

Needs analyses for targeting multilevel organizational interventions to improve mental health and well-being – the H-WORK Needs Assessment Tool (HAT)



H-WORK

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H-Work Project

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- Standardized questionnaires for mapping the psychosocial working conditions in organisations is often used in organization, however, it neither consider individuals' appraisals of working conditions nor the specific context of the workplace (Nielsen, Abildgaard & Daniels. 2014).
- The H-work needs assessment tool is taking a comprehensive approach including context and multiple stakeholders perceptions in order to understand the needs of an organization with the aim of improving mental health and well-being.
- **The objective of this presentation is to give an overview of the development, application and utility of the H-WORK tool for needs assessment for improving mental health and well-being and show how they inform the choice of interventions at multiple levels within the organisation.**

Pillar 1: Multilevel interventions

- IGLD (Individual, group, leader, organisation)

Pillar 2: Participatory approach

- Inclusion and participation of employees
- Inclusion of multiple stakeholders

Pillar 3: Positive occupational health psychology

- Holistic approach
- Prevention and promotion
- Reducing demands and strengthening resources



HAT needs analyses

- Protocol for needs analyses
 - Template for interviews with middle manager and senior manager
 - Template for focus group interviews for employees (cognitive mapping exercise)
 - Template for mapping the context
 - Template for mapping objective measures and cost effectiveness
 - Template for stakeholder meeting and action plan





Purpose

The purpose was to capture the extent to which management is committed to dealing with mental health issues, what sort of policies, practices and programmes are in place and how they are perceived.

Part 1- Qualitative survey

The survey had nine open ended questions involving a description of policies, programmes and practices within the organization like

- (a) Measures for mental health and well-being;
- (b) Types of benefits, compensations or facilitations available to workers in general and for vulnerable groups in particular;
- (c) Measures for preventing stigma;
- (d) Internal communication and information channels;
- (e) Influence of COVID-19 related to the working environment;
- (f) Other risk factors for mental health at work; and
- (g) Relevant organizational changes implemented or occurred in the last three years.

Part 2- Quantitative survey

- **I. Policies, Programmes and Practices** is a construct in the WISH tool by Sorensen et al., (2018).
- **II. Psychological safety** was measured by a psychological safety climate measure by Hall, Dollard, and Coward (2010).

Interviews with middle and senior managers

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Purpose: The purpose was to understand middle manager and senior manager experiences, ideas, and perspectives around the needs for multi-level interventions to improve mental health and well-being for their employees.

The interview guide was divided in 5 different goals;

1. Perceptions, knowledge and attitudes towards mental health in the workplace.
2. Hindering and facilitating aspects for the middle/senior manager's role in relation to mental health at work.
3. Explore needs towards creating a mentally healthy workplace.
4. Barriers and triggers related to implementing mental health workplace initiatives.
5. Proposals to successfully create and implement mental health workplace initiatives.



Purpose: The purpose was to gain mutual knowledge of psychosocial factors that affect mental health and well-being at work in general and to **identify** any **actions** and **interventions needed** to improve mental health and wellbeing in the workplace.

