

# Burnout, Intent to Leave, Turnover and Resiliency

HATTON, K., MEISCHKE, H., MONSEY, L., LU, D., & RAIT, Y., WASSERMAN,  
A.

# Original research into dispatch related stress.

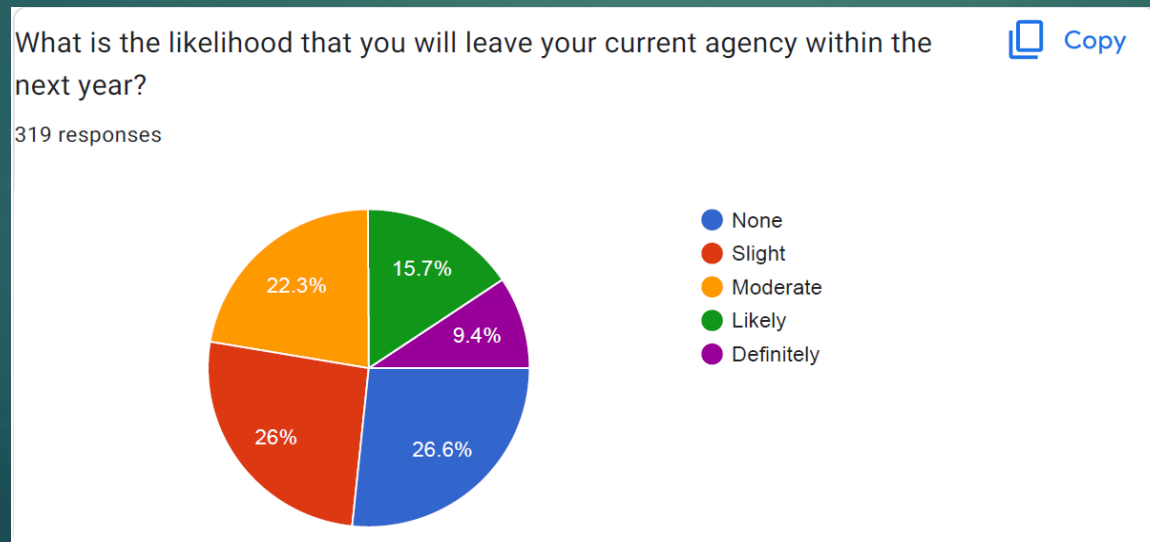
- ▶ Dr. Meishke and Dr. Lu in association with research coordinators Lily Monsey and Yaniv Rait
- ▶ Late 2021 the University of Washington set up six listening sessions with 9-1-1 leadership, supervisors and line-staff.
- ▶ From these listening sessions a survey related to stress, measurements of intent to leave, measurements of burnout and retention were developed.
- ▶ Telecommunicator survey was sent out in late 2022
  - ▶ Attempt to determine causes of stress and if that stress related directly to retention or intent to leave – and what variables helped mitigate that stress.

# Timeline continued

- ▶ 324 telecommunicators filled out the survey. We estimate this to be about 20% of the workforce in the state.
- ▶ Currently work is being done to compile the responses to the survey and to categorize the stressors.
- ▶ Work is also being done to determine how burn-out and intent to leave are associated with different types of stressors and,
- ▶ Comparisons of professional fulfillment and intent to leave.

# Initial results

- ▶ N=324
- ▶ Most survey participants identified as female, mid-life and white.
- ▶ 84% of respondents fit the classification of burn-out
- ▶ 57% of respondents fit the classification of experiencing low professional-fulfillment.
- ▶ 91% were not satisfied with salary compensation. Almost 40% reported a salary of over \$100,000 per year.



# Criticism and abuse

- ▶ N=320
- ▶ 34.06% reported that they had received either a complaint or criticism in the past year.
  - ▶ 11.25% from a citizen,
  - ▶ 9.69% from a co-worker and about 11.25% from leadership.
  - ▶ 65.94% did not report receiving criticism or complaint
- ▶ 71.56% reported that they received verbal mistreatment – abuse, slurs, intimidation, verbal attack, etc.
  - ▶ 56.25% from citizens,
  - ▶ 6.6% from leadership
  - ▶ 28.44% did not report experiencing this

# Causes of stress

- ▶ External stressors
  - ▶ Field response
  - ▶ Callers
  - ▶ Out of office factors
- ▶ Internal stressors: Interpersonal
  - ▶ Supervision
  - ▶ Co-workers
- ▶ Internal: Working conditions and pacing
  - ▶ Staffing
  - ▶ Schedule related
  - ▶ Actual workload
- ▶ Internal/External
  - ▶ Mental health and wellbeing
  - ▶ Recognition

# Other measurements

- ▶ Likelihood to leave with the next year with a 5 point Likert scale
- ▶ Questions dealing with
  - ▶ Happiness
  - ▶ Worthiness
  - ▶ Work Satisfaction
  - ▶ Feeling of control
  - ▶ Feelings of burn-out
  - ▶ Agency and supervisory support
  - ▶ Schedule and work/life balance



# Outcomes

- ▶ Some themes are rising to the surface and are being analyzed prior to a release.
  - ▶ Positive impacts on intent to leave
    - ▶ Supervisor and management support and recognition
    - ▶ Feelings of gratitude and sense of helping others
    - ▶ Sense of professional fulfillment
    - ▶ Sense of connectedness with the agency
  - ▶ Negative impacts on intent to leave
    - ▶ Lack of support and recognition
    - ▶ **Lack of work/life balance**
    - ▶ Mandated OVERTIME and overtime in general
    - ▶ Lack of sense of connectedness with the agency



# Future

- ▶ This research will lead to further research specific to PST's and the ECC environment
- ▶ SECO will take data from this research to educate the legislature
- ▶ The ECC's, with State input, will develop mitigation strategies, specific training and education that ties directly to the primary reasons PST's intend to leave the profession
- ▶ Better education and expenditure of limited funds can be better directed with hopefully improved outcomes.