



SUPERIOR Mental Wellness @ WORK

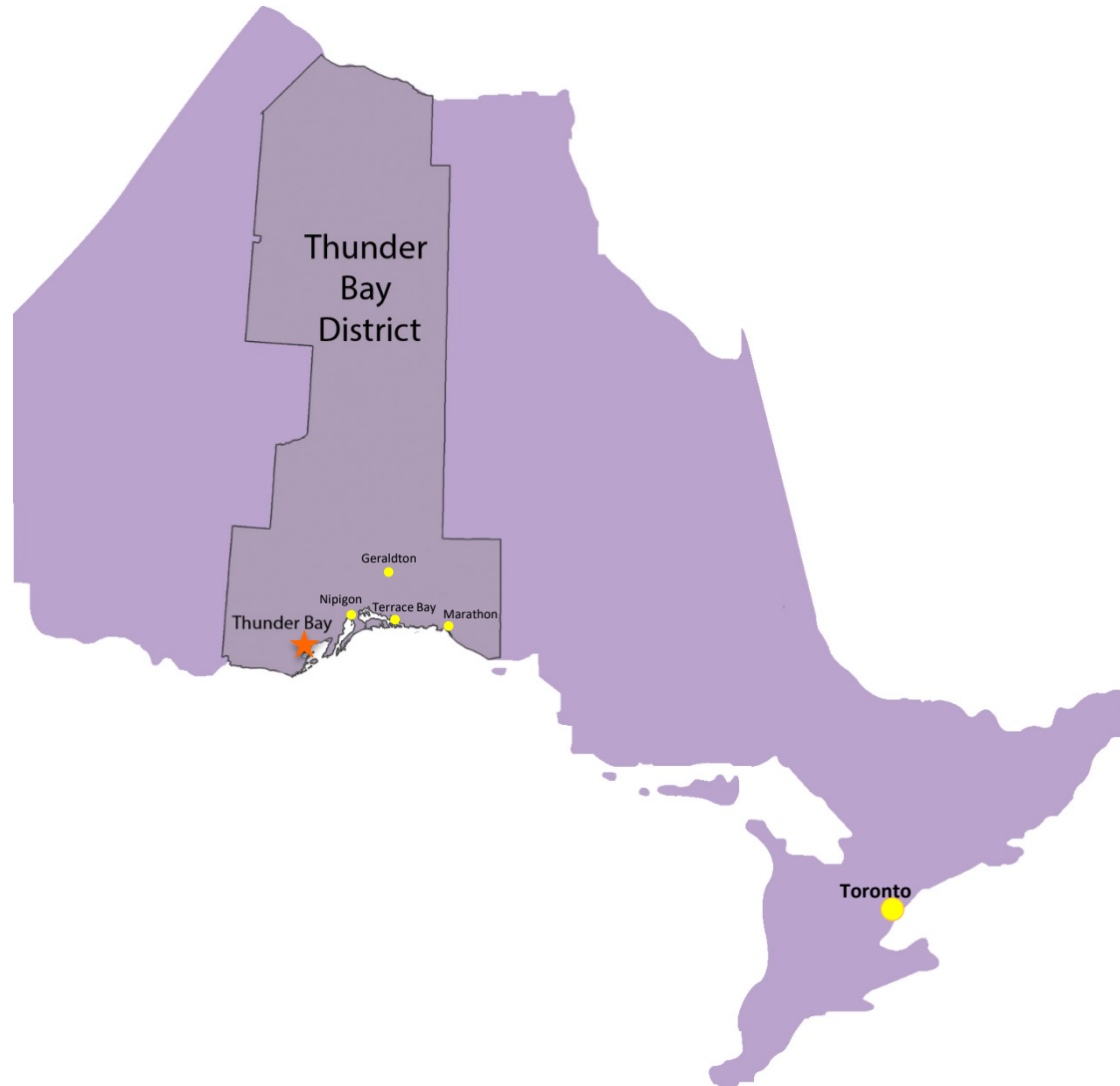
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May 29, 2018



Today's presentation

1. Overview of the Superior Mental Wellness @ Work project
2. Focus group methods and results
3. Standard to Action training program evaluation
4. Other project components
5. Overall project evaluation
6. Next steps for the project

Where is Thunder Bay?



Why focus on mental health at work?

- Ontario Public Health Standards include mental health promotion as a consideration for chronic disease prevention.
- Fewer adults in Thunder Bay and District report perceived mental health as very good or excellent compared to Ontario and Canada, (especially among those aged 20-34)¹

¹Canadian Community Health Survey 2011–12 to 2013–14, Statistics Canada, Canada Share File, distributed by Ontario Ministry of Health and Long-Term Care

Community partnership

Superior Mental Wellness @ Work Advisory Group

- Thunder Bay District Health Unit
- Workplace Safety and Prevention Services
- Lakehead University
- Thunder Bay Counselling Centre
- Children's Aid Society of the District of Thunder Bay
- Creighton Youth Services
- Canadian Mental Health Association
- St. Joseph's Care Group
- City of Thunder Bay
- DST Consulting Engineers
- North Superior Workforce Planning Board
- UNIFOR
- Salute Consulting
- TBT Engineering
- Nokiiwin Tribal Council

Collective goal

To promote workplace environments that reduce psychological hazards and maintain positive mental health for employees in Thunder Bay and District.

Funding opportunity: Ontario Ministry of Labour Health and Safety Prevention and Innovation Program (OHSPIP) grant for \$172,912 to fund a multi-component project:

1. *Standard to Action* training
2. Speaker series
3. Manager training and resources
4. Mental health in the workplace campaign

Evaluation and knowledge translation integrated throughout

Today's presentation

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- ➔ 2. Focus group methods and results
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Setting up the project evaluation

Pre-project survey objectives:

- To determine the current status of workplace mental health in Thunder Bay and the surrounding district
- To understand what resources are needed to protect and promote mental health in the workplace
- To establish a baseline of data that could be used for post-project comparison

Focus groups

Research questions

- What is the perception and understanding of workplace mental health among workplaces in Thunder Bay and District?
- What factors facilitate positive workplace mental health?
- What factors are barriers to positive workplace mental health?
- What are the needs of employers to enhance knowledge and skills to build mental wellness at work?

Focus groups

Methods

- Ethics approval from Lakehead University Research Ethics Board
- Participants recruited through the pre-project survey, as well as through existing contacts (aim: 24 - 32; actual: 23)
- 5 semi-structured audio-recorded focus group interviews, (3 urban, 2 rural)
- Observation notes were taken to validate/challenge the transcripts
- Analysis: NVivo software managed the data; thematic network analysis was employed to organize the findings into basic, organizing and global themes.
- Reliability: inter-coder agreement between 3 team members
- Validity: Member-checking (participants were invited to review findings and provide comments before final analysis)

Focus group results

Perceptions:

- The time is right.
- While interest in and recognition of the importance of workplace mental health is present, knowledge, resources and support is limited, not easily available/accessible.
- Stigma is continually present.

Focus group results

Facilitators to good workplace mental health:

- Good leadership skills
- Open, honest, transparent communication about mental health at work and about workplace changes and performance
- Knowledge about workplace mental health challenges, signs, symptoms, and about how and where to access available resources.

Focus group results

Barriers to good workplace mental health:

- Stigma
- Lack of management and leadership support
- Lack of knowledge about the signs and symptoms of mental health challenges, how to approach a colleague, the resources available
- Social determinants of health (social/family issues, financial issues, substance abuse)
- Workplace stress (job insecurity/changes, workload/work responsibilities)

Focus group results

Knowledge/education/ resources desired:

- Clarity on the definition of mental wellness and how it can be supported in the workplace
- Identification of signs and symptoms of mental health challenges
- Better defined roles and responsibilities
- Effective ways to approach and address mental health challenges
- The resources available in communities for referral

Focus group results

Discussion and conclusions


- There are more similarities than differences among various worksites in Thunder Bay and District for what facilitates and challenges workplace mental health.
- The time is right to focus on mental health at work.
- Stigma presents as one of the most significant barriers.
- Legislation to promote mental wellness in the workplace would be welcome, specifically by adding mental health to the Occupational Health and Safety Act.
- Good leadership is a facilitator to mental health when it is present and a barrier when it is not.
- There is a critical need for mental health knowledge, supports and resources.

Focus group results

Limitations

- Participants were all workplace wellness champions who volunteered to be part of the focus groups.
- Their workplaces may have already committed to implementing the Standard and they may have already participated in some of the education that was part of the project.
- This implies that the need for better leadership and more knowledge about mental health and resources is a lot stronger than the participants have indicated.

