

STRESS AND WORK RELATED DEPRESSION

*SHORT - TERM GROUP PSYCHOTHERAPY
AND ORGANISATIONAL ISSUES*

IGA, Aarhus

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Burn out - Commitment

- Exhaustion
- Cynicism
- Inefficiency

- Energy
- Involvement
- Efficiency

Mismatch

(Maslach)

- Workload
- Decision latitude
- Rewards
- Social context
- Feeling of justice
- Values

- Heavy demands
- Too narrow
- Insufficient
- Break down
- Non existent
- Conflict

Somatic Symptoms

- Tiredness or exhaustion
- Serious sleep disturbances
- Increased sensitivity to pain
- Sensitivity to infection
- Muscle tension
- Gastrointestinal or cardiac problems
- Dizziness

Cognitive Symptoms

- Serious memory disturbances
- Problems with concentration
- Difficulties coping with multiple impressions at the same time
- Low stress tolerance
- Perceptual disturbances (tunnel vision)
- Increased sensitivity to light or sound

Sleep

- Disturbed sleep – a risk factor (not working overtime)
- Unable to relax before going to bed
- Anticipated stress increases wakefulness
- Lack of sleep contributes to next day's stress
- Sleep pattern – more short periods of wakefulness, less time in deep sleep
- Long period of disturbed sleep influences immune system

Why group therapy?

Underutilization of short-term group therapy: Enigmatic or understandable? Piper (2008)

Results from several meta analyses:

- No difference in outcome between individual and group therapy
- E.g. Mc Roberts et al. (1998)
- 23 RCT studies
 - No difference in ES
- Individual therapy
 - Mean ES = 0.76
- Group Therapy
 - Mean ES = 0.90

Learning takes part in the group itself

(Dalal, 2001)

- Internalisation of interactions in the group
- Discover similarities in apparent differences and differences in apparent similarities
- The group develops from simple to complex

Therapeutic alliance

- Goals
 - Ways of working
 - Relation
-
- Pre-therapy assessment
 - Worthy of the patients' trust
 - Values
 - Empathic attunement
 - Good enough leader

Emotion

- Purpose and meaning
- Response from other members confirm the inner experience
- Only through the emotional expression is it possible to understand the purpose and meaning of other peoples' behaviour

Empathy

- Resonance of feelings
- Empathic knowledge
- Empathic response
- Momentary role identification

Interpersonal learning – feedback

(Yalom,1995)

- Message is clear
- Given immediately
- Focus on the person giving the message
- Of emotional nature
- Concerns the relation
- Is non-judgemental

Common factors in group therapy

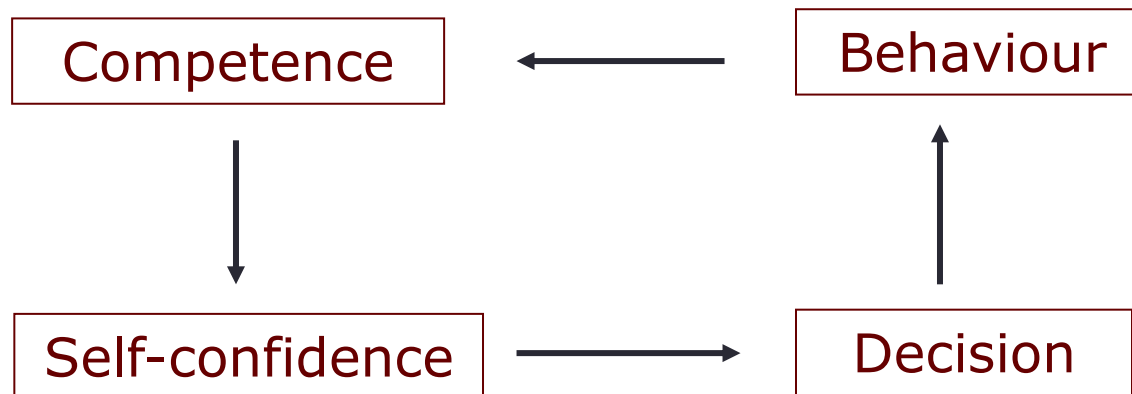
(Sandahl & Lindgren, 2006)

- **Support**
 - Cohesion
 - Therapeutic alliance
- **Learning**
 - Experience of being part of a developing group
 - Building on similarities
 - Affective communication
 - Developing new "ways-of-being-with-the-other"
- **Action**
 - Increased feeling of competence
 - Mastery of difficult interpersonal situations
 - Communication skills

Group focus :

Close to the presenting problem of the patient category

(Loss of pride and self-esteem as a consequence of feeling less competent)



Individual focus

- A problematic aspect of "ways-of-being-with-the-other"
- Resources as well as weaknesses
- Expressed as a relational problem

- Example
 - Work related depression
 - "I must develop a better tolerance for vague and ambiguous situations, so that my capacity to take responsibility for other people does not affect me negatively"

Why focus?

