

Burnout: occupational stress and mental illness

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A REAL AND LASTING DIFFERENCE FOR EVERYONE WE SUPPORT



- + Why mental illness matters
- + Work and the psyche
- + Understanding mental distress in the workplace
 - Stress
 - Burnout
 - Mental illness
- + The psychiatry is straightforward the other stuff is tricky
- + The other stuff

- + Understanding why the individual is at work or not at work, irrespective of the nature of the mental disorder matters.
- + Outside of our immediate family , our relationship with our job probably has the most important impact on our psyche.

Impact of work on the psyche

- + Labour produces works of wonder for the rich , but nakedness in the worker. It produces palaces but only hovels for the worker; it produces beauty but cripples the worker; it replaces labour by machines but throws a part of the workers back to a barbaric labour and turns the other part into machines. It produces culture but also imbecility and cretinism for the worker ?

Impact of work on the psyche

- + Work is of two kinds: first altering the position of matter at or near the earth's surface relatively to other such matter; second, telling other people to do so. The first kind is unpleasant and ill-paid; the second is pleasant and highly paid

Bertrand Russell

Impact of work on the psyche

- + **Workaholism** involves a personal reluctance to disengage from work, which is evidenced by the tendency to work irrespective of external demands.

Impact of work on the psyche

- + Workaholism
- + Oates claimed to have coined the term (1971) to mean an addiction to work and the compulsion or uncontrollable need to work incessantly.
- + “ The workaholic’s way of life is considered in America to be one and the same as (a) a religious virtue (b) a form of patriotism (c) the way to win friends and influence people (d) the way to be healthy and wise. Therefore the workaholic, plagued though he be, is unlikely to change. Why? - because he is a sort of paragon of virtue. He is the one chosen as “the most likely to succeed”.

- + Why do people take drugs?
 - < 20 % for pleasure
 - Self-medicating negative emotions
 - Withdrawal
 - Young men use alcohol for social anxiety
 - Alcohol for depression
 - Cannabis and stimulants in schizophrenia
 - Search for meaning
 - Reasons are not stable

Work as a drug

- + Personality variables and addiction
 - ? Addictive personality
 - Once dependent, obsessional dependent and anxious characteristics find it hardest to stop

The impact of work on the psyche

+ Protestant work ethic

- Weber was a German sociologist (1864-1920) and historian, who attempted to develop a systematic methodology for cross-cultural studies. He published the first version of *The Protestant Ethic and the “Spirit” of Capitalism* in 1905.
- This was linked the growth of modern capitalism, particularly in north America, to protestant religious beliefs.

- + Weber himself maintained that the distance of God from Calvinist believers, “could only be precariously bridged and their inner tensions only partially relieved, by unstinting, purposeful labour”