Today's presentation

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2. Focus group methods and results
-  3. Standard to Action training evaluation
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Standard to Action training

Objectives

To support worksite leaders to:

- Create safe and healthy workplaces
- Create a workplace mental health program based on the Standard
- Shift attitudes and perceptions regarding mental health in the workplace

Format

- Session #1 based on a WSPS pilot project with same objectives
Sessions #2 and #3 based on WSPS “Investing in Healthy Minds@work”
- 6 modules (1 per month); 3 hours each
- “Homework” or “Back at work” activities

Standard to Action training

Program outline

- Module 1: Mental health stigma, shifting attitudes toward mental health
- Module 2: Workplace factors as outlined in the Standard
- Module 3: Building the business case for a mental health and safety program
- Module 4: Planning and understanding organizational needs
- Module 5: Implementation of the plan
- Module 6: Checks, balances, evaluation

Standard to Action training

	Session #1	Session #2	Session #3
Location	Thunder Bay	Nipigon	Thunder Bay
Timeframe	March to October 2016	March to October 2017	September 2017 to February 2018
Number of participants	32	18	15

Total of **65** worksite leaders trained representing **32** worksites



Standard to Action training evaluation

Methods

- Pre-training survey conducted prior to the first session
- Post-training survey conducted at the end of the last session
- 6-month post-training follow-up electronic survey (sent by email; phone call reminders)

Response rate

	Pre-training survey	Post-training survey	6-month post-training follow-up survey
# completed	65	37	24*
% completed	100%	57%	37%

*Session #3 6-month post-training follow-up surveys have not been conducted yet.

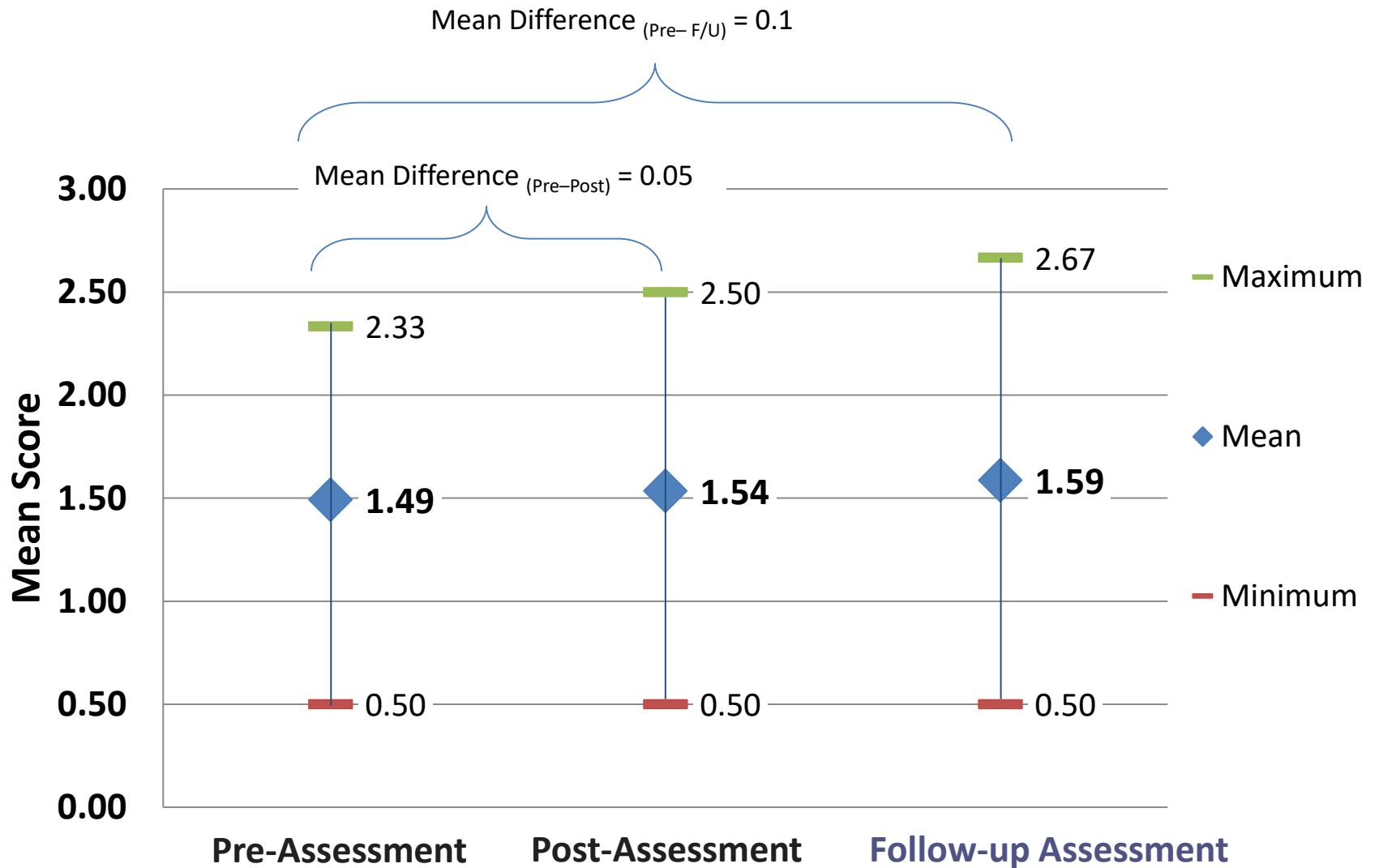
Standard to Action training evaluation

Survey questions

Domain 1: Based on Guarding Minds @ Work initial screening

1. Employees are satisfied with the amount of involvement they have in decisions that affect their work.
2. Employees feel they are well rewarded (in terms of praise and recognition) for the level of effort they put out for their job.
3. In the last six months, too much time pressure at work has caused employees no worry, “nerves” or stress.
4. In the last six months, employees have experienced no worry, “nerves” or stress from mental fatigue at work.
5. Employees are satisfied with the fairness and respect they receive on the job.
6. Supervisors support employees in getting their work done.

Average Domain 1 (SSIX) Scores



*Mean Difference is statistically significant at (P<0.05)

Survey Scoring Domains

	Pre-Assessment Mean (PRE) (n=65)	Post-Assessment Mean (POST) (n=37)	Follow-up Assessment Mean (F/U) (n=24)	Mean Difference	
				POST— PRE	F/U – PRE
Q1. Decision involvement	1.63	1.59	1.88	-0.04	0.24
Q2. Positive feedback	1.59	1.62	1.67	0.03	0.07
Q3. Pressure absence	1.16	1.34	1.17	0.18	0.01
Q4. Mental fatigue absence	0.90	1.03	0.88	0.12	-0.03
Q5. Respect	1.69	1.78	1.91	0.1	0.23
Q6. Supervisor support	1.97	1.86	2.09	-0.1	.12

