



The University of Bradford Institutional Repository

<http://bradscholars.brad.ac.uk>

This work is made available online in accordance with publisher policies. Please refer to the repository record for this item and our Policy Document available from the repository home page for further information.

To see the final version of this work please visit the publisher's website. Access to the published online version may require a subscription.

Link to publisher version: <https://doi.org/10.1177/1533317514550331>

Citation: Barbosa A, Nolan M, Sousa L et al (2015) Supporting direct care workers in dementia care: effects of a psychoeducational intervention. *American Journal of Alzheimer's Disease & Other Dementias*. 30(2): 130-138.

Copyright statement: © 2015 SAGE. Full-text reproduced in accordance with the publisher's self-archiving policy.

Supporting direct care workers in dementia care: effects of a psycho-educational intervention

Ana Barbosa (corresponding author)

MSc. PhD researcher. Department of Health Sciences, University of Aveiro, Campus Universitário de Santiago, Agra do Crasto - edifício 30, Aveiro, Portugal. E-mail: anabarbosa@ua.pt. Tel: +351 234 370 213. Fax: +351 234 401 597

Mike Nolan

PhD. Professor. Department of Community, Ageing, Rehabilitation, Education and Research (CARER), School of Nursing and Midwifery, University of Sheffield, Northern General Hospital, Sheffield, United Kingdom. E-mail: m.r.nolan@sheffield.ac.uk

Liliana Sousa

PhD. Auxiliary Professor. Department of Health Sciences, University of Aveiro, Portugal. Unidade de Investigação e Formação sobre Adultos e Idosos (UNIFAI)/Centro de Investigação em Tecnologias e Sistemas de Informação em Saúde (CINTESIS), E-mail: lilianax@ua.pt

Daniela Figueiredo

PhD. Senior lecturer. School of Health Sciences, University of Aveiro, Portugal. Unidade de Investigação e Formação sobre Adultos e Idosos (UNIFAI)/Centro de Investigação em Tecnologias e Sistemas de Informação em Saúde (CINTESIS), University of Aveiro, Portugal. E-mail: daniela.figueiredo@ua.pt

Word count (Abstract): 149

Word count (Text): 3717

Funding: This work was supported by the Portuguese Foundation for Science and Technology (FCT) [Grant number SFRH/BD/72460/2010].

Disclosure: The authors have reported no conflicts of interest.

Abstract

An experimental study using a pre-posttest control group design was conducted to assess the effects of a person-centred care based psycho-educational intervention on direct care workers' stress, burnout and job satisfaction. The intervention aimed to develop person-centred care competences and tools for stress management. Four aged care facilities were randomly assigned to a psycho-educational or an education-only intervention (control). Data were collected from fifty-six direct care workers (female, mean age 44.72±9.02) through measurements of burnout (Maslach Burnout Inventory), job satisfaction (Minnesota Satisfaction Questionnaire-short form) and stress (Perceived Stress Scale) and focus-group interviews. Results showed significant positive effects in emotional exhaustion ($p=0.029$) and positive but no significant effects in stress and job satisfaction. According to qualitative data, the experimental group perceived enhanced group cohesion, emotional management and self-care awareness. Psycho-educational interventions may contribute to reduce direct care workers' burnout. Further work is needed to determine the extent of its benefits.

Keywords: burnout, dementia, direct care workers, job satisfaction, stress, person-centered care

Introduction

The number of older adults living with dementia worldwide has been increasing and will continue to do so over the coming years¹. Currently, around one-third to one-half of people with dementia in high income countries are cared for in aged care facilities (i.e. places of collective living that provide health, personal care and supportive services)².

Direct care workers (DCWs) represent the largest component of the workforce in aged care facilities³. They provide the most basic activities of daily life and have the most frequent contact with the residents, being more likely to influence the quality of life and quality of care provided to people with dementia³. However, dementia-related behaviours (e.g., agitation) along with an inadequate education and training in dementia care, high workload, interpersonal conflicts or a non-supportive leadership contribute to high levels of DCWs' stress, burnout and job dissatisfaction and compromise the quality of care and residents' wellbeing^{4,5}.

Until recently, the development and implementation of educational interventions to foster DCWs' dementia care skills has been the main researchers' concern. Emerging philosophies, such as person-centred care (PCC), are increasingly used to describe high-quality care and have become the cornerstone of such interventions. Education on PCC aim to help DCWs to provide a care that asserts: the human value of people with dementia and those who care for them; the individuality of people with dementia; the importance of relationships and interactions and their potential for promoting residents' well-being^{6,7}. The latter emphasises the importance of considering the needs of those who care and ways of supporting and enhancing their response to the person with dementia. Although PCC places the resident's experience at the centre of quality care, it recognises that if DCWs are to deliver such care they need to have their own emotional strains acknowledged^{6,7}.