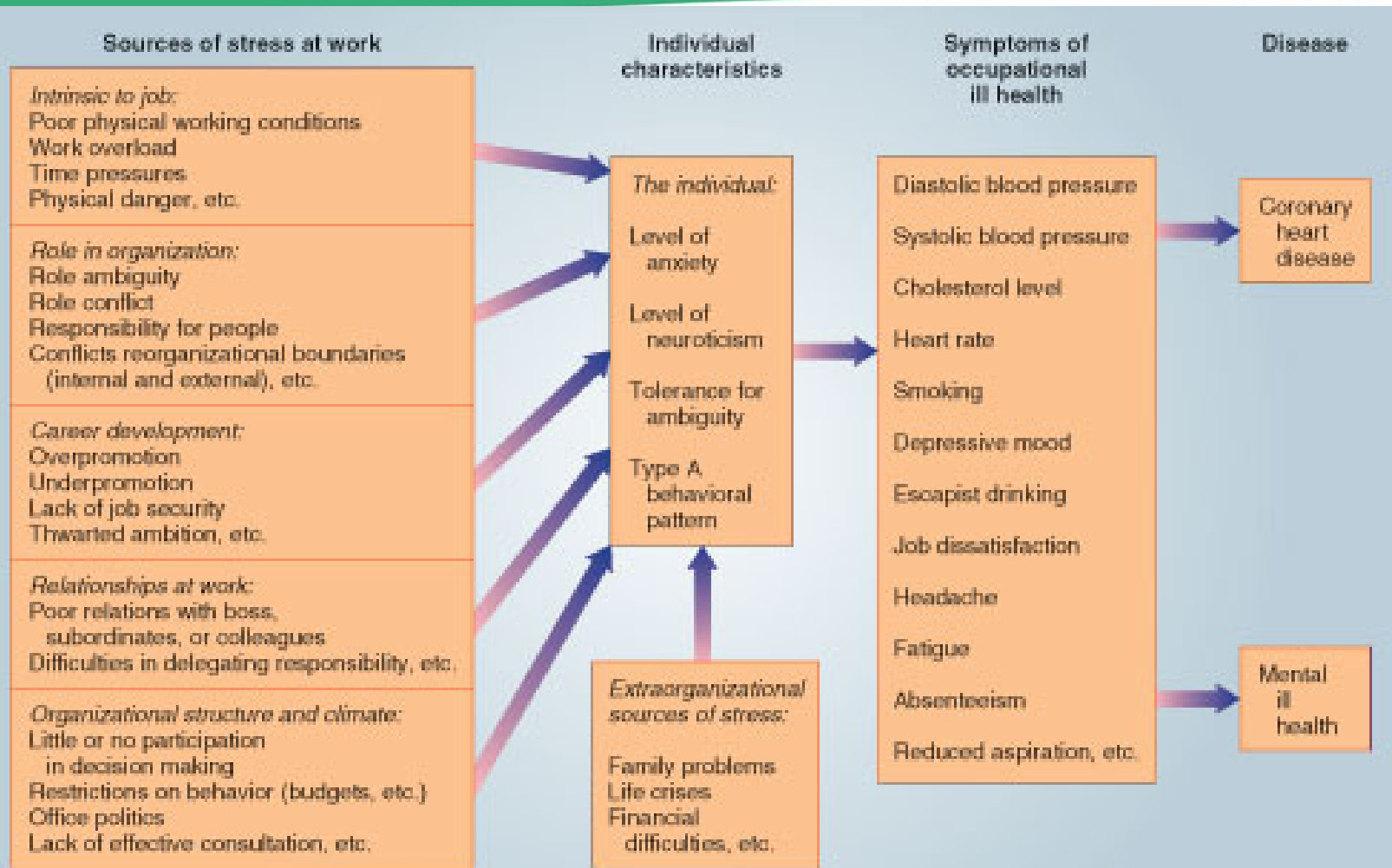
The result was” inner worldly rational asceticism: rigorous, scrupulous, methodological work within a calling”.

Mental distress in the workplace

- + **Stress**
 - The mental and physical condition that results from a perceived threat or demand that cannot be readily dealt with
- + **Stressor**
 - The external or internal force that brings about the stress
- + **Strain**
 - The adverse effect of stress on an individual
- + **Burnout**
 - A state of exhaustion stemming from long-term strain

- + Health & Safety Executive
- + *Stress* is the adverse reaction people have to excessive pressures or other types of demand placed on them
- + ISMA ,International stress management association
 - The adverse reaction people have to excessive pressures or other types of demand placed on them where those pressures are subjective and felt to exceed the person's current perceived resources and coping ability. Prolonged exposure results in adverse physical emotional mental and behavioural symptoms'

Occupational Stress Model



Control/Demands Interaction

Control

Psychological
Demands

	High	Low
High	High job satisfaction	Most pathogenic
Low	Least pathogenic	Second most pathogenic

Occupational Stress:

- + Causes
 - Factors in the individual
 - Factors in the workplace
 - Factors in the interaction

- + A 21st Century Epidemic ?