***Mean Difference is statistically significant at (P<0.05)**

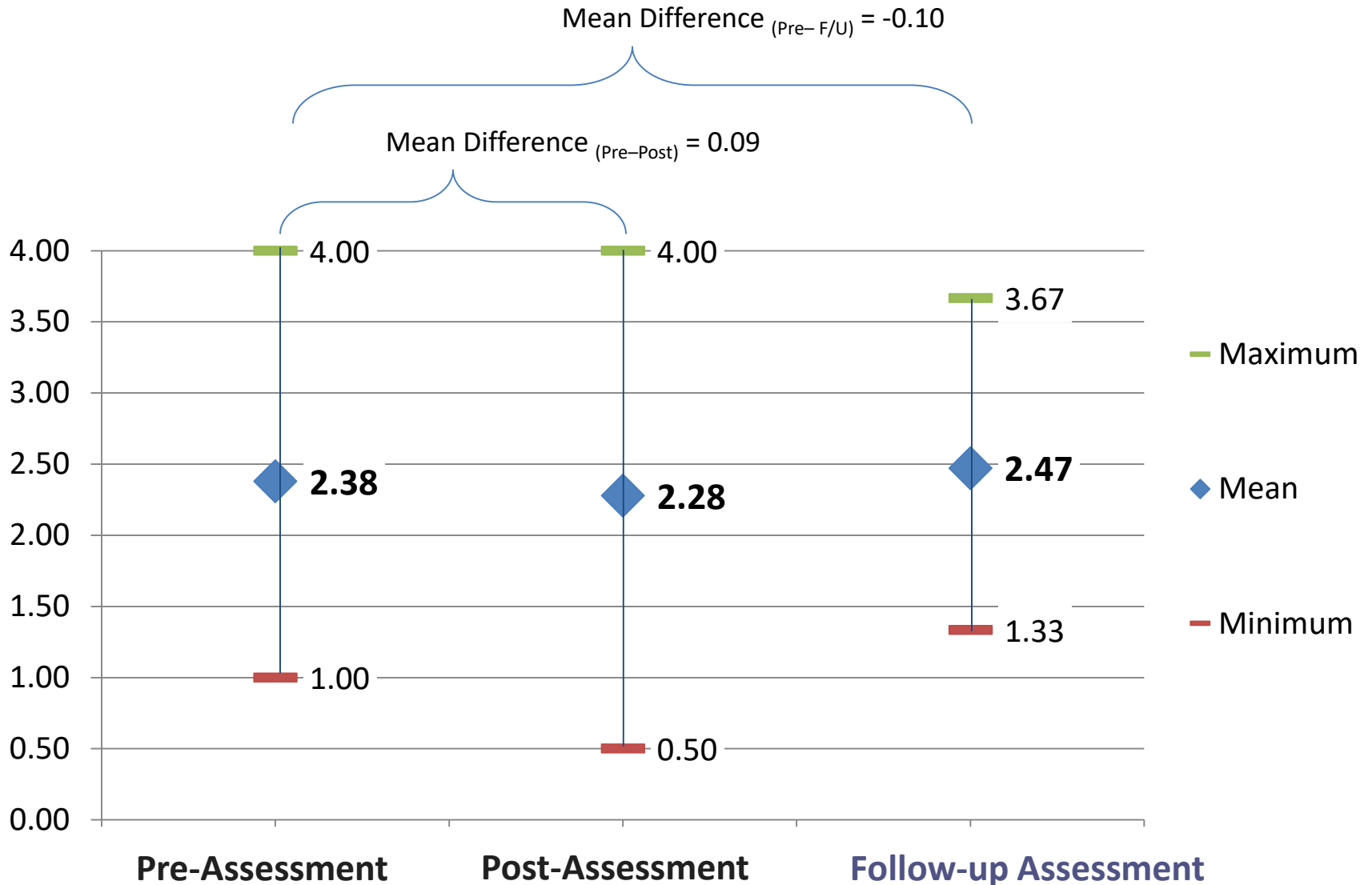
Standard to Action training evaluation

Survey questions

Domain 2: Perceived workplace environment

1. In general, how would you rate employee mental health in your workplace environment?
2. In general, how would you rate the amount of mental health stigma in your workplace?
3. How would you rate your current opportunities to network with local worksite mental health champions (i.e. to share ideas, concerns, learn from each other)?

Domain 2: Perceived Workplace Environment



*Mean Difference is statistically significant at (P<0.05)

Domain 2: Perceived Workplace Environment

	Pre-Assessment Mean (PRE) (n=65)	Post-Assessment Mean (POST) (n=37)	Follow-up Assessment Mean (F/U) (n=24)	Mean Difference	
				POST—PRE	F/U – PRE
Q1. Employee mental health	2.37	2.27	2.38	-0.095	0.01
Q2. Mental health stigma	2.43	2.22	2.54	-0.21	-0.11
Q3. Local opportunities to network	2.35	2.36	2.50	0.01	0.15
*Mean Difference is statistically significant at (P<0.05)					

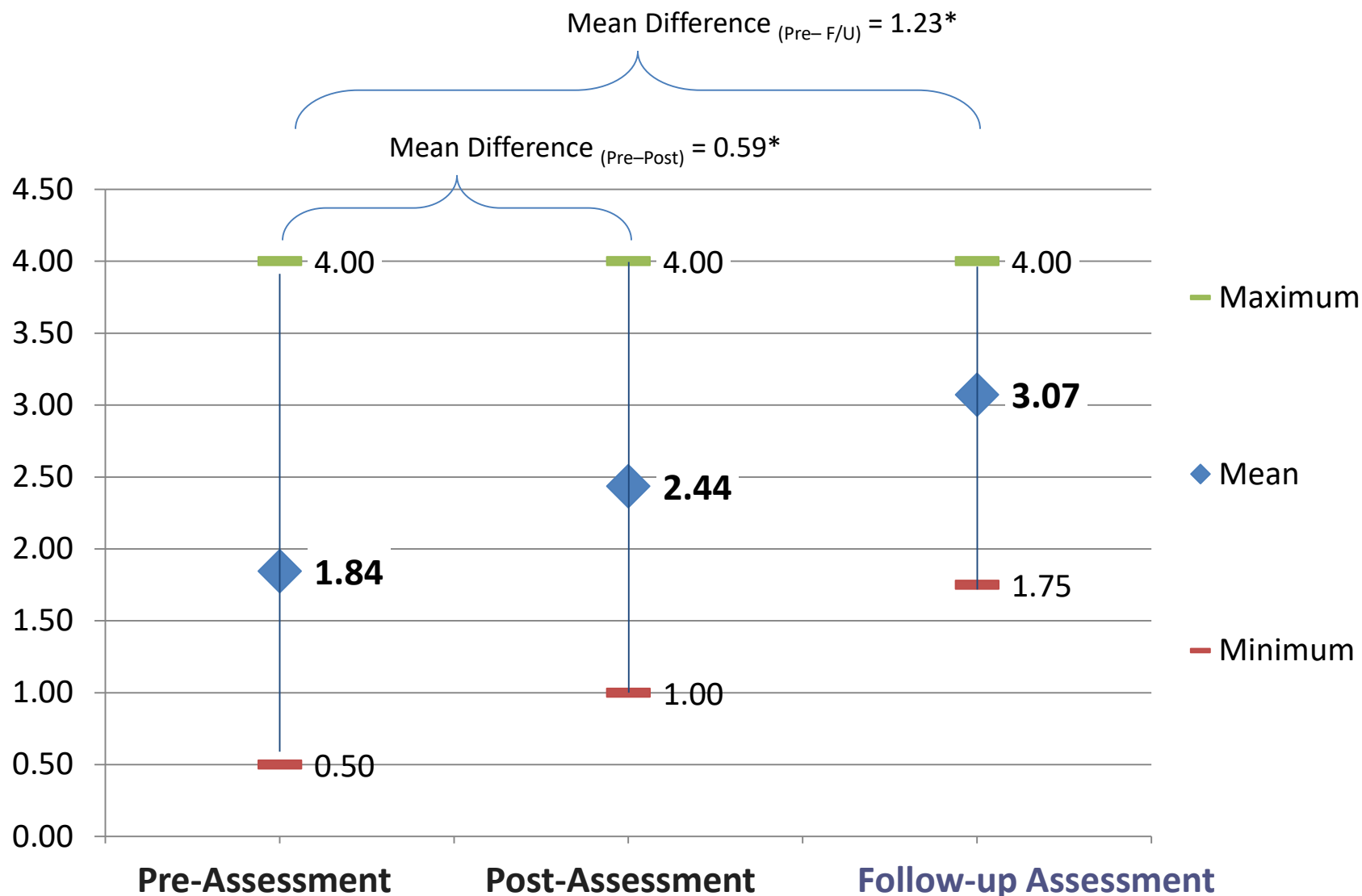
Standard to Action training evaluation

Survey questions

Domain 3: Implementation of the National Standard for Psychological Health and Safety in the Workplace (the Standard)

1. How well do you understand the Standard and its purpose in the workplace?
2. Has your workplace developed an action plan for implementing the Standard?
3. Does your workplace have a mental health policy or commitment in place?
4. At this time, how prepared are you to be an ambassador for mental health and to champion the Standard in your workplace?

Domain 3: Implementation of the Standard



*Mean Difference is statistically significant at $(P < 0.05)$

Survey Scoring Domains

	Pre-Assessment Mean (PRE) (n=65)	Post-Assessment Mean (POST) (n=37)	Follow-up Assessment Mean (F/U) (n=24)	Mean Difference	
				POST—PRE	F/U – PRE
Q1. Understanding the Standard	1.84	2.84	3.38	0.99*	1.53*
Q2. Standard action plan: development	1.35	1.97	2.83	0.62*	1.42*
Q3. Mental health policy	1.65	2.11	2.83	0.46	1.18*
Q4. Mental health ambassador readiness	2.54	2.86	3.25	0.32	0.71*
*Mean Difference is statistically significant at (P<0.05)					

Standard to Action training evaluation

Survey questions

Domain 4: Gained knowledge

Three sub-domains will be looked at:

1. Gained knowledge about workplace mental health
2. Gained knowledge on developing an action plan for the Standard
3. Gained knowledge on action plan implementation, management and evaluation