The literature has been focused on the benefits of PCC education for residents. Lowered agitation and aggression^{8,9,10}, increased engagement in daily activities¹¹ and improved wellbeing^{10,12} have been described. Considering the relational nature of PCC, one might to expect that DCWs would benefit from PCC education, however, the effects of PCC interventions on workers' stress, burnout or job satisfaction are not always detectable nor significant^{13,14}. This suggests that interventions need to

extend beyond DCWs' educational needs to also address emotional and relational skills, which, despite the rhetoric of PCC are still undervalued.

Adding to an educational component a supportive one, aiming to provide DCWs with tools for stress and emotional management, holds promise as a means of driving forward benefits for DCWs and care provision¹⁵. Thus, this study aimed to analyse the effects of a PCC-based psycho-educational (PE) intervention on DCWs' work-related stress, burnout and job satisfaction. It is hypothesized that, compared to education-only, an intervention offering both educational and emotional support is more effective in reducing DCWs' stress, burnout and job dissatisfaction.

2. Design and methods

2.1. Design and settings

An experimental study, using a pre-posttest control group design was conducted in four aged care residential facilities of the central region of Portugal, between November 2011 and March 2013.

After having been grouped into clusters of similar staff/resident ratio and residents with dementia/total of residents' ratio, two pairs of facilities of the same cluster were selected. The managers of each facility were then contacted to present the aims of the study and to address their availability to participate. All accepted to participate and guaranteed no simultaneous participation in similar studies or significant organisational changes during the intervention. After recruitment, the facilities within each pair were randomly assigned to the experimental group - PE intervention - or control group - education-only intervention - using a random number generator. This decision was supported by the fact that education have become the most widely used approach with DCWs. Randomisation occurred at the facility level because of possible contamination.

Study facilities were private, non-profit institutions of collective accommodation with more than 30 licensed beds and with a staff/resident ratio between 1:2 and 1:3. The study received approval from the Health Sciences Research Unit: Nursing (UICISA: E), Portugal (Ref. 5-11/2010).

2.2. Participants

The service managers of each facility were asked to identify all DCWs that provided morning personal care (i.e. period of time between 07am and 12am when DCWs are involved in activities related to bathing, grooming, dressing and toileting) to people with dementia in a regular basis; and were employed for at least 2 months. Temporary DCWs and trainees were excluded as it was not possible to ensure their participation until the end of the study.

A meeting with eligible DCWs was then scheduled to elucidate about the study and invite them to participate. They were informed about the voluntary nature of their participation and their anonymity and confidentiality were assured. Written informed consent was obtained.

Fifty-eight eligible DCWs agreed to participate and entered the study at baseline – 27 in the experimental group and 31 in the control group. Of these, 56 had completed the post-test questionnaires. Dropouts (n=2) occurred in the control group (DCWs were absent from work). Additionally, 50 DCWs had participated in post-test interviews.

2.3. Interventions

2.3.1. Psycho-educational intervention

The experimental group received a PCC-based PE intervention consisting of 8 weekly sessions of approximately 90 minutes.

The intervention design was informed by: relevant literature on psycho-educational approaches, PCC and dementia; findings from a pilot-study conducted by authors' team^{15,16}; interviews with DCWs and managers about training and emotional needs. The latter suggested the need for: information and skills to manage dementia-related behaviours and interact with residents; knowledge about resident's biography; practical guidance; and support to improve teamwork, workload and time management.

Each session comprised two components - educative and supportive (Table 1) - coordinated by a gerontologist and a physical therapist with previous experience in facilitating PE interventions. These facilitators adopted an active and empathetic posture, reinforced DCWs' competencies and resources and mediated the interaction between group participants.

The educative component lasted approximately 60 minutes and aimed to provide DCWs with: principles of PCC (e.g. interpret behaviour from the person's viewpoint and recognition of residents' life history); basic information about dementia; verbal and non-verbal communication strategies to interact with residents (e.g. maintain eye contact and use short, simple sentences); and PCC-based interaction strategies including, motor stimulation (e.g. encourage the person to perform one task or a part of it) and multisensory stimulation (e.g. provide a massage while washing resident's hair). In the 3 days following each session, the same professionals assisted each DCW individually during morning care, clarifying doubts and making suggestions to implement a more PCC. Morning care is considered the period where more interaction between DCWs and residents occurs and dementia-related behaviours are more frequent¹⁷.