- Patient becomes directly involved
- Patient understands how treatment can help
- Relieves feelings of victimization
- Contributes to the instillation of hope
- Gives increased motivation
- Increases curiosity and self reflection
- Clarifies the presenting problem
- Clarifies negative interpersonal patterns as well as resources
- Helps to build therapeutic alliance
- Guides the therapist

Time limited and Focused Group Psychotherapy

- Pre-therapy assessment
- Joint formulation of focus
- Discussion of fears and negative predictions
- Written information about group psychotherapy
- Closed groups
- 90 minutes sessions
- 18 sessions
- Twice a week until session 9
- Once a week session 10 – 18
- One group conductor

Phases of treatment

- Orientation
 - Understanding how to work, get to know each other, cohesion
- Interaction
 - Group identity, trust, here and now, individual foci, working with differences, emotionally meaningful communication, reflection, intimacy, testing new ways of relating
- Separation
 - Summary of work done, feelings of loss, expectations and plans for the future

Process

- Here and now
- Interaction
- Safety and support
- Emotional expression
- Feedback
- Structure

Group leader attitude

- Active
- Interested
- Open
- Informing

Reliable Change Index

($RCI = M_{f-u} - M_i / SE_{diff}$)

RCI > 1.96

(Sandahl et al. 2011)

Depression

FGT=67%
CGT=70%
CoGr=74%

Anxiety

FGT=47%
CGT=49%
CoGr=51%

GSI

FGT=64%
CGT=55%
CoGr=53%

Alliance to the group (CALPAS) n=18

(Lindgren et al. 2008)

Predictor:

Mean alliance

GSI $p = .005$

Dep $p = .09$

Anx $p = .002$

Correlations

Session 8

GSI = $-.56^*$

Dep = $-.54^*$

Anx = $-.75^{**}$

Time used for therapists' interventions

Terapeut	Tid som terapeuten talat	Antal interventioner	Genomsnittlig tid per intervention
1.	19,09	46	22 sek
2.	25,76	74	19 sek
3.	17,07	33	28 sek
4.	19,94	114	9 sek
5.	10,56	22	25 sek

Percent of verbal communication

Terapeut	Här och nu	Uppmuntra interaktion	Eftersträva emotionella uttryck	Synliggöra fokus	Övrigt
1.	20,95	1,74	3,10	--	74,20
2.	14,09	1,29	5,3	6,61	72,61
3.	28,42	1,63	3,04	--	66,92
4.	12,44	0,93	10,40	--	76,23
5.	33,68	2,98	--	2,98	60,35

”Poorly managed (i.e. laissez-faire) distributed leadership processes may turn into an explosion of personal dynamics... in which tensions around the location of leadership get played out in accusation and hostility”

(after Huffington, James & Armstrong, 2003)

Holding environment

(After Petriglieri & Petriglieri, 2010)

- Working through

Absorb, filter and cope with difficult or threatening feelings and ideas, so that they can be worked with

- Interpretation

Communicate ideas and thoughts which contributes to meaning and coherence

- Role analysis

Clarity, purpose, boundaries, task and goals

Case study:

The best work place in Sweden 2003

(Johansson et al., 2010)

- The vision of good palliative care realized in the daily work
 - Adequate resources and an understandable structure
 - A common experience of meaningfulness
 - Trust and shared responsibility in the work group
 - Reliable, just, predictable, engaged and considerate managers