Standard to Action training evaluation

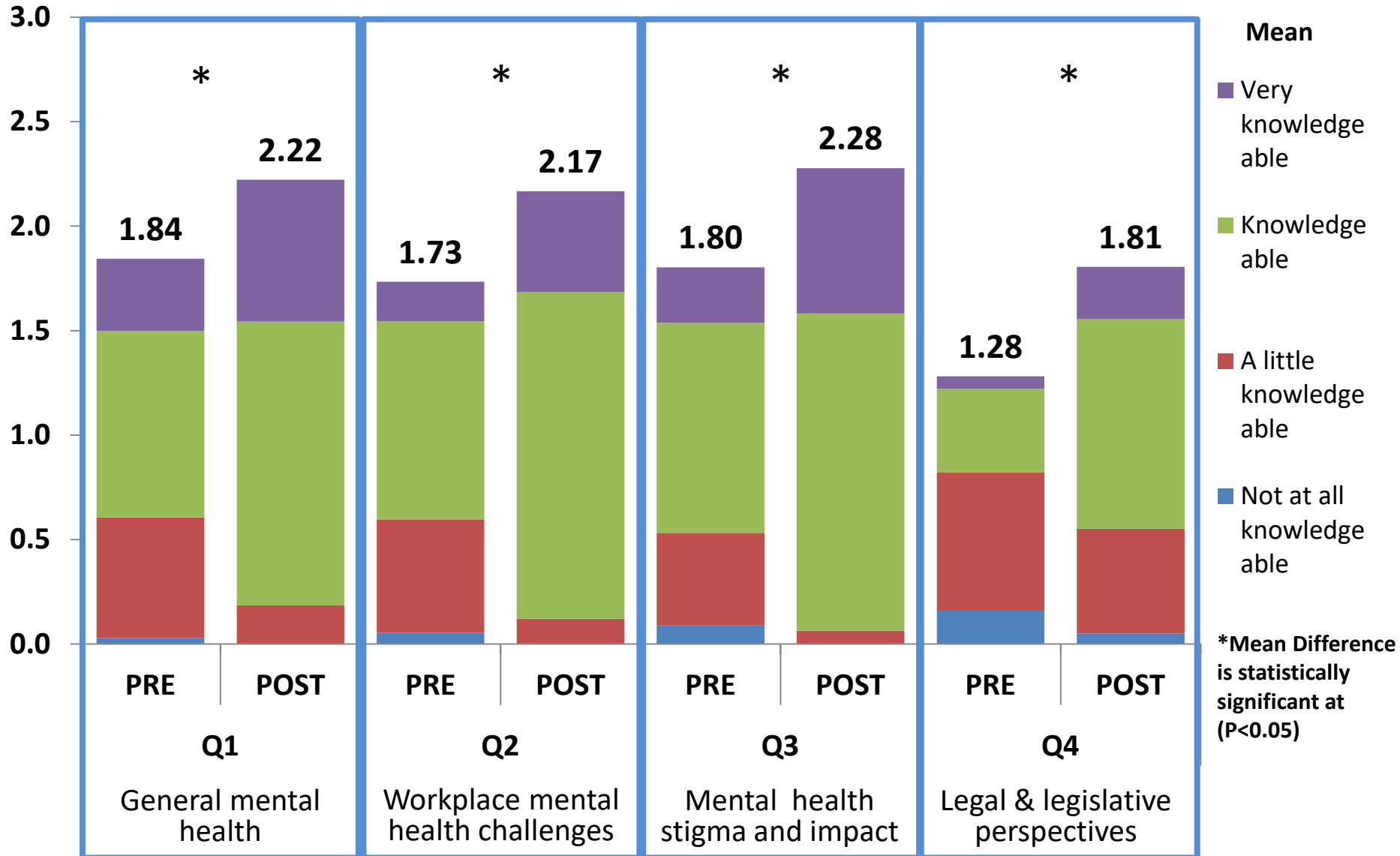
Survey questions

Domain 4.1: Gained knowledge about workplace mental health

Rate your knowledge of:

1. Mental health in general
2. Mental health challenges in the workplace
3. Mental health stigma and its impact
4. The legal and legislative perspectives around mental health in the workplace (WMH)

Domain 4.1 Gained knowledge on perceived mental health



Standard to Action training evaluation

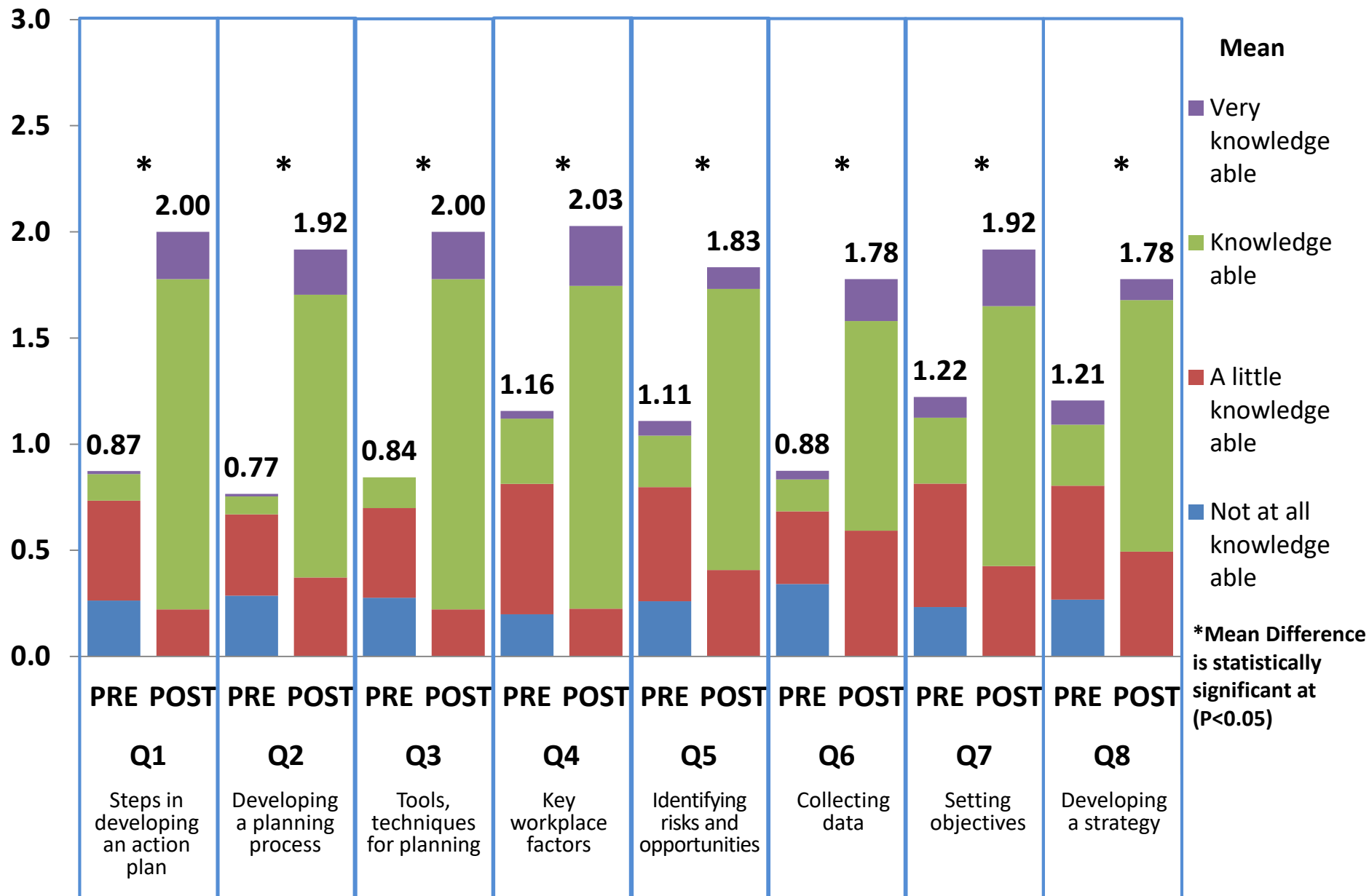
Survey questions

Domain 4.2: Gained knowledge on developing an action plan for the Standard

Rate your knowledge of:

1. The steps in developing an action plan to implement the Standard
2. Developing a planning process for the Standard
3. The tools and techniques for planning
4. The key workplace factors and drivers that are associated with psychological health and safety
5. The identifiable risks and opportunities to strengthen workplace factors
6. The process to establish baseline, collect data and analyze gaps
7. Setting objectives to meet the organizational vision, goals and desired outcomes
8. Developing a strategy to meet the organizational vision, goals and desired outcomes