At the supportive component participants were taught coping strategies to manage work-related stress and prevent burnout (e.g., time-management and teamwork). At the end of each supportive component, relaxation techniques (e.g., abdominal breathing and guided imagery), stretching and strengthening exercises were practiced.

All participants were given hand-outs with relevant information. Active-learning methods were used during sessions, including: group discussions, role-playings or brainstorming.

2.3.2. Education-only intervention

The control group received an education-only intervention entailing 8 weekly sessions. It was the absence of the supportive component (including the final stretching and strengthening exercises) that distinguished both interventions. The coordination, length, order and content of the sessions were the same of the educational component of the PE intervention. Participants were individually assisted during morning care by the same professionals, which helped DCWs to deliver a more PCC and clarified doubts that emerged from sessions.

(Table 1)

2.5. Data collection

Quantitative and qualitative methods were applied to enhance the understanding of the results¹⁸. Quantitative data included standardised outcome measures of perceived stress, burnout and job satisfaction; qualitative data was collected through focus-group interviews with participants.

2.5.1. Quantitative data

Socio-demographic data

A socio-demographic questionnaire, including variables such as gender, age, education, marital status and length of time on the facility, was designed to collect DCWs' background data at baseline.

Perceived stress

The Portuguese version of the Perceived Stress Scale (PSS)¹⁹ was used to assess DCWs' perception of life stress in the past month. The PSS consists of 13 items (item 12 was excluded from the original version²⁰ given its weak psychometric properties) rated on a 5-point Likert-type scale ranging from "never" (0) to "very often" (4). Higher scores correspond to higher degrees of perceived stress. The PSS has been used in previous studies in this field, reporting high levels of reliability²¹. The used version demonstrated high internal consistency ($\alpha=0.76$).

Burnout

The Portuguese version of the Maslach Burnout Inventory (MBI) - Human Services Survey was used to assess DCWs' experience of burnout²². The MBI has been the most widely used measure of DCWs' burnout^{23,24,25}. It consists of 22 items divided into three subscales: emotional exhaustion (EE), depersonalisation (DP) and personal accomplishment (PA). The EE subscale (8 items) assesses feelings of being emotionally exhausted by one's work. The DP subscales (5 items) measure the negative attitudes toward recipients' care. The PA subscale (8 items) assesses feelings of competence and successful achievement in work. The MBI is a 7-point Likert-type scale, ranging from "never" (0) to "every day" (6). For EE and DP subscales, higher mean scores correspond to higher degrees of burnout. Lower mean scores on PA subscale mean higher degrees of burnout. The Portuguese version

demonstrated high internal consistency ($\alpha=0.75$). Reliability coefficients of 0.80, 0.71 and 0.70 were found for EE, DP and PA, respectively²².

Job satisfaction

The Portuguese version of the short-form Minnesota Satisfaction Questionnaire (MSQ)²⁶ was used to assess DCWs' job satisfaction. It includes 20 items rated on a 5-point Likert-type scale ranging from "extremely dissatisfied" (1) to "extremely satisfied" (5). Item responses are summed or averaged to create a total score – the lower the score, the lower the level of job satisfaction. The MSQ has been widely used, with previous researches reporting high levels of reliability^{27,28}. The used version had excellent internal consistency ($\alpha=0.93$).

2.5.2. Qualitative data

Qualitative data was collected through 8 focus-groups interviews (two in each facility) with 5-12 participants. They were conducted by the first author in a private and quiet room of each facility. A semi-structured interview guide with open-ended questions was used. The interview aimed to collect DCWs' perceptions about the intervention and its impact on their working life. The moderator's role was to encourage participants' reflection and discussion, using probes to elaborate their responses (e.g., 'can you explain further?') while keeping a non-judgemental attitude. Each interview lasted approximately 45 minutes. Focus-groups were recorded with the interviewees' consent and transcribed *verbatim*.

2.6. Data analysis

Socio-demographic characteristics of the groups at baseline were defined using descriptive statistics and compared with independent t-tests or χ^2 tests as appropriate.

After running normality and homogeneity of variance tests, the repeated measures ANOVA was used to assess group×time intervention effects for each outcome measure. *Partial eta squared* was interpreted as small (≥ 0.05), medium (0.05-0.25), large (0.25-0.50) and very large (≥ 0.50)²⁹. The

established level of significance was $p < 0.05$. Statistical analyses were performed using SPSS v20.0 (IBM Corp., Armonk, NY).

Data from the focus-groups was submitted to thematic analysis by two independent judges (first and last authors), as follows: the text was read several times to construct a sense of the text as a whole; preliminary codes were created, reflecting the interview questions; codes were organized into categories and then integrated into major themes; the categorization was discussed between the two judges until reach a consensus; a critical feedback was performed by the other authors. A qualitative data analysis software - webQDA (Portugal) - was used to manage data. All names have been coded to protect participants' anonymity.