Bryngelson et al

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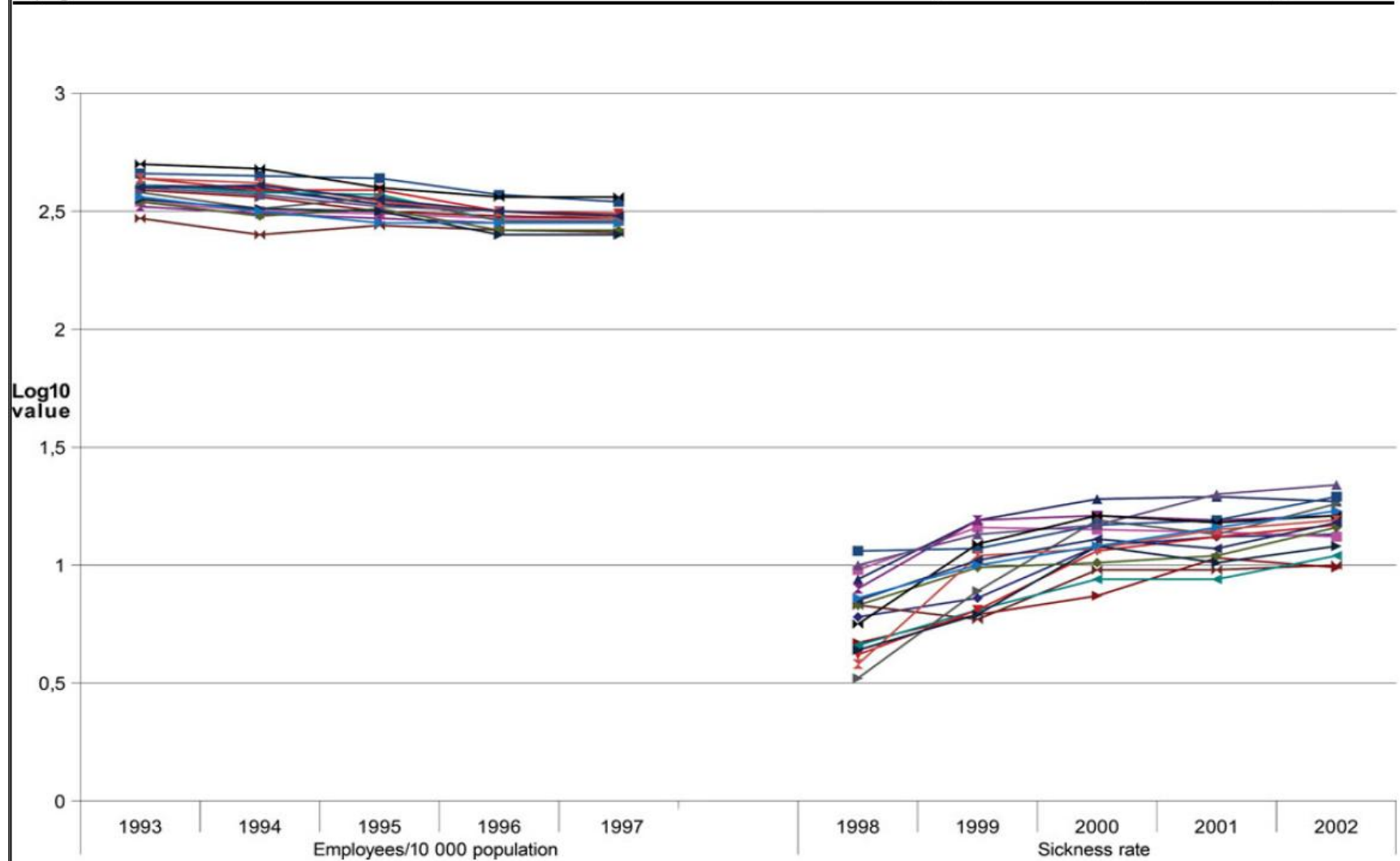


FIGURE 1. Staff numbers (SN) (\log_{10}) per 10,000 in the population during 1993 to 1997, and sickness rates (SR) (\log_{10}) for psychiatric disorders during 1998 to 2002 in seventeen Swedish county councils.

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TABLE 1. Staff Numbers for the Years 1993 and 1997 and Reduction in Personnel (%) 1993–1997, as Well as Sickness Spells, Staff Numbers, and Sickness Rates for Psychiatric Disorders in 1998 and 2002 and Increase (%) in Sickness Rates 1998–2002, in Seventeen Swedish County Councils

