

Pediatric Provider and Staff Burnout in Community Health Centers (CHCs)

Cameron Hill, MPH¹, Stacy Justo, MA¹, Emily Feinberg, ScD, CPNP¹, Anita Morris, MSN, FNP-BC¹, Megan Bair-Merritt, MD, MSCE¹

¹Boston Medical Center, Department of Pediatrics, Boston, MA

BACKGROUND

- Community Health Centers (CHCs) are integral in caring for individuals who are low-income and come from structurally marginalized communities¹
- Provider burnout is characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment²
- It is important to assess provider and staff burnout at CHCs to understand unique experiences across the care team

OBJECTIVE

- Compare burnout rates between pediatric primary care providers, behavioral health clinicians, and community health workers/family partners (CHWs/FPs)
- Compare burnout rates among this sample to other national samples

METHODS

- Setting:** Pediatric providers and staff at 4 Boston-area CHCs during the planning period of a pediatric behavioral health integration (BHI) project
- Survey Content:** Burnout levels assessed through the Maslach Burnout Inventory – Human Services for Medical Personnel (MBI-HSMP)¹
- Comparison Studies:** Three published national studies of nurses³, psychologists⁴, and physicians⁵ that measured burnout using the MBI-HSSMP

SURVEY RESULTS & KEY FINDINGS

Table 1. Marginal Means and Confidence Intervals for Maslach Burnout Inventory – Human Services Survey for Medical Personnel (MBI-HSSMP) Scales, by Role (N=74)

| | PCP (N=44) | | BHC (N=19) | | CHW/FP (N=11) | |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | Marginal Mean | CI | Marginal Mean | CI | Marginal Mean | CI |
| Emotional Exhaustion | 20.7 | (18.3 – 23.1) | 13.8 | (10.2 – 17.5) | 10.0 | (4.9 – 15.1) |
| Depersonalization | 4.7 | (3.5 – 5.9) | 2.3 | (0.5 – 4.1) | 3.4 | (0.9 – 6.0) |
| Personal Accomplishment | 41.1 | (39.5 – 42.6) | 42.9 | (40.5 – 45.3) | 41.9 | (38.6 – 45.2) |

In comparison to their BHC and CHW/FP colleagues, burnout was highest among PCPs.

Burnout among CHC PCPs and BHCs was lower than among physicians and psychologists nationally, while personal accomplishment was similar. While no national comparison was available for CHWs, similar patterns of lower burnout were observed.

Table 2. Means and Standard Deviations for CHC Maslach Burnout Inventory – Human Services Survey for Medical Personnel (MBI-HSSMP) Scales Compared to National Samples Measuring Burnout with the MBI-HSSMP

| Mean (SD) | Current Study Participants (N=74) | U.S. Nurses (N=13,204) ³ | Psychologists (N=521) ⁴ | Physicians (N=6,880) ^{5a} |
|--------------------------------|-----------------------------------|-------------------------------------|------------------------------------|------------------------------------|
| Emotional Exhaustion | 17.3 (9.0) | 22.0 (10.6) | 17.83 (8.90) | 25.0 |
| Depersonalization | 3.9 (4.3) | 9.4 (8.0) | 8.90 (4.10) | 7.0 |
| Personal Accomplishment | 41.7 (5.1) | 37.0 (8.3) | 42.09 (4.53) | 41.0 |

^aStudy reports medians instead of means, and standard deviations are not reported

ACKNOWLEDGEMENTS

All activities within the TEAM UP for Children initiative are made possible through the contributions of the TEAM UP partners. Funding for the TEAM UP for Children initiative is provided by the Richard and Susan Smith Family Foundation and The Klarman Family Foundation.

REFERENCES

- Hollette LK, Blumkin AK, Baldwin CD, Fiscella K, Szilagyi PG. Community Health Centers: Medical Homes for Children? *Academic Pediatrics*. 2013;13(5):436-442. doi:10.1016/j.acap.2013.06.006
- Maslach C, Jackson SE, Leiter MP. *Maslach Burnout Inventory Manual (Fourth Edition)*. Fourth. Mind Garden, Inc.; 2018. Accessed February 26, 2021. <https://www.mindgarden.com/315-mpi-human-services-survey-medical-personnel>
- Poghosyan L, Aiken LH, Sloane DM. Factor structure of the Maslach burnout inventory: An analysis of data from large scale cross-sectional surveys of nurses from eight countries. *International Journal of Nursing Studies*. 2009;46(7):894-902. doi:10.1016/j.ijnurstu.2009.03.004
- Vredenburgh LD, Carozzi AF, Stein LB. Burnout in counseling psychologists: Type of practice setting and pertinent demographics. *Counselling Psychology Quarterly*. 1999;12(3):293-302. doi:10.1080/09515079908254099
- Shanafelt TD, Hasan O, Dyrbye LN, Sinsky C, Satele D, Sloan J, West CP. Changes in Burnout and Satisfaction With Work-Life Balance in Physicians and the General US Working Population Between 2011 and 2014. *Mayo Clin Proc*. 2015;90(12):1600-1613. doi:10.1016/j.mayocp.2015.08.023

CONCLUSION

- CHC providers and staff care for large, complex, structurally marginalized patient panels; our data highlight the importance of ensuring CHC provider and staff burnout is properly addressed.

CONTACT INFORMATION

- Cameron Hill, MPH, cameron.hill@bmc.org
- Stacy Justo, MA, stacy.justo@bmc.org
- Emily Feinberg, ScD, CPNP, emfeinbe@bu.edu
- Anita Morris, MSN, FNP-BC, anita.morris@bmc.org
- Megan Bair-Merritt, MD, MSCE, megan.bair-merritt@bmc.org
- Twitter:** @teamup4children
- Instagram:** @teamup4children
- Website:** teamupforchildren.org