3. Results

3.1. Quantitative data

3.1.1. Demographic information

There were no significant differences between the groups in terms of socio-demographic data. Participants were all female with a mean age of 44.72 ± 9.02 years. The majority were married (67.2%), 46.4% had the primary and middle school and 41.4% the high school. The average length of service was 9.61 ± 3.72 years (Table 2).

(Table 2)

3.1.2. DCWs' perceived stress, burnout and job satisfaction

Data concerning DCWs' outcomes is presented in Table 3. At baseline there were no significant differences between the groups in perceived stress, burnout or job satisfaction.

Within both groups there was a positive change from pre to post-test on the DCWs' perceived stress. However, the differences were not significant ($p=0.826$) and the effect size was irrelevant ($\eta^2_{\text{partial}}=0.001$).

Analyses revealed a significant group \times time interaction effect on the emotional exhaustion (MBI). DCWs of the experimental group reduced significantly their emotional exhaustion scores,

whereas the scores in the control group increased immediately after the intervention ($p=0.029$). Effect sizes were moderate ($\eta^2_{\text{partial}}=0.095$). No differences were found for the remaining MBI subscales.

Both groups showed moderate levels of job satisfaction and a positive change from pre to post-test on this outcome. Yet, no significant differences ($p=0.618$) or effect sizes ($\eta^2_{\text{partial}}=0.005$) were obtained.

(Table 3)

3.2. Qualitative study

Seven major themes were identified concerning the DCWs' perceptions about the intervention and its impact on their working life. Three themes emerged only within the experimental group: group cohesion; better emotional management and; self-care awareness.

According to participants, the PE intervention encouraged the sharing of personal experiences and a sense of closeness between peers, giving an opportunity for participants to get to know each other. DCWs reported becoming more aware of the other member's emotions, which increased mutual understanding:

"The way we interact has improved. We had the opportunity to learn things of each other that we otherwise would not know." [DCW2, experimental group]

"It made us realize that we must try to understand our colleagues' perspective."
[DCW3, experimental group]

The PE intervention helped participants to deal with emotions more effectively, with DCWs feeling more thoughtful and experiencing increased self-control toward residents' behaviours:

"I'm calmer. I no longer work with the same anxiety. Now we reflect, we breathe before doing things." [DCW4, experimental group]

DCWs also reported becoming more aware of the importance of self-care and realized that their well-being is closely related to residents' well-being:

"I've been thinking a little more about me. We tend to forget ourselves, we are always more concerned with our work or our family. Now I'm aware that if we don't feel healthy we will not be able to support others." [DCW3, experimental group]

Four themes were shared between the groups: self-worth feelings; increased knowledge about dementia; increased knowledge about the person; and PCC awareness.

Participants reported feeling valued, as their skills and efforts were appreciated and recognized as adequate by facilitators. The recognition of their worth allowed them to improve care practice and enhance job enthusiasm:

“We never had such an appreciation! The facilitators have told us ‘good work, congratulations’. I think this motivate us to carry on and improve.” [DCW2, experimental group]

“We have been valued. During the individual assistance the facilitators told us “you are doing well” which is essential for us.” [DCW5, control group]

Receiving information helped DCWs from both groups to understand the syndrome better, particularly how to interpret and manage residents’ behaviours. The acquisition of new information enhanced their attitude and commitment to work:

“We had no knowledge about dementia or why those behaviours occurred and your intervention helped us to understand and manage those behaviours”. [DCW1, experimental group]

“Now we know that their behaviour might be explained by several reasons. (...) and we fell more committed to work.” [DCW6, control group]

Both interventions allowed participants to better understand the residents. Being aware of the person’s background and preferences helped DCWs to interact with the resident and improved the quality of care provision:

“We are more familiar with the residents’ past history which helps us to understand certain behaviours.” [DCW2, experimental group]

“Now we know how to start a conversation with them. When we consider their past history they interact more with us.” [DCW7, control group]

Also, interventions improved DCWs’ competences on PCC. Participants reported being more aware of the importance of fostering the residents’ independence, communicating and promoting their active participation during care routines:

“Now during care practice I stop to ask them 'help me' and I interact a little more. The small details as 'comb up, get up or wear your shoes' helped them to be more active.” [DCW8, experimental group]

“Now, we communicate more frequently with residents or let them cooperate during care practices.” [DCW9, control group]

When asked about hindering factors, *workload*, as a result of the *lack of time and the shortage of staff*, was highly emphasised. According to several participants, this constrained DCWs' ability to communicate and foster the residents' active participation during morning care routines:

“We would like to have more possibilities to let them [residents] participate, but we can't” [DCW10, experimental group]

Participants missed collaboration from their managers and reported feeling unappreciated as they obtain no recognition for their physically and emotionally labour-intensive care. This lack of recognition was stated to discourage practice change and to enhance dissatisfaction:

“There is a lack of collaboration from managers, a lack of interest to hear us and a lack of support and recognition of our work. If we had it, we probably were more motivated to improve practice.” [DCW5, control group]

Also, DCWs considered that many of their skills were developed from practice, often through years of experience, which is associated with some resistance to change. Change, according to participants, is harder given *the short duration of the intervention*.