County Council	SN 1993	SN 1997	Staff Reduction (%) [*] 1993–1997	Sickness Spells 1998	SN 1998	SR 1998	Sickness Spells 2002	SN 2002	SR 2002	Increase (%) [*] in SR 1998–2002
Blekinge	6,131	4,633	24	29	4,764	6.09	66	4,890	13.50	122
Dalarna	10,073	8,333	17	80	8,315	9.62	114	8,557	13.32	38
Gävleborg	11,825	8,375	29	73	8,359	8.73	148	7,912	18.71	114
Halland	7,740	6,912	11	46	6,775	6.79	72	7,187	10.02	48
Jämtland	4,497	3,818	15	30	3,765	7.97	64	3,932	16.28	104
Jönköping	12,035	9,197	24	44	9,438	4.66	95	9,674	9.82	111
Kalmar	9,798	6,921	29	31	6,735	4.60	75	6,838	10.97	138
Kronoberg	6,795	5,148	24	17	5,163	3.29	96	5,288	18.15	451
Norrbottn	11,577	8,138	30	34	8,192	4.15	113	7,625	14.82	257
Södermanland	8,933	6,737	25	45	6,629	6.79	100	6,927	14.44	113
Uppsala	12,914	10,129	22	117	10,087	11.60	209	10,687	19.56	69
Värmland	11,251	8,443	25	83	8,226	10.09	165	7,611	21.68	115
Västerbotten	13,045	9,390	28	53	9,421	5.63	165	10,091	16.35	191
Västernorrland	11,331	7,573	33	28	7,450	3.76	120	7,750	15.48	312
Västmanland	9,267	6,444	30	29	6,609	4.39	84	6,957	12.07	175
Örebro	10,972	8,322	24	60	8,379	7.16	137	9,031	15.17	112
Östergötland	15,056	11,598	23	84	11,647	7.21	203	12,020	16.89	134

SN, staff numbers; SR, sickness rates

^{*}Round figures.

TABLE 2. Association from Bootstrap Regressions Between Staff Reduction (%) from 1993 to 1997 and Changes (%) in Sickness Rates for Psychiatric Disorders from 1998 to 2002 in Seventeen Swedish County Councils, Among all Employees and Stratified by age and sex. 95% Confidence Intervals (percentiles)

	<i>B</i>	95% CI	% Change in the Outcome per 1% Change in the Background Variable
All	9.18	4.27; 14.90	9
Age:			
18–34	11.15	–25.49; 54.05	11
35–49	9.00	5.31; 13.09	9
50–64	14.17	–1.03; 33.42	14
Gender:			
Women	9.41	5.03; 15.85	9
Men	8.16	–1.94; 15.66	8

Prevention

- Selection
- Replacement
- Organise time for reflection
- Leadership development

Visible, vulnerable, dependent and accountable

Managerial leadership and employee health

(Nyberg, 2009)

- Leadership associated with good employee health
 - *Provide means to carry out work in an independent manner (information, power and clarity)*
 - *Encourage partaking in the development of the workplace*
 - *Provide support*
 - *Inspire*
 - *Show integrity (justice)*
 - *Integrate team members to work well together*
- Leadership associated with poor employee health
 - *Acting dictatorial*
 - *Forcing own opinion on others*
 - *Being insincere*
 - *Actively unfriendly*
 - *Withdrawing*

