CREATING HEALTHY WORKPLACES:
UPDATE ON WORKPLACE MENTAL HEALTH
TRIAL IN VICTORIA POLICE
CREATING HEALTHY WORKPLACES

VicHealth Workplace Health Promotion Forum:
Workplaces into the Future
Melbourne, 23 March 2016
PROJECT/PROGRAM HISTORY

2013 -- 2016

2011 -- 2013

2012 -- 2015

2012 -- 2013

2014 -- 2015

Job Stress Ix development
Victoria Police
(VicHealth)

Integrated job stress and WMHP
Beyond Blue
Dowell Windows
(beyondblue)

Mental Health Literacy
Primary Prevention in workplace
Working population
(Worksafe/ISCRR)

Integrated Workplace MHP
Cluster RCT
(NHMRC Partnership)
Vic Pol
VicHealth
Worksafe Vic

Systems review
(Victoria Police)

Guidelines for the promotion of + MH at work
(SuperFriend)
PROJECT BACKGROUND

• Builds on Creating Healthy Workplaces (Part I)
  • Mixed methods research over in Victoria Police to identify specific stressors and ways to address them (preceding talk by Andrew Noblet)

• Used as the basis for an NHMRC Partnership Project application involving as formal Partners:
  • VicHealth
  • Victoria Police
  • Worksafe Victoria/Institute for Safety, Compensation, & Rehabilitation Research (ISCRR)
AIMS OF THE PROJECT

**Primary:** to improve psychosocial working conditions and mental health literacy

**Secondary:** to improve mental health and organisational outcomes
CREATING HEALTHY WORKPLACES PROGRAM IN VICTORIA POLICE

Integrated workplace mental health promotion intervention

- Baseline survey and feedback
- 360 degree leadership capability assessment and feedback
- CHW Supportive Leadership Development & Coaching Program
- Healthy Minds at Work for all staff

Integrated intervention activities

Target groups

- Station command (S/Sgts)
- Leadership group (Sergeants)
- Troops (all other ranks in a station)

Short term outcomes

- Workplace mental health literacy and associated behaviours
- Working conditions (supervisor support, job demands/control)

Long term outcomes

- Perceived job stress
- Mental health
- Work productivity and performance
The program involves:

- A station wide survey issued to all members of the station at two time points (before random assignment to intervention or control, and at the end of the program)

- 360 degree feedback and individual coaching for station command: Senior Sergeants and Sergeants

- 2 Leadership Workshops and 1 “Healthy Minds at Work” stress and wellbeing workshop for Senior Sergeants and Sergeants

- Healthy Minds at Work stress and wellbeing seminars for all other members: a Victoria Police-developed and delivered program that we have integrated into the trial
1. Baseline survey (all participating stations)

2. Stations randomly allocated to intervention or control group

3. Baseline survey feedback to all stations

4. 360 degree leadership assessment for station leaders (intervention stations only)

5. Individualised feedback and goal setting with a psychologist (intervention stations only)

6. Leadership Development Workshop (managers) (intervention stations only)

7. Coaching session 1 (intervention stations only)

8. Coaching session 2 (intervention stations only)

9. Healthy Minds at Work for all staff (Mental health literacy) (intervention stations only)

10. Coaching session 3 (intervention stations only)

11. Coaching session 4 (intervention stations only)

12. Leadership Development Follow-up workshop (managers) (intervention stations only)

13. Follow-up survey (all stations)

14. Repeat 360 assessment and feedback to leaders (optional) (intervention stations only)

15. Presentation of follow up results (all stations)
BASELINE SURVEY

• Confidential and anonymous to protect confidentiality and optimise participation

• 10 mins to complete

• Station wide (one version for leaders, and one for other members on Deakin Uni iPads, data goes directly to Deakin)

• Includes questions on:
  • Social support (co-worker and supervisory)
  • Job control & demands
  • Mental health
  • Stigma around mental health
  • Seeking and providing help for mental health issues
  • Job satisfaction
  • Demographics (age, gender)

30/03/2016
**EXAMPLE BASELINE SURVEY Q’S**

**Job Control:**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>My job requires that I learn new things</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>My job involves a lot of repetitive work</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>My job requires me to be creative</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

**Workload:**

<table>
<thead>
<tr>
<th>Question</th>
<th>Never/hardly ever</th>
<th>Seldom</th>
<th>Sometimes</th>
<th>Often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is your workload unevenly distributed so it piles up?</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>How often do you not have time to complete all your work tasks?</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Do you get behind with your work?</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>
**EXAMPLE BASELINE SURVEY Q’S**

### Social Support:

<table>
<thead>
<tr>
<th></th>
<th>Never</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>My colleagues pay attention to my feelings and problems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My supervisor pays attention to my feelings and problems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My colleagues show that they appreciate the way I do my job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My supervisor shows that they appreciate the way I do my job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Mental Health:

<table>
<thead>
<tr>
<th></th>
<th>None of the time</th>
<th>A little of the time</th>
<th>Some of the time</th>
<th>Most of the time</th>
<th>A lot of the time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nervous</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Hopeless</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Restless or Fidgety</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>So depressed that nothing could cheer me up</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>
360 DEGREE ASSESSMENTS

• 10-15 min survey

• Process is managed by Deakin research team

• Online and confidential Senior Sergeants and Sergeants (and Acting) receive feedback from their manager, peers and direct reports on their leadership competencies

• External psychologist meets with each individual to discuss results of report and way forward (goal setting)

• Only the individual and the external psychologist receives the report and results

• 360 is used to guide the coaching- not a performance management tool
EXAMPLE OF 360 DEGREE ASSESSMENT Q’S

Written Comments - Please answer the following questions. You must click on the "Finish" button at the bottom of the page to complete your survey.

