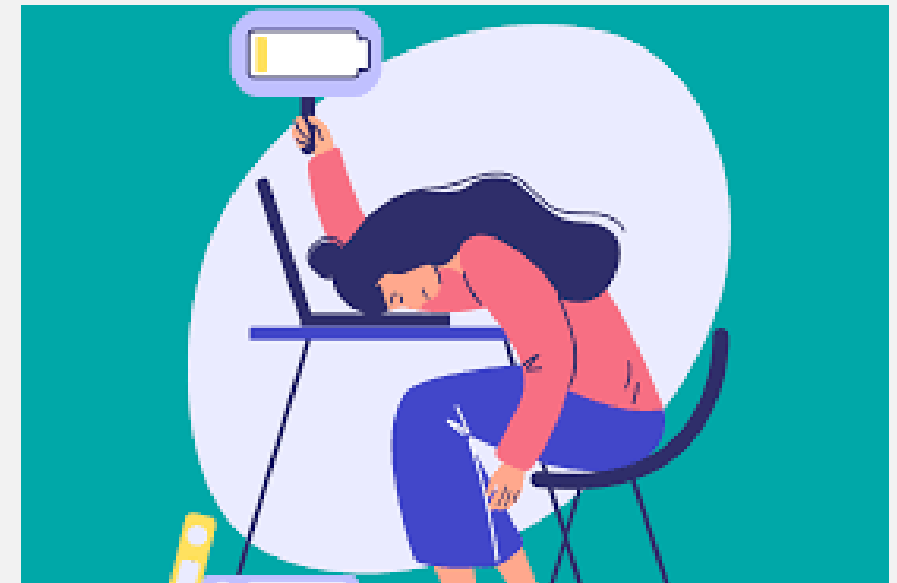
BURNOUT, ROLE CONFLICT, & ROLE AMBIGUITY

Integrated Care Literature

- Many social workers were not able to identify their own tasks.
- Role ambiguity was a major issue among social workers.
 - 38% of respondents:
 - Stated their team had an in-depth understanding of their role as a social worker.

Human Service Organizations

- Role conflict and role ambiguity have consistently been associated with burnout.



(Acker, 2012; Fraser et al., 2018; Jackson, Schwab, & Schuler, 1986; Maslach, 1993; O'Connor et al., 2018; Thomas et al., 2014)

COPENHAGEN BURNOUT INVENTORY (CBI)

Pros

Cons

- | | |
|--|--|
| • Demonstrates psychometric validation | • Concepts & measurement is different than MBI |
| • Scales differentiate well btw. occupational groups | • Cut-off points are discouraged |
| • Credible instrument with U.S. social workers | • Less validation & usage than MBI |
| • Differentiates between client and work factors | |
| • Over 88 studies performed int. & cross-culturally | |

(Kristensen et al., 2005; Kristensen, 2022; Leake et al., 2017; Walters et al., 2018.)

METHODOLOGY

SAMPLING

- **Sampling**
 - Non-probability convenience sampling
- **Recruitment**
 - National Association of Social Work (NASW) and NASW Pennsylvania Chapter
 - Philadelphia Integrated Care Network (PICN)
 - Pennsylvania Society for Clinical Social Workers (PSCSW)
 - Collaborative Family Healthcare Association (CFHA)
- **Procedure-** Blast email to org listservs and via LinkedIn
- **Inclusion criteria**
 - English reading proficiency at 5th grade reading level
 - Must be employed in Integrated care
 - Minimum of MSW and licensed (e.g. LSW, LCSW)
 - Membership at participating organizations
- **Exclusion criteria**
 - CBI: Non-responder if less than $\frac{1}{2}$ of the questions in a scale are answered
 - RQ: Non-responder if less than $\frac{1}{2}$ of the questions in a scale are answered



DATA COLLECTION

- IRB application approved on **September 17th, 2024**
- IRB approval with revisions on **November 4th, 2024**
 - Added NASW-National
- Recruitment began on **September 26th, 2024**
- Recruitment was completed on **December 16th, 2024**

Protection & Confidentiality

- Information stored on personal laptop in home office
- Stored in locked filing cabinet when not in use
- Survey responses were confidential, no personal identifiers used



FINDINGS

SURVEY DATA

- **43 survey questions**
- **Demographic variables:** Questions **1-10**
- **Copenhagen Burnout Inventory (CBI):** Questions **11-29**
 - Personal burnout domain: Questions **11-16**
 - Work burnout domain: Questions **17-23**
 - Client burnout domain: Questions **24-29**
- **Role Questionnaire (RQ):** Questions **30-43**
 - Role conflict: Questions **30-37**
 - Role ambiguity: Questions **38-43**



DESCRIPTIVE STATISTICS

- **Total Sample**

- 104 initial participants
- 10 participants were excluded as a result of missing data
 - Inclusionary criteria for the RQ requires $\frac{1}{2}$ completion on scales
- After removing 10 cases, (n=94)

- **Single imputation**

- A statistical method for filling in a predicted value
- Used for three cases to preserve data



DEMOGRAPHIC TABLES 1-4

TABLE 1: AGE

Table 1
Age of Participant

| Age | Frequency | Percent |
|-------|-----------|---------|
| 21-40 | 56 | 59.6 |
| 41-60 | 27 | 28.7 |
| 61-80 | 11 | 11.7 |
| Total | 94 | 100.0 |

TABLE 2: RACE/ETHNICITY

Table 2

Race/ethnicity

| Race/ethnicity | Frequency | Percent |
|-----------------------------------|-----------|---------|
| Caucasian | 78 | 83.0 |
| African American | 7 | 7.4 |
| Hispanic/Latino or Spanish Origin | 3 | 3.2 |
| American Indian or Alaska Native | 1 | 1.1 |
| Asian | 2 | 2.1 |
| Some other race/ethnicity | 3 | 3.2 |
| Total | 94 | 100.0 |