Domain 4.2 Gained knowledge on developing an action plan



Standard to Action training evaluation

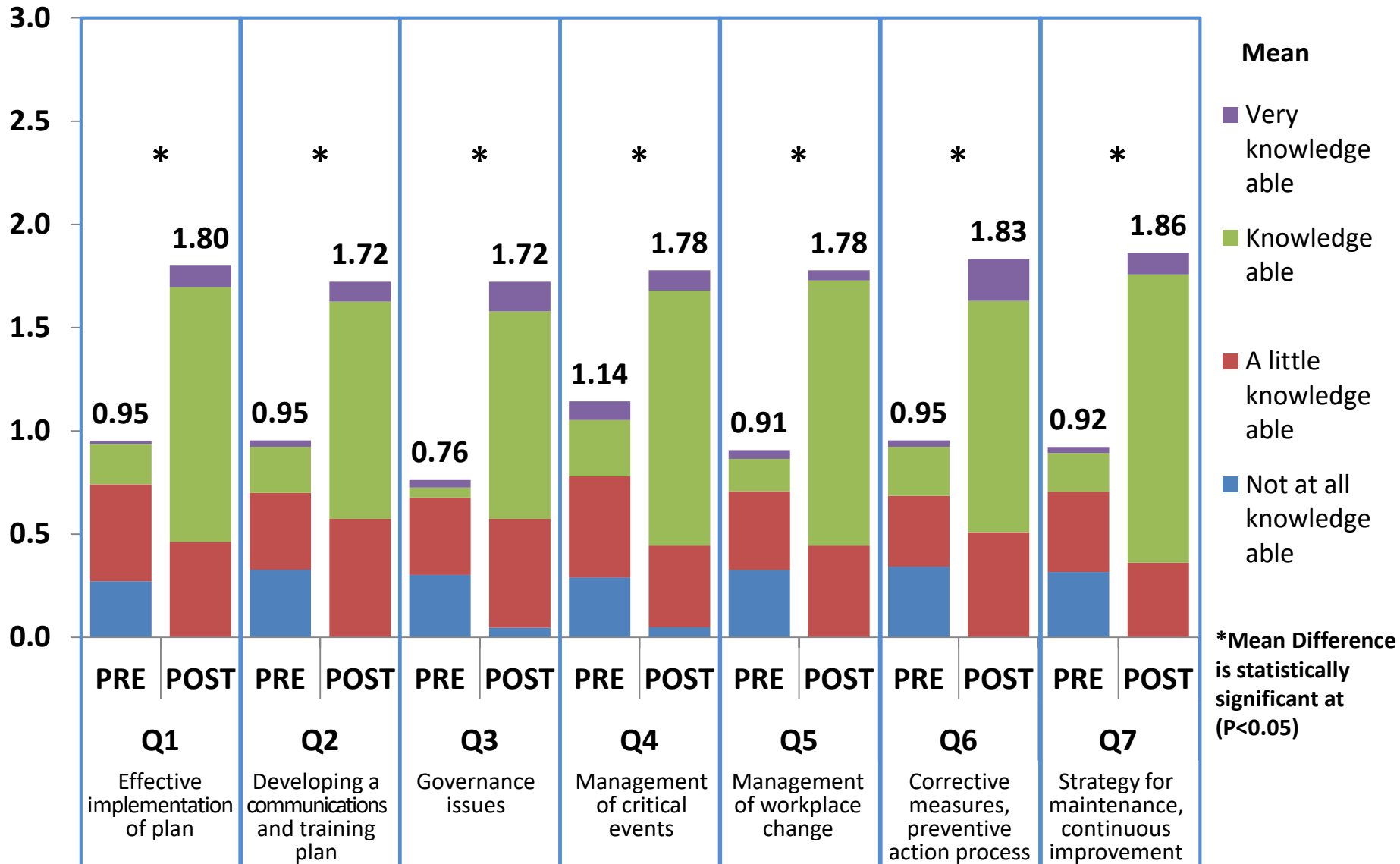
Survey questions

Domain 4.3: Gained knowledge on implementing and managing a plan for the Standard

Rate your knowledge of:

1. Effective implementation of the plan
2. The development of a communications and training plan that supports implementation of the Standard
3. Governance issues related to implementation of the Standard
4. Effective management of critical events and incident investigation
5. The management of change in the workplace with respect to the Standard
6. Corrective measures and the preventative action process
7. The development of a strategy for system maintenance and continuous improvement

Domain 4.3 Gained knowledge on implementing/ managing an action plan



Standard to Action Training Evaluation Results

Discussion


- Crude comparisons suggest training program was successful on some of it's intended objectives
- X Create safe and healthy workplaces
- ✓ Create a workplace mental health program based on the Standard
- ✓ Shift attitudes and perceptions regarding mental health in the workplace

Standard to Action Training Evaluation Results

Limitations

- Some participants who started the training may not have been the same worksite representatives who completed the training (different people completing pre- and post-training surveys).
- The curriculum differed slightly from Session #1 to Sessions #2 and #3.
- There was a different training facilitator for Session #1 as for Sessions #2 and #3.
- The post-training survey format for Session #1 was electronic, while for Sessions #2 and #3 it was “in class” on paper to increase participation.
- Self-selection bias

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Education and training

Speaker series

- **10** speakers
- **11** events (Thunder Bay, Terrace Bay, Geraldton)

Mental Health
First Aid Canada 

- **4** sessions (Thunder Bay, Marathon)
- Approximately **100** participants

 mental health™
WORKS

- **3** sessions (Thunder Bay)
- **78** participants

Get Real Photovoice Campaign

Two questions:

- How do you really feel at work?
- How do you take care of your mental health at work?

Two requests:

- Anonymous photo
- Caption

57 eligible entries!



get real
PHOTOVOICE

How do you really feel at work?
How do you take care of your mental health at work?

Share your story and help end the stigma surrounding mental health in the workplace.

Your pictures could be featured in the Get Real workplace mental health campaign. You could win one of 10 \$50 gift cards to a local business.

Your voice matters!

If selected, your displayed submission will be 100% anonymous.