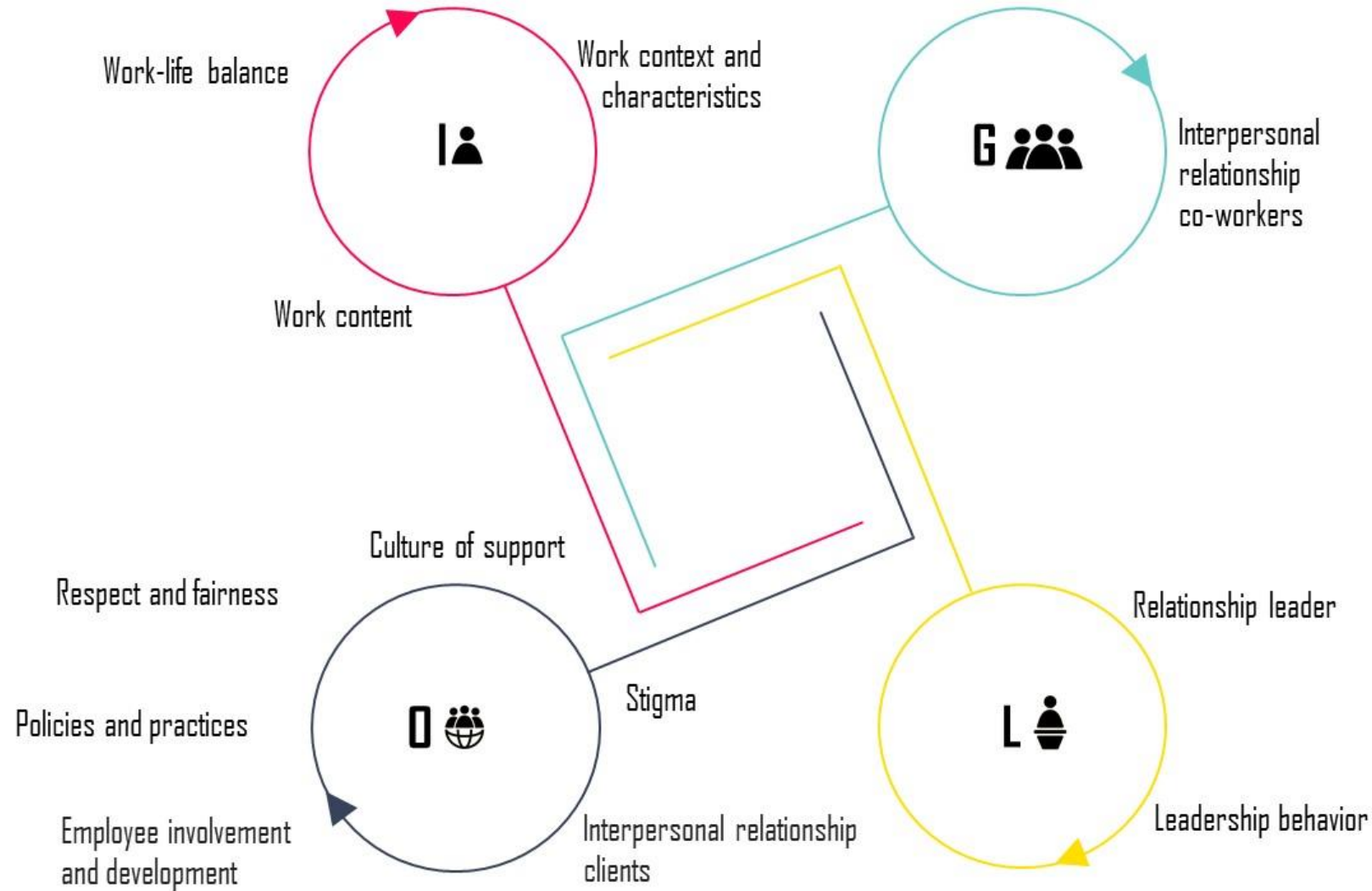
The interview guide is built around a “cognitive mapping exercise” where the following questions are asked:

1. Contextual factors (IGLO)
2. Job demands and resources
3. Mechanisms (what is the core problem?)
4. Suggestions for needs related to mental health and well-being (IGLO)



Cognitive mapping exercise

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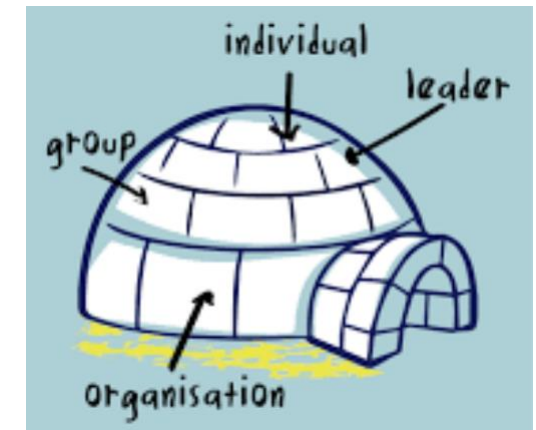


ACTION TOOLS – THE TEMPLATE GRID FOR SUMMARISING THE NEEDS ANALYSIS

You can fill-in the following grid template to summarise the overall results of the needs analysis.

	I	G	L	O
RESOURCES AND TRIGGERS				
DEMANDS AND BARRIERS				
POLICES AND PRACTICES				
NEEDS SUGGESTED BY EMPLOYEES				
NEEDS SUGGESTED BY SENIOR MANAGERS				

Needs for action at different levels:





Purpose:

- The purpose is to, by a participatory process including all stakeholders, develop and decide upon an action plan and choice of multi-level interventions for improving mental health and well-being in the workplace.

Participants

- Representatives from all stakeholder groups (employee, HR, management, project leader)

Cognitive mapping exercise:

Stakeholder-meeting part 1

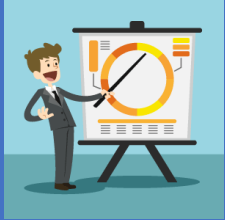
- Needs: Present results from the needs analyses (Reflection: Something missing? Unexpected findings, overlapping themes?)
- Prioritization: Do a common prioritization of needs

Stakeholder-meeting part 2

- From needs to concrete actions. Present possible interventions from HIT based on the prioritizations from stakeholder meeting part 1.
- Intervention-fit: Is it an association between what we wish, what the needs are and what we can and want to accomplish?
- Action plan: Choose intervention, agree on what can be done at the different levels, set up a working group that will fill in an action plan for each intervention.