Comments are often the most important and useful part of the feedback process. The more SPECIFIC you can make your comments, the more actionable and helpful they will be. Remember, your comments are anonymous, so be as candid as you can be.

Please elaborate on Deakin Demo’s most positive skills:

What should Deakin Demo do differently?

What are people afraid to tell Deakin Demo?
COACHING

• Opportunity to consider new ideas and strategies and receive support

• Guided by the individual

• Not mentoring

• Same rank coaches, usually from peer support, who have been trained up in our coaching methodology

• 4 sessions, 3-4 weeks apart, at participant’s station or location of their choice

• Coaches are sworn members, coaches from Police Psychology and Deakin University
PROGRAM OUTLINE: INTERVENTION STATIONS

1. Baseline survey
2. 360 degree leadership assessment for station leaders
3. Individualised feedback with a psychologist
4. CHW Workshop 1 (Leading for Wellbeing)
5. Coaching session 1
6. Coaching session 2
7. CHW Workshop 2 (Healthy Minds @ Work for all staff)
8. Coaching session 3
9. Coaching session 4
10. CHW workshop 3 Wrap up and reflection on key learnings
11. Repeat 360 feedback to leaders (optional)
12. Follow-up survey (whole station)
13. Presentation of results

30/03/2016
EFFECTIVENESS EVALUATION: CLUSTER RANDOMISED TRIAL DESIGN

24 stations in total to participate

12 randomly assigned to ‘intervention’

12 randomly assigned to ‘control’

3 ‘intervention’ to participate at one time

3 ‘control’ stations to participate at one time

Rolled out four times in a staggered approach finishing ~September 2016
Project has been registered with the International Standard Randomised Controlled Trial database (ISRCTN 82041334)

Protocol paper published in February 2016:
LaMontagne et al: An Integrated Workplace Mental Health Intervention in a Policing Context: Protocol for a cluster randomised control trial. *BMC Psychiatry*, 16(49). Open access [http://www.biomedcentral.com/1471-244X/16/49](http://www.biomedcentral.com/1471-244X/16/49)

Details the development of the intervention and the design of the trial / how implementation and effectiveness will be evaluated
PROGRESS TO DATE: STRATUM 1 (EASTERN)

Three Intervention stations: 2/3 completed
Three Control stations: 3/3 completed

• Baseline surveys completed. Response rates were between 53%- 86%

• Intervention activities run at intervention stations:
  • 360 degree assessments
  • Leadership workshops
  • Coaching
  • Healthy Minds @ Work sessions (Police Psychology)

• Follow up survey completed. Response rates for follow up survey were between 67%- 100%

• Follow up survey results have been reported back to all stations except for one

Next steps:
• Present follow up survey results to Wonthaggi
PROGRESS TO DATE: STRATUM 2 (EASTERN)

Three Intervention stations
Three Control stations

• Baseline surveys completed. Response rates were between 60%- 88%
• Completed intervention activities:
  • 360 degree assessments, leadership workshops and Healthy Minds at Work (Police Psychology)
• Intervention activities that are currently underway at intervention stations:
  • Coaching

Next steps:
• Complete follow up leadership workshops at intervention stations
• Follow-up survey
PROGRESS TO DATE: STRATUM 3 (NORTHWEST)

Three Intervention stations
Three Control stations

• Baseline surveys completed. Response rates were between 64%- 100%
• Baseline survey results have been presented back to all stations
• 360 degree assessments are currently underway at intervention stations

Next steps:
• Conduct leadership workshops
• Coaching
• Healthy Minds at Work (Police Psychology)
• Conduct follow up leadership workshops
• Follow-up survey
PROGRESS TO DATE: STRATUM 4 (NORTHWEST)

Three Intervention stations
Three Control stations

• Baseline surveys completed. Response rates were between 62%- 76%
• Currently scheduling meetings to present baseline survey results at intervention and control stations.

Next steps:
• Launch program activities in intervention stations.
PROGRESS TO DATE: SUMMARY

• Strong Victoria Police support

• Challenges:
  • High pressure work environment with unpredictable episodic demands
  • Scheduling conflicts with rostering
  • Turnover in stations (transfers/mobility)
  • Participation in program activities

• Tracking program implementation in qualitative process evaluation
  • Field notes
  • Project participant interviews and focus groups
  • Project field staff debriefing interviews
Deakin and other researchers:
Drs. Allison Milner, Amanda Allisey, Kathryn Page, Nicola Reavley, Katrina Witt, Alicia Papas, & Tessa Keegel
Prof Andrew Noblet & A/Profs Angela Martin and Peter Smith
Irina Tchernitskaia, Lauren Purnell, Megan Dodge

Victoria Police
Dr. Alex West, Charles Hewitt, Daniel McPherson, Colin Hoad, Commander Shane Cole
Craig Van Dugteren, Graham Wilson, Commander Bob Clegg

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