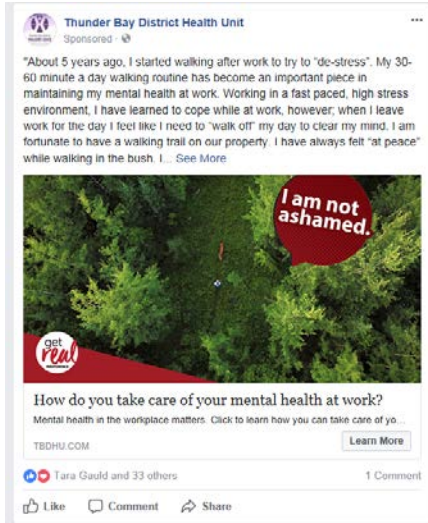
Speak up at
getrealphotovoice.com

SUPERIOR Mental Wellness
@WORK

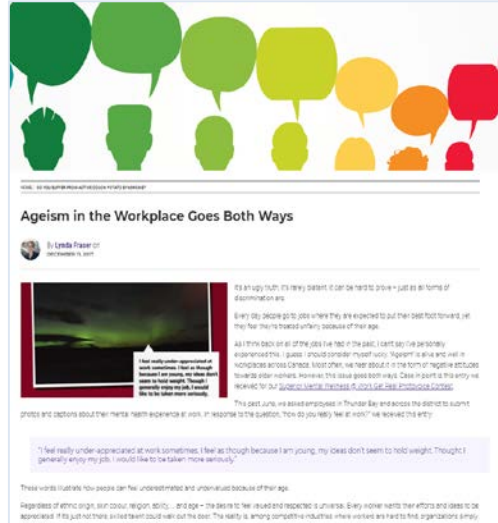
Get Real Photovoice Campaign



Get Real Photovoice Campaign



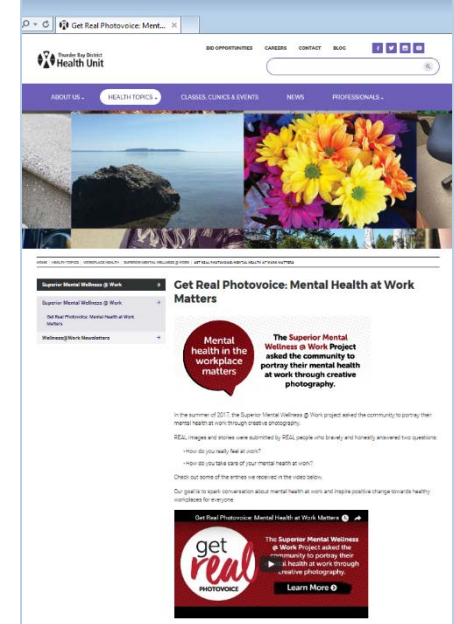
Social media



Blog post

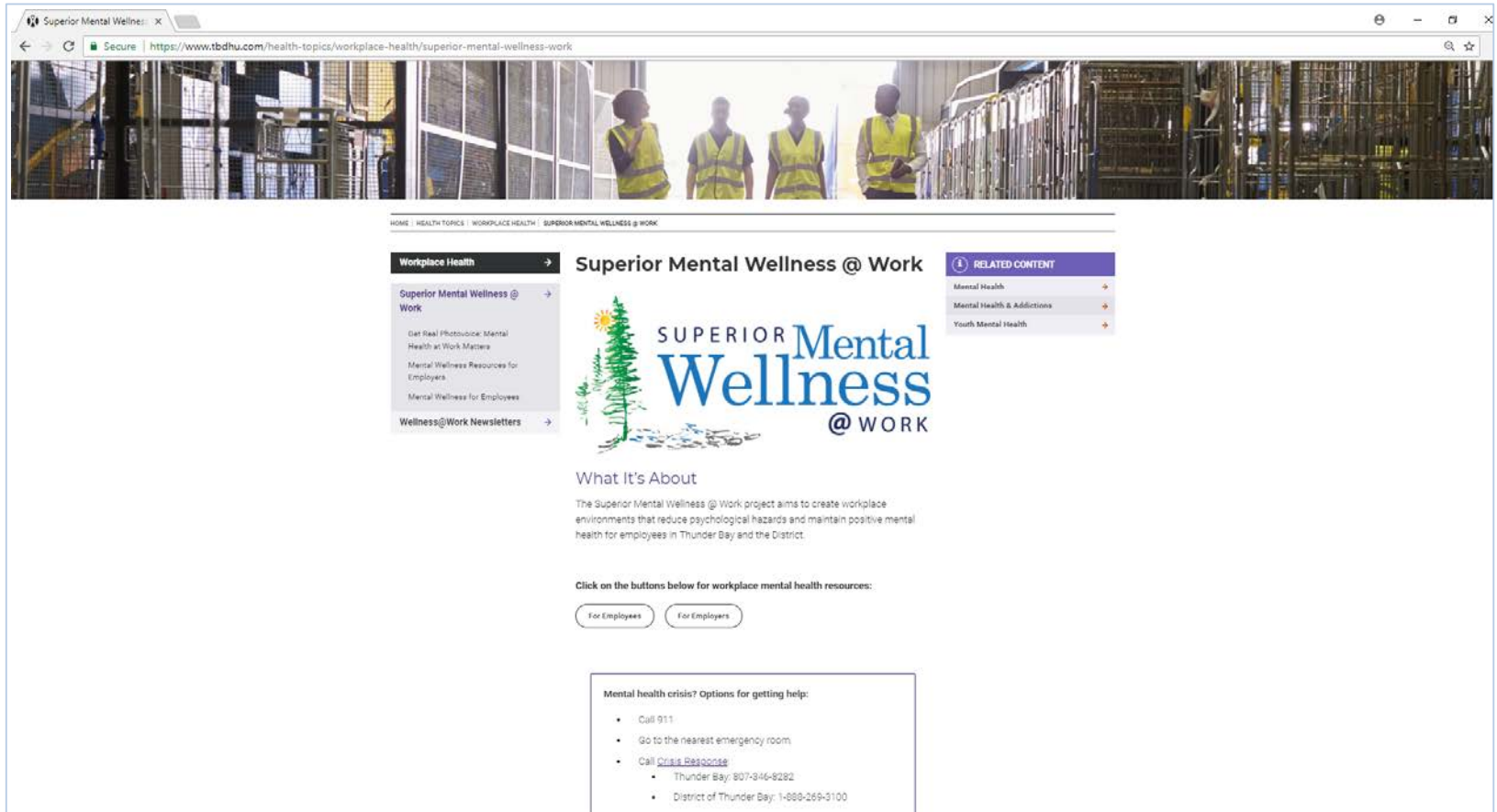


2018 calendar



Web page, video

Assembled resources



The screenshot shows a web browser window displaying the website <https://www.tbdhu.com/health-topics/workplace-health/superior-mental-wellness-work>. The page features a header image of four workers in a warehouse. Below the header is a navigation bar with links for HOME, HEALTH TOPICS, WORKPLACE HEALTH, and SUPERIOR MENTAL WELLNESS @ WORK. The main content area includes a sidebar with 'Workplace Health' and 'Superior Mental Wellness @ Work' sections. The central content area displays the 'SUPERIOR Mental Wellness @ WORK' logo and a 'What It's About' section. Below this, there are buttons for 'For Employees' and 'For Employers'. A 'Mental health crisis? Options for getting help:' section provides a list of actions: 'Call 911', 'Go to the nearest emergency room', and 'Call Crisis Response' with specific phone numbers for Thunder Bay and District of Thunder Bay.

HOME | HEALTH TOPICS | WORKPLACE HEALTH | SUPERIOR MENTAL WELLNESS @ WORK

Workplace Health → Superior Mental Wellness @ Work

Get Real PhotoVoice: Mental Health at Work Matters
Mental Wellness Resources for Employers
Mental Wellness for Employees
Wellness@Work Newsletters →

Superior Mental Wellness @ Work

RELATED CONTENT

- Mental Health
- Mental Health & Addictions
- Youth Mental Health

SUPERIOR Mental Wellness @ WORK

What It's About

The Superior Mental Wellness @ Work project aims to create workplace environments that reduce psychological hazards and maintain positive mental health for employees in Thunder Bay and the District.

Click on the buttons below for workplace mental health resources:

For Employees For Employers

Mental health crisis? Options for getting help:

- Call 911
- Go to the nearest emergency room
- Call [Crisis Response](#)
 - Thunder Bay: 807-346-8282
 - District of Thunder Bay: 1-888-269-3100








[SuperiorMentalWellnessAtWork.com](https://www.tbdhu.com/health-topics/workplace-health/superior-mental-wellness-work)

Assembled resources



MENTAL HEALTH CRISIS?


Options for getting help:

-  Call 911
-  Go to the nearest emergency room
-  Call Crisis Response
Thunder Bay: 346-8282
Thunder Bay District: 1-888-269-3100
-  Call the Connex Ontario Mental Health Helpline:
1-866-531-2600
-  Visit a walk-in counselling clinic in Thunder Bay.
Call 684-1880 for times and locations.
-  Visit SuperiorMentalWellnessAtWork.com
for a full list of local mental health service providers
-  Inquire if your company offers an Employee Assistance Program (EAP).
EAP contact number: _____

↑ NEXT STEPS:



Today's presentation

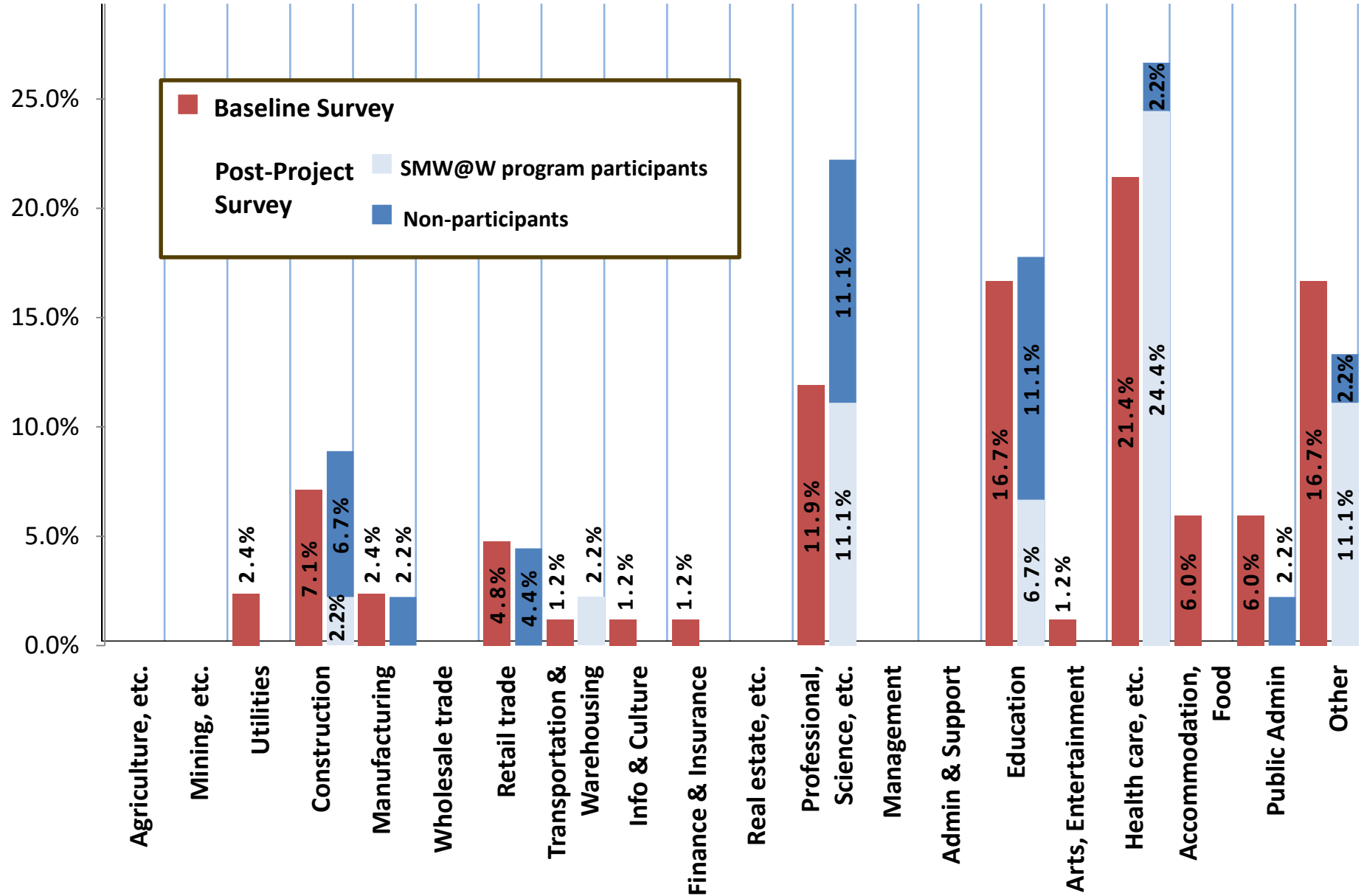
1. Overview of the Superior Mental Wellness @ Work project
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Overall project evaluation methods