4. Discussion

This study sought to assess the effects of a PCC based psycho-educational (PE) on DCWs' work-related stress, burnout and job satisfaction.

Significant differences were found for emotional exhaustion (MBI): at the experimental group this variable was significantly reduced after the intervention, whereas at the control group it increased significantly. This suggests that providing emotional support along with knowledge and skills for PCC can be effective in reducing DCWs' burnout.

Data obtained from the focus-group interviews provided information that may have contributed to this result. According to qualitative data, both interventions improved participants' feelings of worthwhile, awareness of PCC and knowledge about dementia and about the person. Yet, participants from the experimental group also reported enhanced group cohesion, emotional management and self-care awareness, which have been considered important determinants of emotional exhaustion³⁰. These findings suggest that education - common to both groups - can provide DCWs with useful knowledge and skills relevant for quality dementia care. However, adding a supportive component to educational interventions might be a key *ingredient* to lessen DCWs' burnout as it enables them to nurture positive relationships at work, to better regulate their emotions and to effectively cope with distress. Without emotional support, workers can possess fewer abilities to cope with their emotions when faced with challenging situations. No significant effects were obtained for depersonalization and personal accomplishment. Nevertheless, burnout is believed to be a process that begins with emotional exhaustion and develops over time³¹. The reduction in the exhaustion level predicts changes over time in the two other components. Besides, depersonalization and personal accomplishment are highly resistant to change³¹.

Both groups showed a positive but non-significant change from pre to post-test on perceived stress and job satisfaction. Three factors could account for these findings. The first has to do with the possible lack of responsiveness of the outcome measures to changes over time. The PSS asked participants to rate how they have been feeling over the last month, which can be a short period of time to capture meaningful changes on stress levels. The MSQ is based on the conceptualization of job satisfaction as a multidimensional construct, including several aspects that were not covered by the intervention (e.g. managers' support and organization conditions).

The second relates to organizational characteristics. From qualitative data it was possible to discern that DCWs' outcomes can be affected by perceptions of workload and poor leaderships' support. This is consistent with findings from previous studies^{32,33,34}. Efforts to intervene at the organizational level could be determinant to engender more positive impacts on DCWs' stress and job satisfaction. This could be accomplished by extending the focus of interventions to service and top-

level managers so that they could provide DCWs with constructive feedback and supervision or make the necessary modifications in the organizational structures for DCWs use the new skills³⁵.

Lastly, participants from both groups were assisted during morning care routines, which might have reduced the differences between them. Individual assistance is considered a key complementary factor to educational sessions that helps to endorse practice change³⁶. Still, by allowing workers to have immediate guidance and support to handle challenging situations, it can have an independent effect on DCWs' stress and job satisfaction. The impact of individual assistance on DCWs' outcomes is worthy of further consideration.

Some limitations should be acknowledged. First, the relatively small sample size could have reduced the statistical power to detect more significant changes. Second, results may have been influenced by the short implementation period. A small study period has been selected given the risk that the intervention could create an additional burden for DCWs. However, according to qualitative data, burden was inexistent as participants stressed the need for a longer intervention to attain greatest effects. Third, although participants were blinded to the experimental or the control group, it was not possible to blind the researchers to the intervention or assessments. Therefore, studies with larger samples, longer implementation period and with a double-blinded design should be conducted to clarify these findings.

Despite the limitations, the results of this study provide preliminary evidence of the effectiveness of a PCC-based PE intervention on DCWs. The findings are encouraging and highlight the importance of interventions to go beyond DCWs' knowledge and instrumental skills to also address emotional and relational skills. The importance of this has been acknowledged within the 'relationship-centred care' (RCC)³⁷. RCC captures the important dimensions of interdependent relationships necessary to create an enriched environment of care in which the residents and workers' needs are addressed³⁷. It is therefore suggested as a promising framework for future interventions within the long-term care context.