Stakeholder Meeting Part 1

1. Needs



1. Presentation of the main findings from the needs analyses (summaries and grid) - reflection

2. Place all needs here:

2. Prioritization

3 issues you like to preserve:



3 issues you like to improve:



3. From needs to concrete actions

Presentation of suggested interventions from HIT (IGLO):

I:

G:

L:

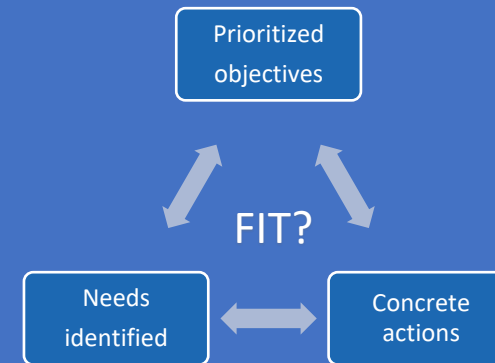
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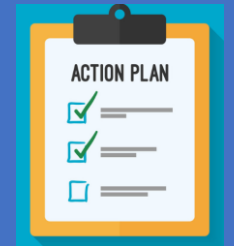
Stakeholder Meeting Part 2

4. Intervention fit

Are there any connection between what do we want, what we need, what we can and will do?



5. Action plan



Choose interventions (Minimum 2, maximum 3)

Assure Involvement in the implementation process:

- What should the employees do?
- What to do together in the team?
- How can the manager contribute?
- How can the top-level support the implementation process?

Appoint a work group to continue the work with the action plan!

RULES

Board meeting rules



Group 1

6 Intervention sites
(n=10.000)

24 focus
groups

71 face-to-face
interviews



employees + employers

NEEDS



26
Interventions



Group 2

5 Intervention sites
(n=870)

22 focus
groups

52 face-to-face
interviews



employees + employers

NEEDS



20
Interventions

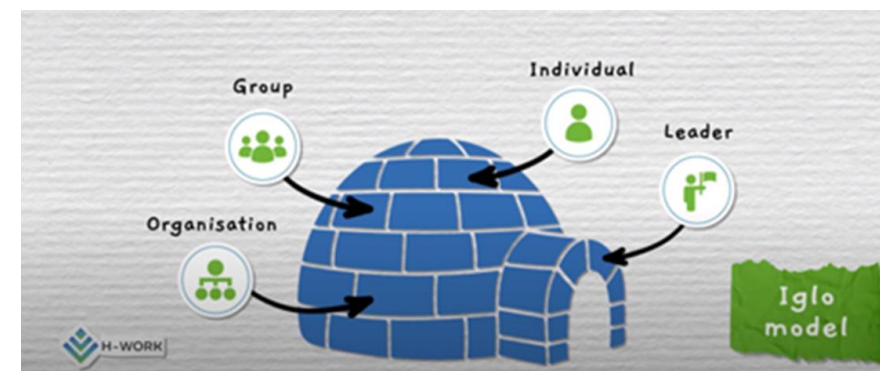
Overview of interventions at each intervention site, Group 1

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Intervention site	Individual Level (I)	Group Level (G)	Leader Level (L)	Organisational Level (O)
01 - AUSL (IT)	Positive Stress Management	<u>Sociomapping</u> Positive Social Interaction	Positive Leadership Development	
03 – FACTOR (SPA)	Positive Social Interaction		Positive Leadership Development	
04 - INNOCV (ES)	Positive Stress Management		Positive Leadership Development	Optimisation of Healthy Organisational Practices [†]
05 - HH Global / EYELEVEL (CZ)	Mindfulness intervention <u>HelloBetter</u> Stress intervention	<u>Sociomapping</u>	Mental Health Awareness Training Positive Leadership Coaching	
06 - TUB (DE)	Job-related individual case coaching Positive Psychological Resources		Mental Health Awareness Training	

Note. † = This intervention was intended but not fully implemented.



IGLO

- The results showed that the needs analyses tools identified needs at different levels and that the choice of interventions was at multiple levels within the organization.

Participatory approach

- The results showed that the participatory bottom-up approach secured that the employees were able to state their needs and further informed the choice of interventions.
- The needs analyses tool ensured the involvement of multiple stakeholders within the organization

Lessons Learned





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