

H-WORK

Promoting mental health in the school setting: from needs analysis to a team-level intervention

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- 1) Setting the scene
- 2) The overall process
- 3) Sociomapping intervention
- 4) Principal results
- 5) Discussion
- 6) Conclusion

H-WORK - "Multilevel interventions for the promotion of psychological well-being in SMEs and public sector organizations."

→ 14 European partners

→ Goals

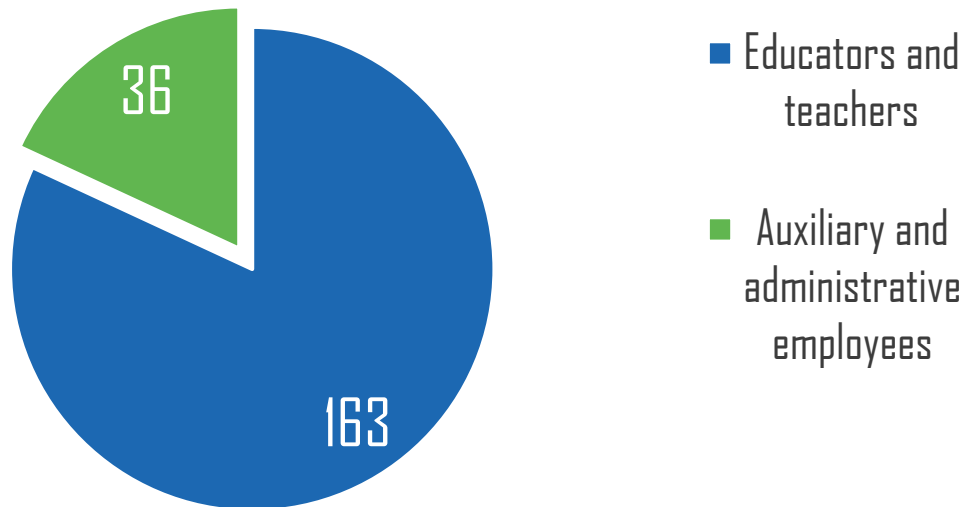
- to develop assessment tools aimed at facilitating the identification of individual, group, organizational and leadership factors that may affect work well-being in a negative or positive sense;
- intervention strategies capable of promoting factors that increase well-being and prevent the possibility of indices of potential malaise.

La Carovana: social cooperative based in Modena, Emilia-Romagna.

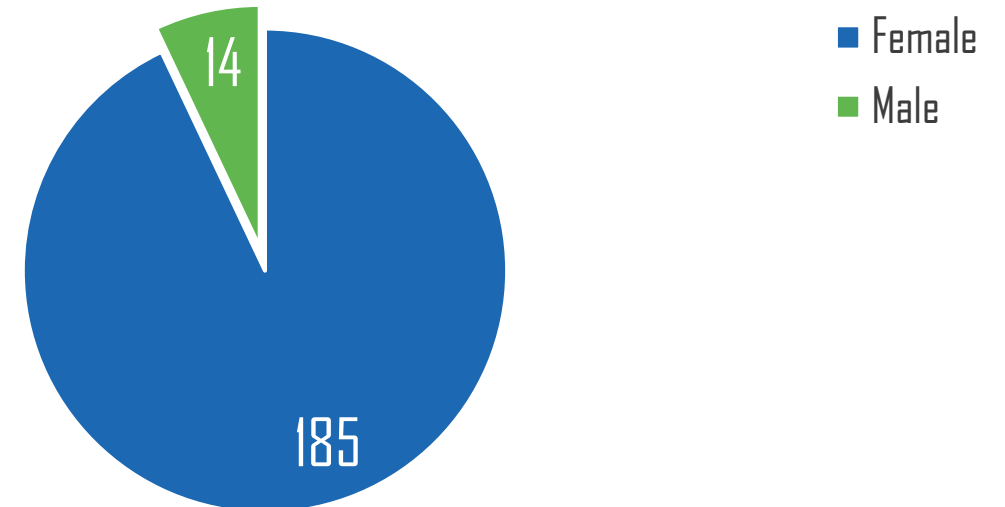
The cooperative runs 3 kindergartens, 4 preschools, 2 elementary schools and 1 middle school.



Employees (N=199)




Gender (N=199)



 Need Analysis phases and intervention were carried out during COVID-19 pandemic.



 Schools, teachers and students were particularly affected by COVID-19 spread (e.g., rapid transition to online teaching and learning modalities; Toto et al., 2020).

 The initial transition to online teaching, which was intended to be helpful, was perceived instead by teachers as burdensome (Sokal & Eblie Trudel, 2020). Teaching is typically a stressful job, but during COVID-19 the situation clearly worsened (Baker et al., 2020).

 Importance of co-workers support and teamwork (Baker et al., 2020).

The overall process-1

The Need Analysis phase

Objective (in general)

 Need Analysis

to collect context measures, that can report a snapshot of the organizational context, regarding existing actions aimed at promoting the psychological well-being of employees.

Context measures include, for example, descriptions and perceptions of organizational policies, programs, and practices for

- the promotion of psychological well-being,
- prevention of psychological well-being problems,
- reduction of stigmatization of psychological well-being problems,
- perceptions of management support on individual worker well-being issues,
- organizational communication,
- broader organizational involvement with respect to these issues.