Also, this study relies in a mixed methodology which can leverage the benefits of both quantitative and qualitative methods, offering a comprehensive analysis and interpretation of the data. Qualitative data was invaluable as it revealed in more detail how DCWs perceive the effects of the

intervention while enabling new avenues of research to develop. This includes the need to extend the focus of interventions to top-level managers in order to minimize organizational factors of DCWs' strain and dissatisfaction.

Acknowledgments

The authors gratefully acknowledge all institutions and DCWs for their participation in this study. We are also grateful to Dr. Alda Marques for providing management support and Dr. Sara Guerra for the important support in conducting the group sessions.

References

1. World Health Organization. *Dementia: a public health priority*. Geneva: WHO; 2012.
2. Prince M, Prina M, & Guerchet M. *World Alzheimer Report - Journey of Caring: An analysis of long-term care for dementia*. London: Alzheimer's Disease International; 2013.
3. Stone R. The Long-Term Care Workforce: From Accidental to Valued Profession. In: Wolf D, Folbre N, eds. *Universal Coverage of Long-Term Care in the United States: Can We Get There from Here?* United States: Russell Sage Foundation; 2012.
4. Edberg AK, Bird M, Richards DA, Woods R, Keeley P, & Davis-Quarrell V. Strain in nursing care of people with dementia: Nurses' experience in Australia, Sweden and United Kingdom. *Aging Ment Health*. 2008;12(2): 236-243.
5. Gray-Stanley JA, Muramatsu N. Work stress, burnout, and social and personal resources among direct care workers. *Res Dev Disabil*. 2011;32(3):1065-1074.
6. Brooker D. *Person-centred dementia care: making services better*. London: Jessica Kingsley Publishers; 2007.
7. Kitwood T. *Dementia Reconsidered: The Person Comes First*. Buckingham: Open University Press; 1997.
8. Chenoweth L, King MT, Jeon YH, et al. Caring for Aged Dementia Care Resident Study (CADRES) of person-centred care, dementia-care mapping, and usual care in dementia: a cluster-randomised trial. *Lancet Neurol*. 2009;8(4):317-325.
9. Fossey J. Effect of enhanced psychosocial care on antipsychotic use in nursing home residents with severe dementia: cluster randomised trial. *BMJ*. 2006;332(7544):756-761.
10. Sloane PD, Hoeffler B, Mitchell CM, et al. Effect of person-centered showering and the towel bath on bathing-associated aggression, agitation, and discomfort in nursing home residents with dementia: a randomized, controlled trial. *J Am Geriatr Soc*. 2004;52(11):1795-1804.
11. Sidani S, Streiner D, Leclerc C. Evaluating the effectiveness of the abilities-focused approach to morning care of people with dementia. *Int J Older People Nurs*. 2012;7(1):37-45.
12. McKeown J, Clarke A, Ingleton C, Ryan T, Repper J. The use of life story work with people with dementia to enhance person-centred care. *Int J Older People Nurs*. 2010;5(2):148-158.

13. Barbosa A, Sousa L, Nolan M, Figueiredo D. Effects of Person-Centered Care Approaches to Dementia Care on Staff: A Systematic Review. *Am J Alzheimers Dis Other Demen.* 2014. doi:10.1177/1533317513520213
14. van den Pol-Grevelink A, Jukema JS, Smits CH. Person-centred care and job satisfaction of caregivers in nursing homes: a systematic review of the impact of different forms of person-centred care on various dimensions of job satisfaction. *Int J Geriatr Psychiatry.* 2012;27(3):219-229.
15. Figueiredo D, Barbosa A, Cruz J, Marques A, Sousa L. Empowering Staff in Dementia Long-Term Care: Towards a More Supportive Approach to Interventions. *Educ Gerontol.* 2013;39(6): 413-427.
16. Marques A, Cruz J, Barbosa A, Figueiredo D, Sousa L. Motor and Multisensory Care-Based Approach in Dementia: Long-Term Effects of a Pilot Study. *Am J Alzheimers Dis Other Demen.* 2012; 28(1):24-34.
17. Sidani S, Leclerc C, Streiner D. Implementation of the abilities-focused approach to morning care of people with dementia by nursing staff. *Int J Older People Nur.* 2009; 4(1):48-56.
18. Creswell J, Clark V. *Designing and Conducting Mixed Methods Research* (2nd ed.). United States of America: Sage Publications, Inc; 2011.
19. Pais Ribeiro J, Marques T. A avaliação do stresse: a propósito de um estudo de adaptação da escala de percepção de stresse. *Psicologia, Saúde & Doenças.* 2009;10:237-248.
20. Cohen S, Karmarck T, Mermelstein R. A global measure of perceived stress. *J Health Soc Behav.* 1983;24:385-396.
21. Shapiro SL, Astin JA, Bishop, SR, Cordova M. Mindfulness-based stress reduction for health care professionals: results from a randomized trial. *Int J Stress Manage.* 2005;12(2):164.
22. Melo B, Gomes A, Cruz J. Desenvolvimento e adaptação de um instrumento de avaliação psicológica do “burnout” para os profissionais de Psicologia. In: Associação dos Psicólogos Portugueses, ed. *Avaliação psicológica: formas e contextos.* Braga: Lusografe; 1999:596-603