Elliott Jaques

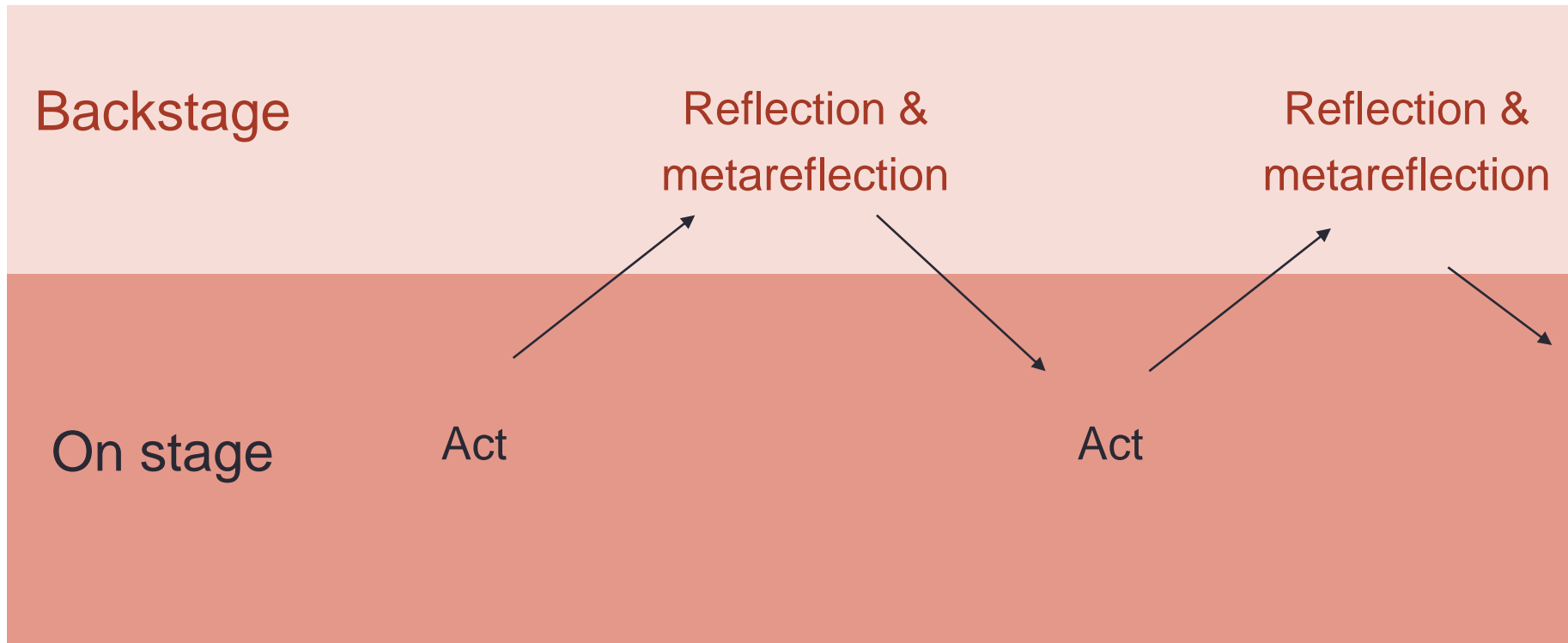
- Authority
 - Trust
 - Equitable payment
 - Meaning
 - Full capacity

Leadership is a state of mind

Acquired skills

- **Are dependent on**
 - **Experience**
 - **Context**
 - **Relations**
- **Involve**
 - **Tacit (implicit) knowledge**
 - **Automatic behaviour**
 - **Schemes (ways-of-being-with-the-other)**
 - **Values**
 - **Affects**
 - **Self-knowledge**
 - **Trust**
 - **Sense of coherence and meaning**
 - **Moments of meeting**

Learning by doing



Backstage groups

- Groups of 8 first line or middle managers
- Three hours, once monthly
- 12 occasions
- Manual based
- "Lay persons" as group conductors
- Group supervision between sessions for the group conductors
- Confidentiality
- Real problems or dilemmas
- Problem solving at the work place

Examples

- How to deal with an employee who does not function satisfyingly
- Role ambiguity
- Role conflicts
- Non-productive meetings
- Problems in cooperation
- How to deal with a development project
- Stress and worry for ones own work load
- A sense of not being in control of own work situation.

Qualitative analysis of focus group interviews

- Main category
 - A non-competitive forum
 - The region behind the scene
 - Not alone with problems
 - Confidentiality and presence
 - "Strangers" group

Similar results

(Different cohorts in the public sector; education, health care, social services, technical management etc. 70% female managers, n>700)

Could you bring up problems from your own work place that you were personally engaged in?	90%
Did the other members bring up interesting problems?	95%
My participation in the Backstage group contributed to strengthen my self confidence?	65%

Why better self confidence?

1. To be able to contribute with ones own knowledge and competence
2. The sense of community and the support from the group
3. Instrumental problem solving

Coping as leader

(n=38)

<u>Factors in WQ</u>	<u>M (Sd)</u> <u>Before</u>	<u>M (Sd)</u> <u>After</u>	<u>I</u>
Discrimination	0.60 (0.27)	0.53 (0.23)	1.59
Attitude	3.43 (0.42)	3.71 (0.46)	4.49 **
Control	2.29 (0.34)	2.25 (0.42)	0.57
Engagement	13.39 (4.01)	14.13 (3.65)	1.08
Intensity	15.12 (5.11)	18.38 (5.22)	3.92 **
Coping	38.12 (9.91)	41.77 (9.55)	2.38 *