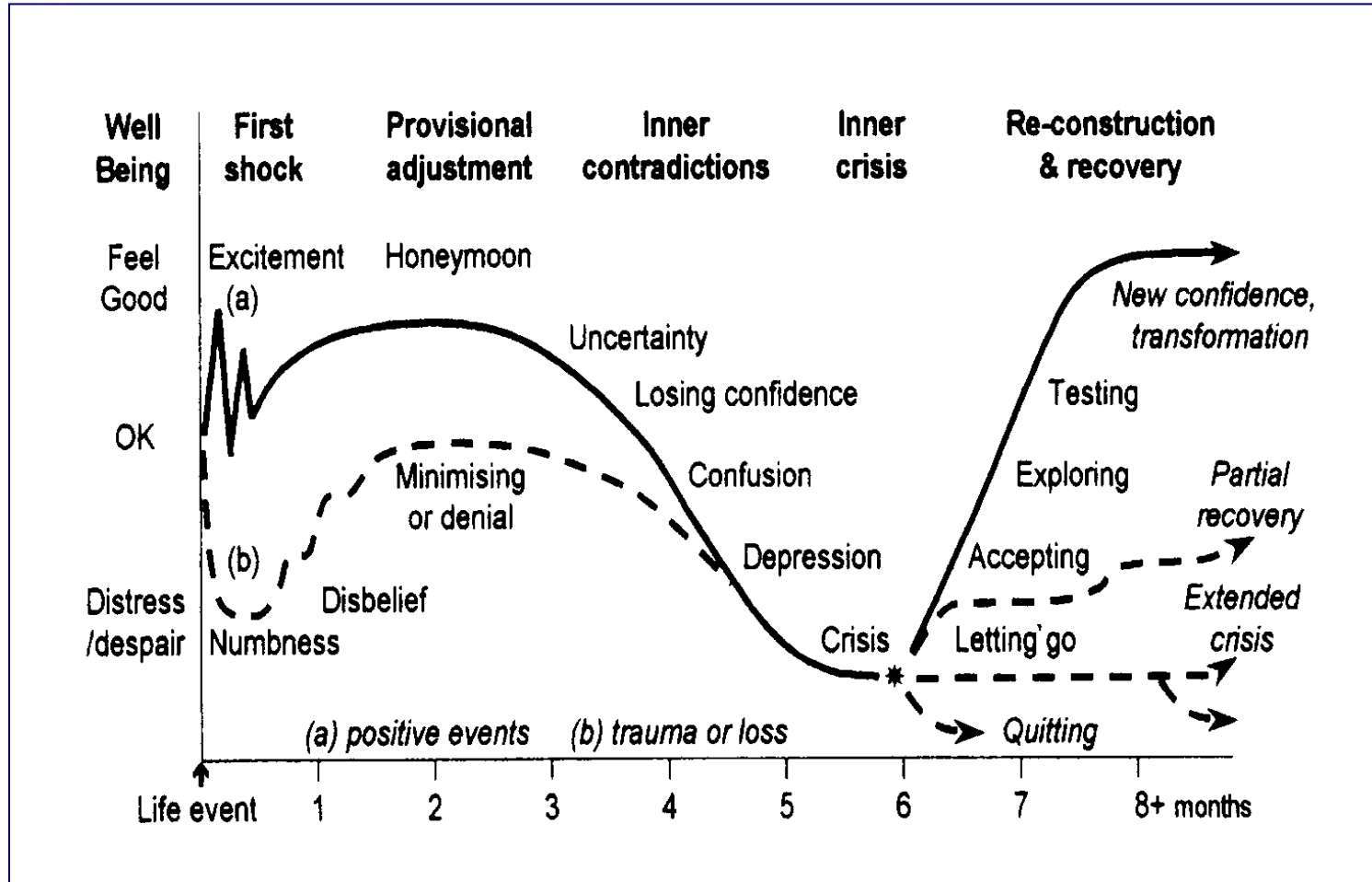
- + Workplace distress is implicated in at least 15 % of occupational disability claims

- + Appraisal + Efficacy
- + Expected versus unexpected change
- + Expected
 - Follows recognised and uncontrollable work changes
 - Overload
 - Physical injury
 - Environmental pressures
- + Unexpected ‘ I cannot cope anymore’
 - Unrecognised psychodynamic issues
 - Consider the home situation and domestic violence
 - Mental disorder

Causes of stress in the subject

- + Previous life experience
- + Personality and resilience
- + Commitment to purpose and values of the change
- + Current circumstances and consequences
- + Degree of support available
- + Player or victim?

Stress and change



Occupational Stress:

- + DSM IV statement on Occupational Problems
 - This category can be used when the focus of clinical attention is an occupational problem that is not due to a mental disorder, or ,if it is due to a mental disorder, is not sufficiently severe to warrant independent clinical attention. Examples include job dissatisfaction and uncertainty about career choices

- + “Burnout is reaching epidemic proportions among North American workers today. It’s not so much that something has gone wrong with us but rather that there have been fundamental changes in the workplace and the nature of our jobs. The workplace today is a cold, hostile, demanding environment, both economically and psychologically....People are becoming cynical, keeping their distance, trying not to let themselves get too involved.”