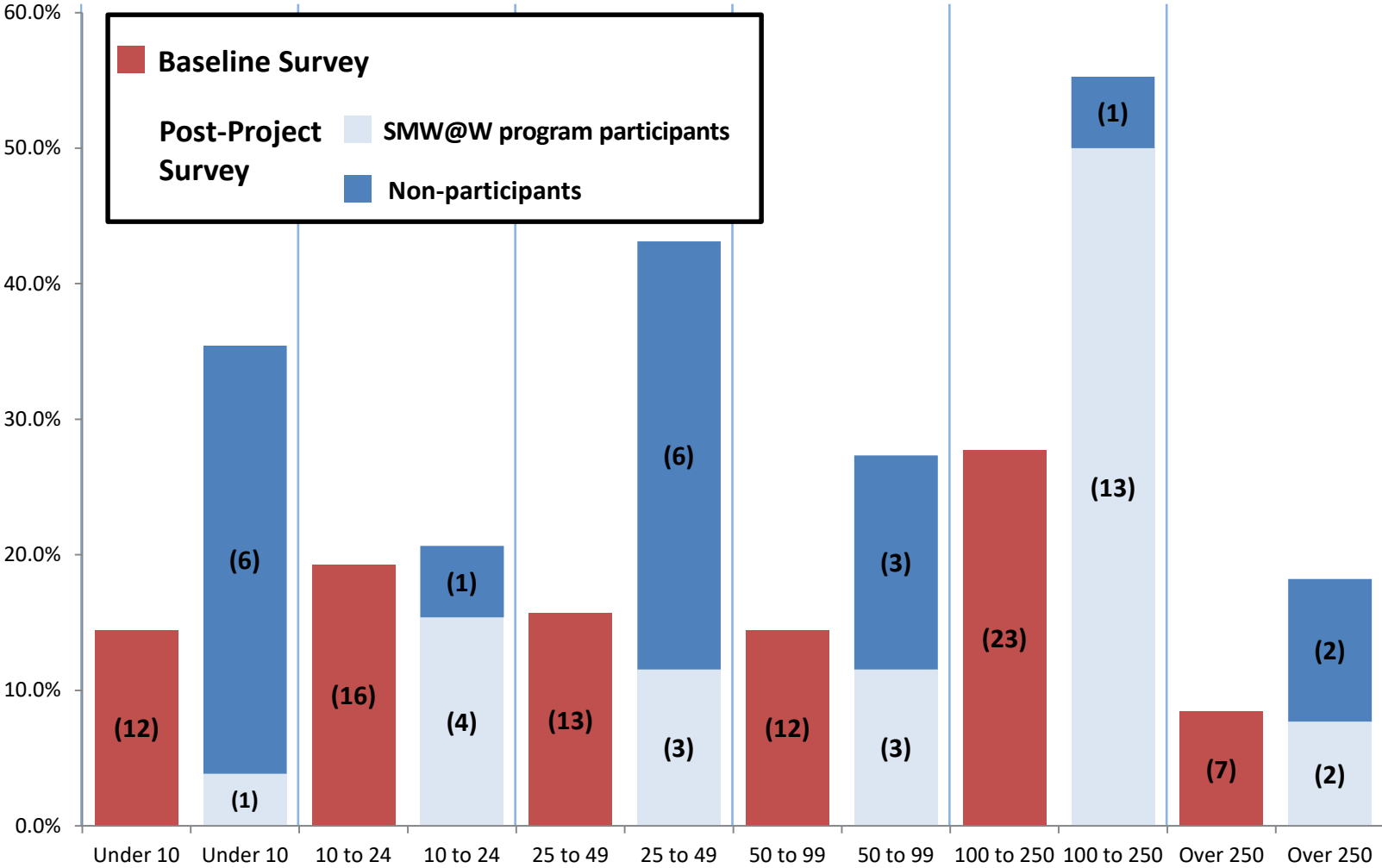
	Pre-project survey	Post-project survey
Question type	19 baseline knowledge ?s 5 needs assessment ?s 8 demographic ?s	6 project participation ?s 19 knowledge ?s 1 needs assessment ? 8 demographic ?s
# invited to participate	319	350
# completed	89	47 (so far)
% completed	28%	13.4% (so far)

Demographics- Industrial Sectors*

Industrial sector classification was based on the North American Industry Classification System (NAICS) Canada 2012



Demographics- Company Size



Pre- and Post-project Comparisons

Survey Scoring Domains

Domain 1: Workplace mental health

1. At this time, how much of a priority is employee mental health for your organization? *0= Lowest priority → 5= Top priority*
2. At this time, is employee mental health an issue that your organization is looking for support to address? *No(0); Yes(1)*
3. At this time, how much support is your organization looking for to address employee mental health? *0=No support → 3=A lot of support*
4. At this time, how well do you think your organization is doing in its efforts to address workplace mental health? *0=Not well at all → 3=Very well*
5. In general, how would you rate employee mental health in your workplace environment? *0=Poor → 4=Excellent*
6. In general, how would you rate the amount of mental health stigma in your workplace? *0= High amount of stigma → 3=No stigma present*

Domain 1 Survey Scores

	Pre-Project Mean (n)	Post-Project Mean (n)	Mean Difference
Q1: Mental health priority	3.08 (89)	3.36 (47)	0.28
<u>Scored 0 to 5: 0= Lowest priority; 5= Top priority</u>			
Q2: Mental health support needed	0.55 (71)	0.68 (41)	0.13
<u>Scored 0 to 1: 0= No; 1=Yes</u>			
Q3: Level of support needed	1.84 (89)	1.87 (47)	0.03
<u>Scored 0 to 3: 0=No support; 3= A lot of support</u>			
Q4: Organizational efforts	1.36 (85)	1.51 (45)	0.15
<u>Scored 0 to 3: 0=Not well at all; 3= Very Well</u>			
Q5: Perceived employee mental health	1.91 (89)	2.04 (47)	0.13
<u>Scored 0 to 4: 0= Poor; 4=Excellent</u>			
Q6: Perceived mental health stigma	1.84 (85)	1.80 (40)	-0.04
<u>Scored 0 to 3: 0= There is a high amount of stigma; 3=There is no mental health stigma present</u>			
Number of responses (n) Mean difference= Post-Project Mean – Pre-project mean *Mean Difference is statistically significant at (P<0.05)			

Survey Scoring Domains

Domain 2: The Psychological Health and Safety Standard

1. How familiar are you with the National Standard for Psychological Health and Safety in the Workplace?
0= Not at all familiar → 4=Extremely Familiar
2. Has your workplace developed an action plan for implementing the Standard? *0=No, a plan has not been started → 2= Yes, a plan is developed*
3. Does your workplace have a mental health policy or commitment in place? *0= No, one has not been initiated → 3= Yes, one is in place*
4. At this time, how prepared are you to champion mental health in your workplace? *0= Not prepared at all → 3= Very prepared*

Domain 2 Survey Scores

	Pre-Project Mean (n)	Post-Project Mean (n)	Mean Difference
Q1. Familiarity with the Standard	1.21 (89)	1.85 (46)	0.63*
Q2. Standard action plan development	0.52 (64)	0.61 (38)	0.09
Q3. Mental health policy in place	1.03 (77)	1.54 (37)	0.51
Q4. Mental health ambassador readiness	1.55 (84)	1.61 (46)	0.06
Number of responses (n) Mean Difference= Post-project mean – Pre-project mean *Mean Difference is statistically significant at (P<0.05)			