Qualitative analysis of responses to WQ

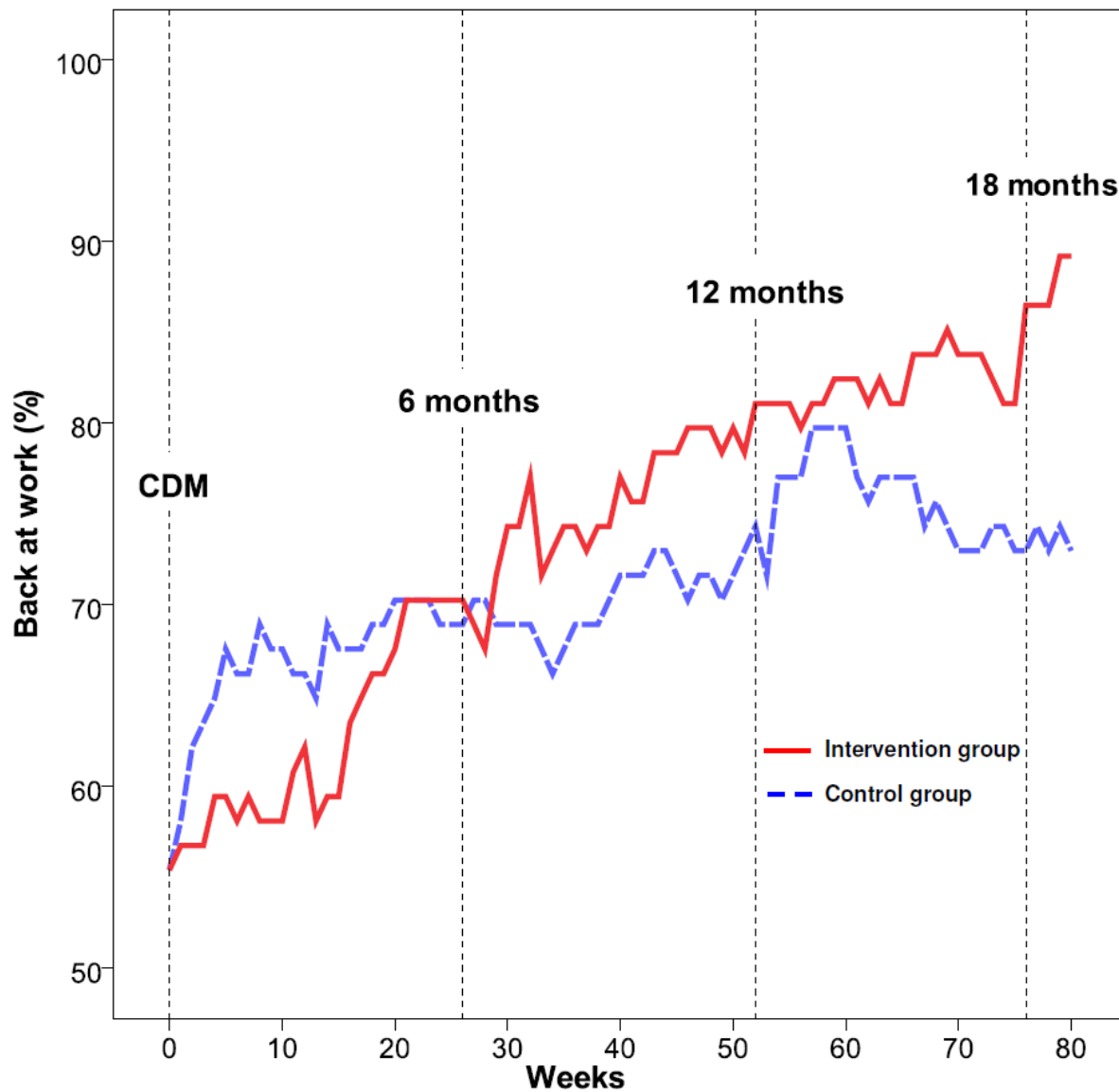
- Increased
 - Relation orientation
 - Confidence in leader role
 - Focus on leadership qualities ("teamleader", "coach" etc)
 - Future orientation

Employee Assistance Program

- Telephone counselling
 - 365 days
 - 24 hours
- F2F counselling
- Follow-up
- Reports to management

ADA (arbetsplatsdialog för arbetsåtergång)

- Screening interview
- Whole day assessment, physician, psychologist, social worker
- Interview with supervisor
- "Convergence consultation", patient, supervisor and two from the team
- 4 hours lectures on stress, patients and supervisors separately



Group therapy and work place consultation

- Pre-therapy assessment
- Three-part consultation
- Therapy
- End of therapy: Three-part consultation
- Follow-up

Top management?

- Involved and engaged
 - On the agenda
 - Learning and development
- Systematic evaluations
 - Health
 - Economy

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