TABLE 3: GENDER

| Table 3 | | | |
|----------------|-------------|-----------|---------|
| <i>Gender</i> | | | |
| | Gender | Frequency | Percent |
| | Male | 14 | 14.9 |
| | Female | 75 | 79.8 |
| | Transgender | 1 | 1.1 |
| | Non-binary | 3 | 3.2 |
| | Other | 1 | 1.1 |
| | Total | 94 | 100.0 |

TABLE 4: PREVIOUS TRAINING

Table 4
Previous Training

| Previous Training | Frequency | Percent |
|-------------------|-----------|---------|
| Yes | 41 | 43.6 |
| No | 53 | 56.4 |
| Total | 94 | 100.0 |

ANALYSIS

RESEARCH QUESTION #1

- **Research Question #1:** Do social workers in integrated care experience burnout?
- **Analysis:** Frequency distribution
- **Results from related literature**
 - High rates of personal accomplishment in IC setting
 - 50% of BH workers felt overburdened as a result of elevated stress
 - Meta-analysis: 40% of MH professionals suffered from burnout
 - 22% of respondents experienced moderate levels of depersonalization
- **Results from this study: PB (56.4%) WB (50%), and CB (19.1%)**

RESEARCH QUESTION #2

- **Research Question #2:** Is there a relationship between previous integrated care training and burnout?
- **Analysis:** Three independent sample t-tests
- **Results from related literature:**
 - Staff training upon onboarding is a proactive strategy
 - Job training was most effective at mitigating reduced personal accomplishment
 - In D/A settings
 - One of four suggested areas of integrated care processes included job training
- **Results from this study:**
 - **No significant relationship b/w previous training, no training, and all three types of burnout ($p > .05$)**

RESEARCH QUESTION #3

- **Research Question #3:** Is there a relationship between role conflict and burnout among social workers in integrated care?
- **Analysis:** Pearson's/Spearman's rho & linear regression
- **Results from related literature:**
 - Positive association b/w role conflict and burnout.
 - RC and RA explain relationship between workplace and burnout
 - Burnout explains relationship between workplace stress and quitting
- **Results from this study:**
 - **PB ($r=.49$, $p<.01$) moderate positive relationship**
 - **WB ($r=.61$, $p<.01$) moderate positive relationship**
 - **CB ($r=.43$, $p<.01$) moderate positive relationship**

RESEARCH QUESTION #4

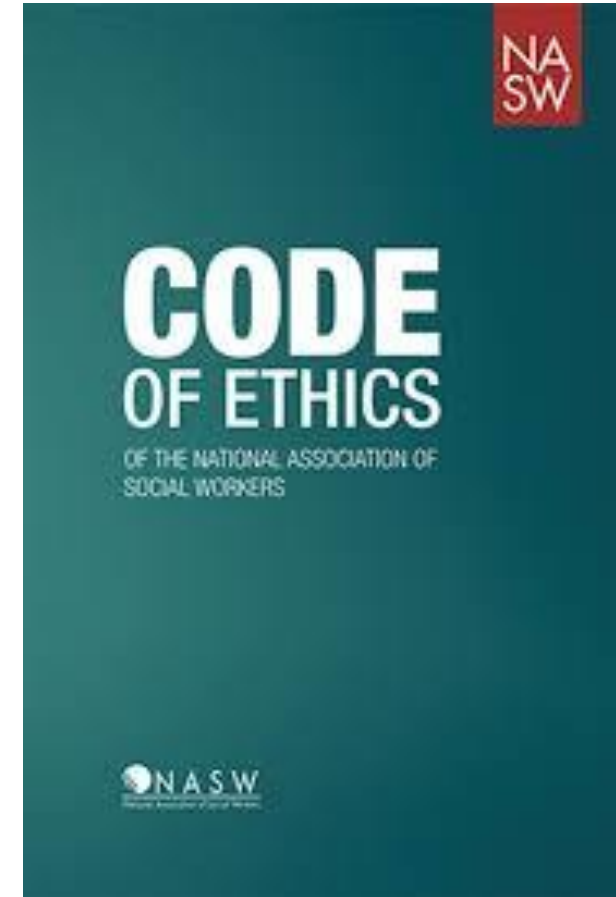
- **Research Question #4:** Is there a relationship between role ambiguity and burnout among social workers in integrated care?
- **Analysis:** Pearson's/Spearman's rho & linear regression.
- **Results from related literature:**
 - Role ambiguity predicted burnout
 - Role stress explains relationship between workplace factors and burnout
 - SWs could not identify weekly tasks
 - 38% of SWs had an in-depth understanding of their social work role
 - Role ambiguity prevalent
- **Results from this study:**
 - **PB ($r=.33$, $p<.01$) moderate positive relationship**
 - **WB ($r=.46$, $p<.01$) moderate positive relationship**
 - **CB ($r=.33$, $p<.01$) moderate positive relationship**

(Jackson et al., 1986;
Fraser et al., 2018;
Maslach, 1993,
O'Connor et al., 2018,
& Thomas et al., 2014)

CONCLUSION

RECOMMENDATIONS

- **Methodological Recommendations**
 - More rigorous designs
 - Longitudinal design
 - Experimental design for RQ #2: Introduce training program
 - Probability sampling techniques
 - Recruitment strategies which promote diversity
- **Organizational Recommendations**
 - IC settings should focus more on organizational design support
- **Policy Recommendations & Considerations**
 - Dorothy I. Height and Whitney M. Young Jr. Social Work Reinvestment Act
- **Professional Considerations**
 - NASW Code of Ethics
 - Ethical standards
 - Value of integrity



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