Maslach & Leiter in The Truth about Burnout 1997

- + Three dimensions
 - Exhaustion
 - The first reaction to the stress of job demands or major change
 - Cynicism
 - Protect oneself from exhaustion and disappointment
 - Ineffectiveness
 - Lose confidence in their ability to make a difference

+ Causes

- The social environment in which people work
- “When the workplace does not recognise the human side of work, then the risk of burnout grows.”
- Specific factors
 - Work overload
 - Lack of control
 - Burden of micromanagement
 - Insufficient reward
 - Breakdown of community
 - Absence of fairness
 - Conflicting values





+ Human needs and their job related satisfiers

Self-realization needs Reaching your potential Independence Creativity Self-expression	Job-related satisfiers Involvement in planning your work Freedom to make decisions affecting work Creative work to perform Opportunities for growth and development
Esteem needs Responsibility Self-respect Recognition Sense of accomplishment	Job-related satisfiers Status symbols Merit awards Challenging work Sharing in decisions Opportunity for advancement
Social needs Companionship Acceptance Love and affection Group membership	Job-related satisfiers Opportunities for interaction with others Team spirit Friendly coworkers
Safety needs Security for self and possessions Avoidance of risks Avoidance of harm Avoidance of pain	Job-related satisfiers Safe working conditions Seniority Fringe benefits Proper supervision Sound company policies, programs, and practices
Physical needs Food Clothing Shelter Comfort Self-preservation	Job-related satisfiers Pleasant working conditions Adequate wage or salary Rest periods Labor-saving devices Efficient work methods

Employment dissatisfaction

- + Symptoms of employment dissatisfaction include
 - Work errors
 - Perceived and verbalised unhappiness and disinterest
 - Absenteeism and tardiness
 - Passive-aggressive behaviours

- + Work can make us mentally ill.
 - Stress
 - Toxic organisations
 - Toxic occupations
 - Fit
 - Traumatic events
- + Those with mental illness may benefit from work
- + Social inclusion

Toxic occupations?

- + Suicide risk is increased in
 - Health professionals
 - Financial services
 - Police
- + Work can also be a protective factor for suicide

Toxic organisations

Why business is bad for your health

Lancet, April 10, 2004

Westerlund et al described deleterious effects on health with growth especially if the number of employees grew by more than 18% per annum

Indicators of mental illness at work

- + The following should raise suspicion of mental disorder
 - Anger
 - Resentment about work
 - Lack of confidence
 - Loss of concentration
 - Fatigue
 - In addition to core symptoms

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Mental illness in the workplace

- + Common mental disorders presenting as occupational stress
 - Anxiety disorders
 - Adjustment disorders
 - Depressive disorders
 - Somatoform disorders
 - Bipolar II

+ Panic Attack

- A sudden rush of fear
- Real autonomic symptoms
- Breathlessness, palpitations, dizziness, trembling, choking, nausea, chest pain, paraesthesiae
- Avoidance
- Anxiety about recurrence

Occupational Stress: A 21st Century Epidemic

- + Differential Diagnosis of Panic Disorder
 - Other Anxiety Disorders
 - Workplace phobia
 - Mood disorders
 - Substance intoxication or withdrawal
 - Nonpsychiatric medical conditions

- + **Epidemiology of Panic Disorder**
 - Lifetime prevalence rates of 1.5 to 2 per cent by DSM III
 - Additional 3 to 4 percent have attacks
 - 7-28% occasional panic attack
 - Women two to three times more likely than men
 - Divorce or separation associated with increased rates
 - Family History is a significant risk factor

- + Course and Prognosis of Panic Disorder
 - Usually begins early adulthood. Second peak 35-40
 - One-eight year follow up
 - 30-40% well
 - 30-50% symptomatic but functioning
 - 10-20 % ill or impaired
 - Increased risk of suicide

Mental illness in the workplace:

- Early diagnosis, formulation and effective treatment of minor mental disorders are essential for successful rehabilitation to the workplace
- Avoid doing too little too late
- Co-ordination
- Communication

The reasons for failure:

- + Why does a treatable disorder lead to permanent incapacity?
 - Work environment becomes a major stressor
 - Loss of motivation
 - Loss of confidence
 - Stigma
 - Lack of optimum treatment. Timely, persistent and ultimately effective

- + *I want to say in all seriousness that a great deal of harm is being done in the modern world by belief in the virtuousness of WORK, and that the road to happiness and prosperity lies in an organised diminution of work*