23. Jeon YH, Luscombe G, Chenoweth L, et al. Staff outcomes from the Caring for Aged Dementia Care REsident Study (CADRES): A cluster randomised trial. *Int J Nurs Stud.* 2012;49(5):508-518.
24. Schrijnemaekers VJJ, van Rossum E, Candel MJJM, et al. Effects of emotion-oriented care on work-related outcomes of professional caregivers in homes for elderly persons. *J Gerontol B-Psychol.* 2003;58(1):S50-S57.
25. van Weert JCM, van Dulmen AM, Spreeuwenberg PMM, Bensing JM, Ribbe MW. The effects of the implementation of snoezelen on the quality of working life in psychogeriatric care. *Int Psychogeriatr.* 2005;17(03):407.
26. Ferreira J, Fernandes R, Haase RF, Santos E. Minnesota Satisfaction Questionnaire - Short Form: estudo de adaptação e validação para a língua portuguesa. *Psychologica.* 2009;51:251-281.
27. Baillon S, Scothern G, Neville PG, Boyle A. Factors that contribute to stress in care staff in residential homes for the elderly. *Int J Geriatr Psychiatry.* 1996;11(3):219-226.
28. Coogle CL, Head CA, Parham IA. The Long-Term Care Workforce Crisis: Dementia-Care Training Influences on Job Satisfaction and Career Commitment. *Educ Gerontol,* 2006;32(8):611-631.
29. Cohen J. *Statistical Power Analysis for the Behavioral Sciences* (2nd ed.). New Jersey: Lawrence Erlbaum Associates;1988.
30. Houkes I, Janssen PP, Jonge J, Bakker AB. Specific determinants of intrinsic work motivation, emotional exhaustion and turnover intention: A multisample longitudinal study. *J Occup Organ Psychol.* 2003;76(4):427-450.
31. Maslach C, Schaufeli WB, Leiter, MP. Job burnout. *Annu Rev Psychol.* 2001;52:397-422.
32. Aylward S, Stolee P, Keat N, Johncox V. Effectiveness of continuing education in long-term care: a literature review. *Gerontologist.* 2003;43(2):259-271.
33. Davison TE, McCabe MP, Visser S, Hudgson C, Buchanan G, George K. Controlled trial of dementia training with a peer support group for aged care staff. *Int J Geriatr Psychiatry.* 2007;22(9):868-873.

34. Visser SM, McCabe MP, Hudgson C, Buchanan G, Davison TE, George K. Managing behavioural symptoms of dementia: Effectiveness of staff education and peer support. *Aging Ment Health*. 2008;12(1):47-55.
35. McSherry R, Pearce P, Grimwood K, McSherry W. The pivotal role of nurse managers, leaders and educators in enabling excellence in nursing care. *J Nurs Manage*, 2012;20(1):7-19.
36. McCabe MP, Davison TE, George K. Effectiveness of staff training programs for behavioral problems among older people with dementia. *Aging Ment Health*, 2007;11(5):505-519.
37. Nolan M, Davies S, Brown J, Keady J, Nolan J. Beyond person-centred care: a new vision for gerontological nursing. *J Clin Nurs*, 2004;13(3a):45-53.

