

Multilevel Interventions to Promote Mental Health in Healthcare: A European Project



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1. A MULTILEVEL INTERVENTION FRAMEWORK

Following a participatory needs assessment carried out in late 2020 in three departments of a large public healthcare organization in North Italy (Giusino et al., 2022), the EU-H2020 project H-WORK (De Angelis et al., 2020) implemented a tailored multilevel intervention protocol based on the **IGLO model** (Day & Nielsen, 2017). Interventions were held on an online videoconferencing platform by 8 trained psychologists, mostly I/O, from April to December 2021. Participation was voluntary. Twenty-one workers participated in more than one intervention (N = 234). Eighty-three percent were females, mean age was 45, mean organizational tenure was 13 years.

Individual level. "Positive Stress Management"

PSM. Three 3-hour weekly group sessions aimed to allow healthcare workers understand factors and outcomes of work-related stress and develop skills to proactively manage stressful situations at work. Based on mindfulness, personal values, acceptance, positive reappraisal, and positive coping. Eight editions conducted (n = 100, 91% females, M_{age} = 44, M_{tenure} = 12).

Group level. "Positive Social Climate"

PSC. Three 3-hour weekly group sessions aimed to allow healthcare workers improve teamwork, interpersonal conflict management, and quality of social interaction at the workplace. Based on non-violent communication, goal-based teamwork, role-based teamwork, and workplace conflict management strategies. Seven editions conducted (n = 76, 80% females, M_{age} = 43, M_{tenure} = 12).

Group level. "Sociomapping"

SM. Four 3-hour bi-monthly team coaching workshops aimed to reduce the gap between current and desired team communication through landscape-like visualization of extant communication patterns. Seven editions conducted (n = 62, 74% females, M_{age} = 46, M_{tenure} = 15).

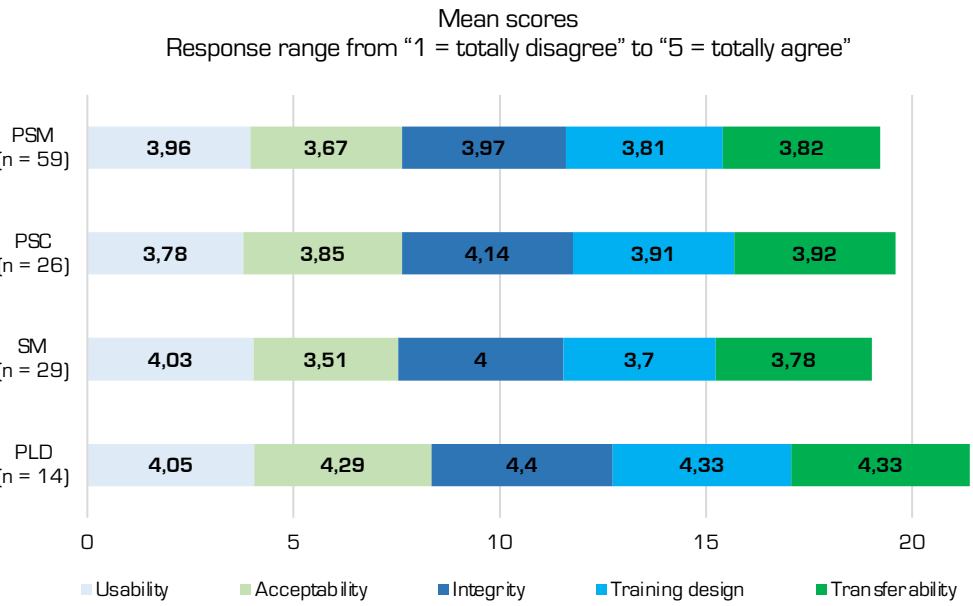
Leader level. "Positive Leadership Development"

PLD. Three 3-hour weekly group sessions plus 3 one-hour individual micro-coaching sessions aimed to allow healthcare managers improve leadership skills. Based on effective listening, positive and negative feedback, strengths, and role playing. Three editions conducted (n = 17, 82% females, M_{age} = 48, M_{tenure} = 16).

2. EVALUATION OF RECIPIENTS' PERCEPTIONS

Psychometric scales were developed to measure recipients' satisfaction with each intervention and to validate the implemented protocol, such as, **usability** (6 items, e.g., "The technology/platform was easy to use"), **acceptability** (3 items, e.g., "I feel the training met my expectations"), **integrity** (6 items, e.g., "Did you find the atmosphere friendly and encouraging?"), **training design** (4 items, e.g., "It is clear to me that the consultants conducting the training understand how I will use what I learn."), and **transferability** (3 items, e.g., "I believe what I learned on the training can help me at work"). Anonymous and voluntary responses were collected one week after sessions ended. Cronbach's α were all > .76.

3. RESULTS



4. DISCUSSION AND CONCLUSION

Overall, the implemented multilevel intervention protocol proves promising. According to respondents' perceptions (N = 141), some interventions appear to perform better than others on usability, acceptability, integrity, training design, and transferability. This framework may guide healthcare managers and policy-makers in implementing multilevel intervention strategies to work-related well-being of healthcare workers, which is especially needed after Covid-19.

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