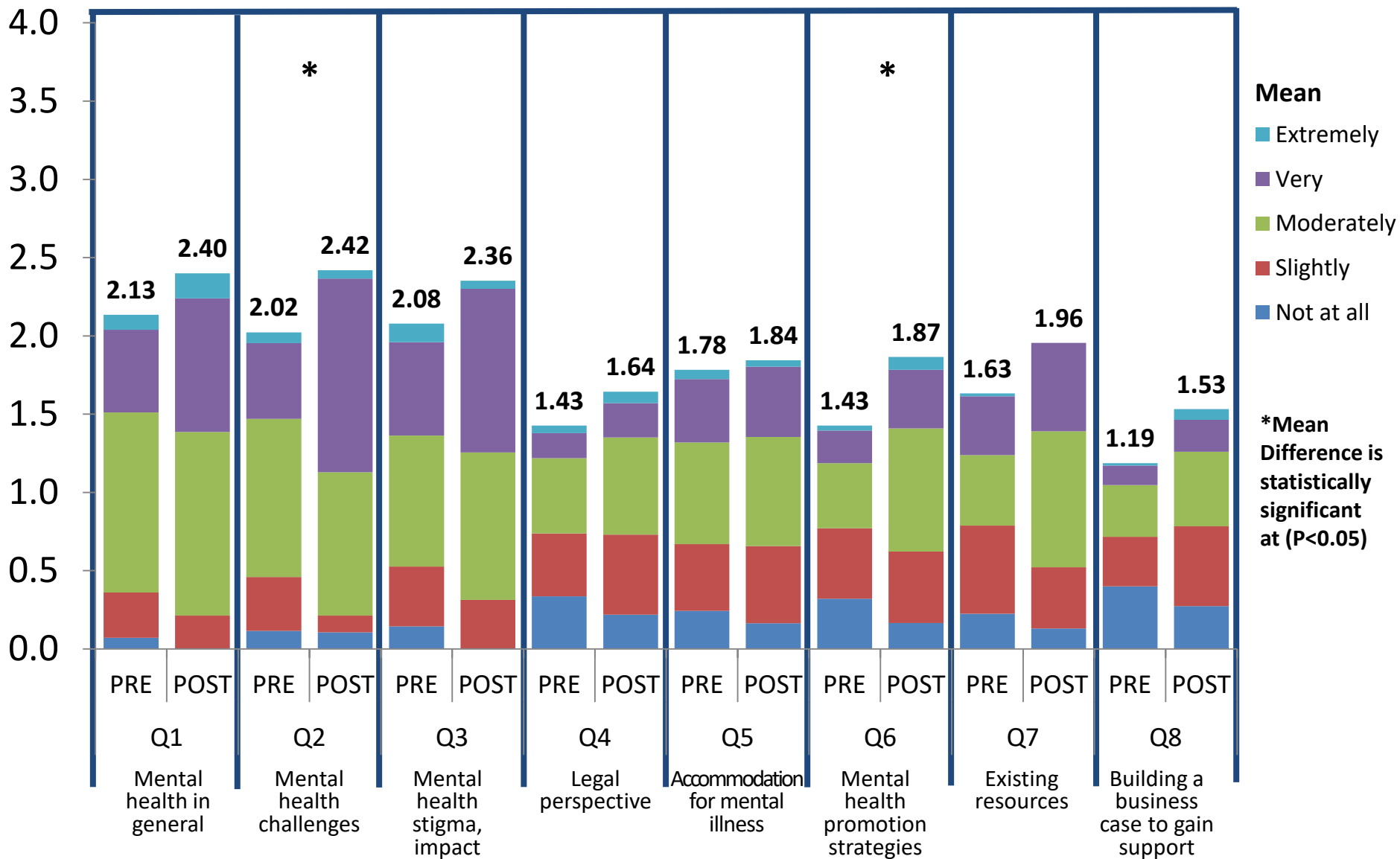
Survey Scoring Domains

Domain 3: Gained knowledge

0= Not at all knowledgeable → 4= Extremely knowledgeable

1. Mental health in general
2. Mental health challenges in the workplace
3. Mental health stigma and its impact
4. The legal and legislative perspectives around mental health in the workplace (WMH)
5. Accommodation of workers with mental illness
6. Mental health promotion strategies
7. Existing resources to support mental health at work
8. How to build a business case to gain management support for mental health

Domain 3: Knowledge of Workplace Mental Health



Post-project survey comparison: Program participants vs. non-participants

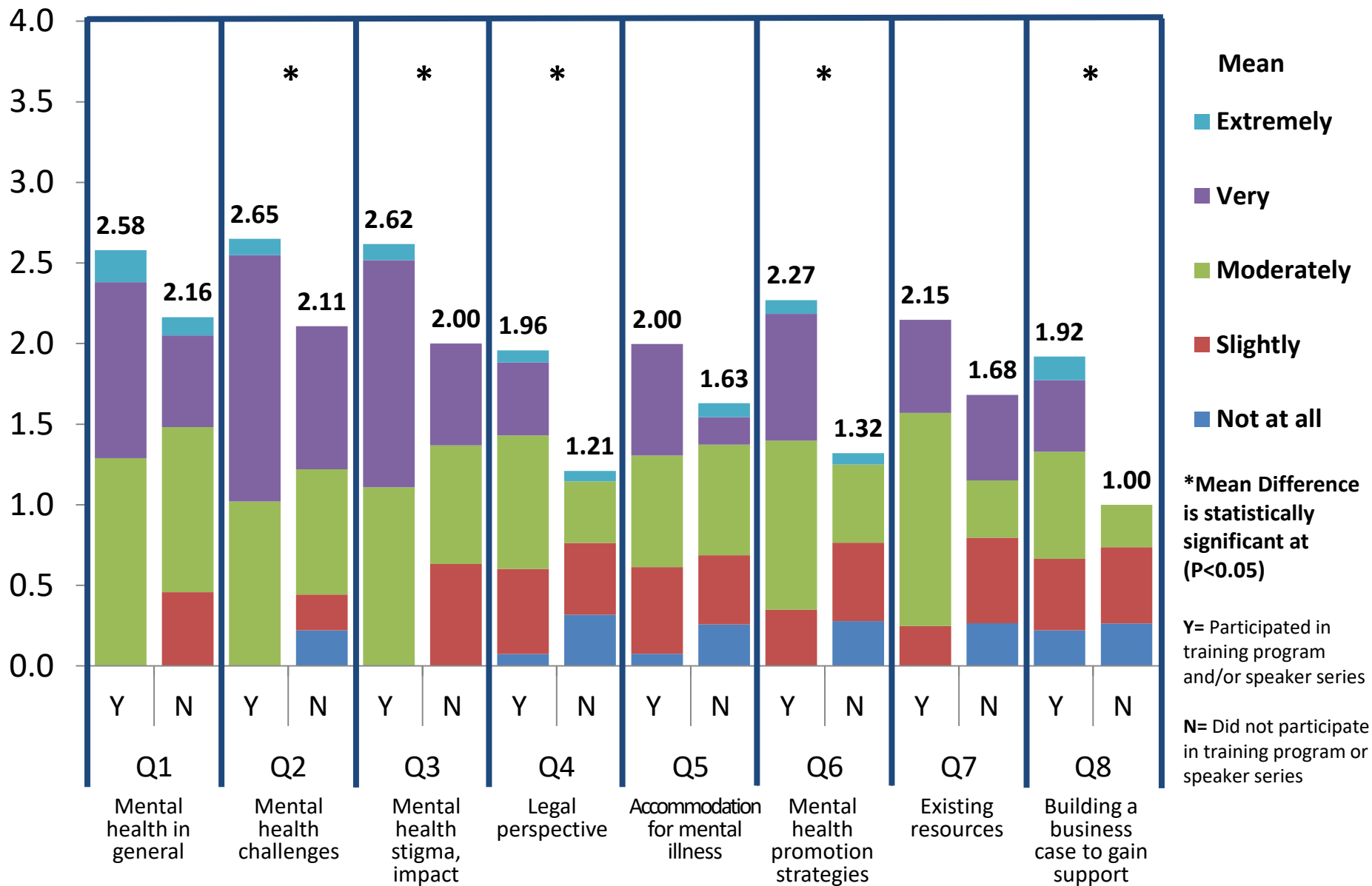
Domain 1 Survey Scores

	Participant Mean (n)	Non-Participant Mean (n)	Mean Difference
Q1: Mental health priority	3.52 (27)	3.15 (20)	0.37
<u>Scored 0 to 5: 0= Lowest priority; 5= Top priority</u>			
Q2: Mental health support needed	0.83 (23)	0.50 (18)	0.33*
<u>Scored 0 to 1: 0= No; 1=Yes</u>			
Q3: Level of support needed	2.00 (27)	1.70 (20)	0.30
<u>Scored 0 to 3: 3= A lot of support; 0=No support</u>			
Q4: Organizational efforts	1.59(27)	1.39 (18)	0.20
<u>Scored 0 to 3: 0=Not well at all; 3= Very well</u>			
Q5: Perceived employee mental health	1.85 (27)	2.30 (20)	-0.45*
<u>Scored 0 to 4: 0= Poor; 4=Excellent</u>			
Q6: Perceived mental health stigma	1.61 (23)	2.06 (17)	-0.45*
<u>Scored 0 to 3: 0= There is a high amount of stigma; 3=There is no mental health stigma present</u>			
Number of responses (n)			
Mean difference= SMW@W Participant Mean – SMW@W Non-Participant Mean			
*Mean Difference is statistically significant at (P<0.05)			

Domain 2 Survey Scores

	Participant Mean (n)	Non-Participant Mean (n)	Mean Difference
Q1. Familiarity with the Standard	2.62 (26)	0.85 (20)	1.77*
Q2. Standard action plan development	0.87 (23)	0.20 (15)	0.67*
Q3. Mental health policy in place	1.61 (23)	1.43 (14)	0.18
Q4. Mental health ambassador readiness	1.93 (27)	1.16 (19)	0.77*
Number of responses (n) Mean Difference= SMW@W Participant Mean – SMW@W Non-Participant Mean *Mean Difference is statistically significant at (P<0.05)			

Domain 3: Knowledge of Workplace Mental Health



Superior Mental Wellness @ Work Project Evaluation Results

Discussion


- In the overall district,
 - Increased familiarity with the Standard
 - Increased knowledge of MH challenges & promotion strategies
- Those involved in the program had...
 - Better recognition of MH issues
 - More familiarity with the standard and plan development
 - Greater knowledge of the impact of MH in the workplace

Superior Mental Wellness @ Work Project Evaluation Results

Limitations

- Self-selection bias
- No repeated measures analysis
- No control for confounding factors

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-  6. Next steps for the project

Next steps

- Complete project evaluation, share learnings
- Complete reports to the Ministry of Labour
- Look for future funding opportunities and partnerships
- Advisory group will continue to meet



Thank you!