Table 1. Content of the interventions

Session	Component	Experimental Group	Control Group
1	Educative	<i>Information about PCC and dementia:</i> Information about the concept and principles of PCC. Basic information on dementia, its causes, symptoms and evolution.	
	Supportive	<i>Emotional impact of caregiving:</i> The positive and negative impacts of the caregiving experience on personal and professional life; Abdominal breathing.	
2	Educative	<i>Communication in dementia:</i> Communicative behavioural strategies to interact with residents with dementia. (e.g. give simple choices; use validation; allows time to respond; use individual's name and eye contact).	
	Supportive	<i>Conflict management:</i> Improving assertiveness through the DESC technique (Describe; Explain; Specify; Conclude) technique (Bower & Bower, 2004). Stretching and strengthening exercises.	
3	Educative	<i>Challenging behaviors:</i> Information about challenging behaviors and strategies to deal with them.	
	Supportive	<i>Teamwork:</i> The importance, benefits and constraints to teamwork; strategies to enhance cooperation between DCWs (e.g. active listen, positive feedback). Cognitive relaxation technique.	
4	Educative	<i>The environment and dementia:</i> Strategies to enhance the physical and social environment for the person with dementia (e.g. decrease background noise; post signs as reminders); information about the risk factors and strategies to prevent falls.	
	Supportive	<i>Deal with emotions:</i> Improving emotion-management strategies through the activity "six colors to think" (based on Bono, 1985); Stretching and strengthening exercises.	
5	Educative	<i>Motor stimulation:</i> Information about motor stimulation; strategies to enhance residents' involvement in daily care (e.g., break the small steps of an activity); and techniques for the moving and handling of residents.	
	Supportive	<i>Time management:</i> The impact of poor time management on personal and professional life and tools for better time management (e.g. set priorities; use a planning tool). Mental body-scan.	
6	Educative	<i>Multisensory stimulation - olfaction:</i> Information about multisensory stimulation; dementia-related olfactory changes and strategies to stimulate the olfaction during the daily care (e.g., use shower gel of different fragrances; place aroma diffusers in the bedroom)	
	Supportive	<i>Problem-solving:</i> Using the problem-solving technique: (a) identify the problem; (b) explain the problem; (c) create solutions; (d) choose one solution; (e) plan the implementation of the solution; (f) evaluate the efficacy. Stretching and strengthening exercises	
7	Educative	<i>Multi-sensory stimulation – vision and tactile stimulation:</i> The importance of vision and touch for people with dementia, dementia-related visual and tactile changes; strategies to stimulate the vision (e.g. reality orientation) and touch (e.g. hand massage during bath)	
	Supportive	<i>Relaxation:</i> Yoga	
8	Educative	<i>Multi-sensory stimulation – audition and taste:</i> The importance of audition and taste for people with dementia; dementia-related audition and taste changes; strategies to stimulate the audition (e.g., listen to residents' favourite song) and taste (e.g. brush the person's teeth with toothpastes of different flavors).	
		Celebration and finalization	

Table 1. Baseline characteristics of DCWs (n=58)

Outcome	Total (n=58)	Experimental	Control Group	p-value
	N (%)	group (n=27) N (%)	(n=31) N (%)	
Gender				
Female	58 (100.0)	27 (100.0)	31 (100.0)	-
Age in years				
M (SD)	44.72 (9.02)	43.37 (10.00)	45.90 (8.04)	0.290 ^a
Marital Status				
Married	39 (67.2)	17 (63.0)	22 (71.0)	
Widowed	3 (5.2)	1 (3.7)	2 (6.5)	
Single	4 (6.9)	2 (7.4)	2 (6.5)	0.887 ^b
Divorced/separated	9 (15.5)	5 (15.5)	4 (12.9)	
Other	3 (5.2)	2 (7.4)	1 (3.2)	
Education				
Primary school	15 (25.9)	4 (14.8)	11 (35.5)	
Middle school	12 (20.7)	6 (22.2)	6 (19.4)	
High school	24 (41.4)	11 (40.7)	13 (41.9)	0.144 ^b
College degree	1 (1.7)	1 (3.7)	0 (0.0)	
Other	6 (10.3)	5 (18.5)	1 (3.2)	
Length of service (years)				
M (SD)	9.61 (3.72)	9.84 (4.86)	9.42 (2.51)	0.678 ^a

^a t-test student^b χ^2

Table 2. Results of the repeated measures ANOVA

Outcome	Experimental group (n=27)		Control group (n=31)		p-value	Partial Eta squared ^a
	Pre-test	Post-test	Pre-test	Post-test		
PSS , mean (SD)	19.74 (6.16)	18.93 (6.60)	20.55 (6.31)	20.10 (4.79)	0.826	0.001
MBI						
Emotional Exhaustion , mean (SD)	16.08 (11.15)	14.88 (8.62)	12.67 (10.59)	15.42 (9.72)	0.029	0.095
Depersonalization , mean (SD)	5.93 (5.67)	6.70 (6.05)	6.07 (5.71)	5.52 (4.01)	0.396	0.013
Personal accomplishment , mean (SD)	38.89 (6.84)	36.59 (9.74)	40.69 (6.20)	37.31 (8.02)	0.618	0.005
MSQ , mean (SD)	72.74 (6.04)	73.7 (8.18)	68.14 (9.06)	68.55 (10.13)	0.618	0.005

^aInteraction Time*Group, Eta square partial (η^2_{partial}) corresponds to the Effect Size (ES): ≤ 0.05 – small; 0.05-0.25 – medium; 0.25-0.50 – large; ≥ 0.50 – very large