Questionnaire

Need analysis

1st Stakeholder meeting-

Identifying interventions and policies aimed at well-being and mental health

Items regarding policies, strategies and management commitment regarding wellbeing, mental health promotion

Individual interview

Understand the ideas and opinions of middle managers regarding the need for multilevel interventions to promote employee well-being

Focus Group

Understand workers' perceived psychosocial risk factors and the need for wellness-promoting interventions

2nd Stakeholder meeting

Proposal and discussion regarding the possible interventions to be delivered

Intervention

T1

Group outcomes measures

INTERVENTION

Sociomapping Session(s): 3

T2

Group outcome measures

Methods and Participants

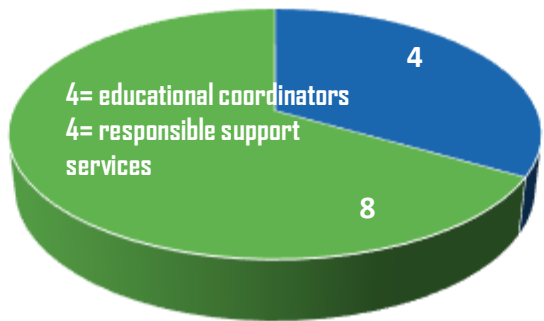
The Need Analysis phase

Interview

La Carovana management and the Prevention and Protection Service Manager (RSPP).

12 interviews (8=female)

Interview (N=12)



■ Senior Managers ■ Middle Manager

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.

2 to 4 (8 and 7 participants, respectively).

structional support

Questionnaire(s) and individual interview(s)

Online questionnaire regarding context measures.

- Semi-structured questions answered by senior managers (n=4).
- Multiple-choice questions, to all participants who took part in the individual interviews and focus groups (N=24)

The Need Analysis

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.

Interview

La Carovana manager
Service Manager

12 interviews (8=

Focus Group

Teachers, educators, administrative staff, and instructional support staff.

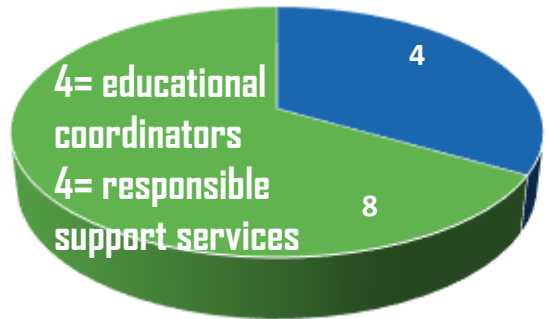
2 focus groups (5 and 7 participants, respectively).

Questionnaire(s) and individual interview(s)

Online questionnaire regarding context measures.

- Semi-structured questions answered by senior managers (n=4).
- Multiple-choice questions, to all participants who took part in the individual interviews and focus groups (N=24)

Interview (N=12)



■ Senior Managers ■ Middle Manager

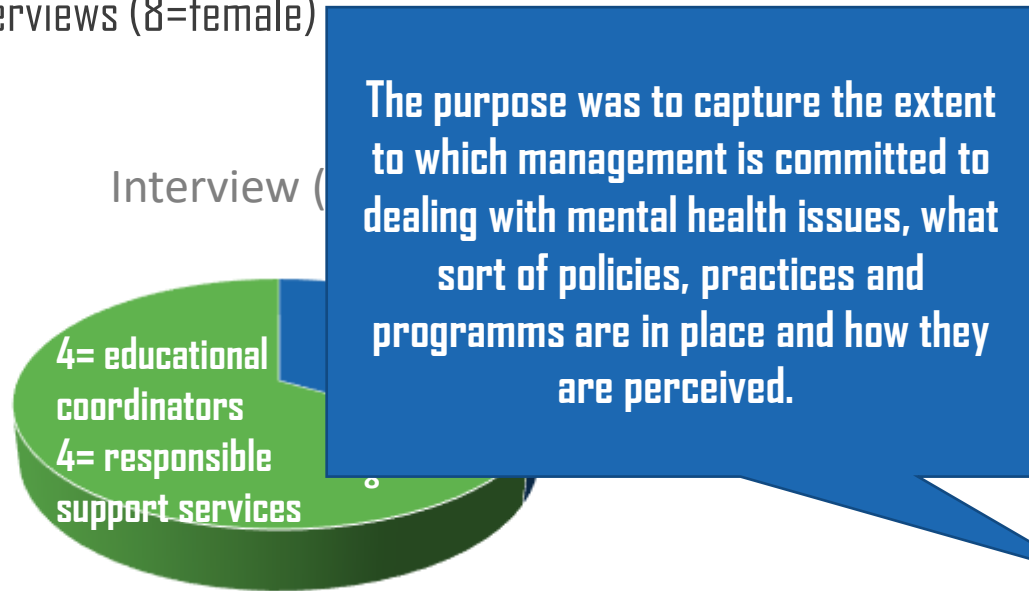
Methods and Participants

The Need Analysis phase

Interview (1h)

La Carovana management and the Prevention and Protection Service Manager (RSPP).

12 interviews (8=female)



■ Senior Managers ■ Middle Manager

Focus Group (2h)

Teachers, educators, administrative staff, and instructional support staff.

2 focus groups (N=5 and N=7 participants, respectively).

Questionnaire(s) and individual interview(s) (1h)

Online questionnaire regarding context measures.

- Semi-structured questions answered by senior managers (N=4).
- Multiple-choice questions, to all participants who took part in the individual interviews and focus groups (N=24)

Synthesis of principal results

The Need Analysis phase



Resources	Demands	Suggestions
Personal resources of employees (resilience, problem solving, motivation)	Workload sometimes excessive	Working on the workers' resources
Mutual support and cohesion in work groups	Conflict management	Improving relationships with families
Proactivity and interest of leaders toward the growth of workers and their needs	Difficulties in relationships with families	More opportunities for training, both of leaders and employees
Attention to the well-being of workers	Imbalance in the valorization of the work	Work on managing conflict and communication in groups
Positive work climate	Poor communication effectiveness of the leaders	Adopt policies for the protection of the psychological well-being in the long term
Change of management in the recent years – positive changes	Lack of structured psychological support	Improve planning of work to reduce the excessive load

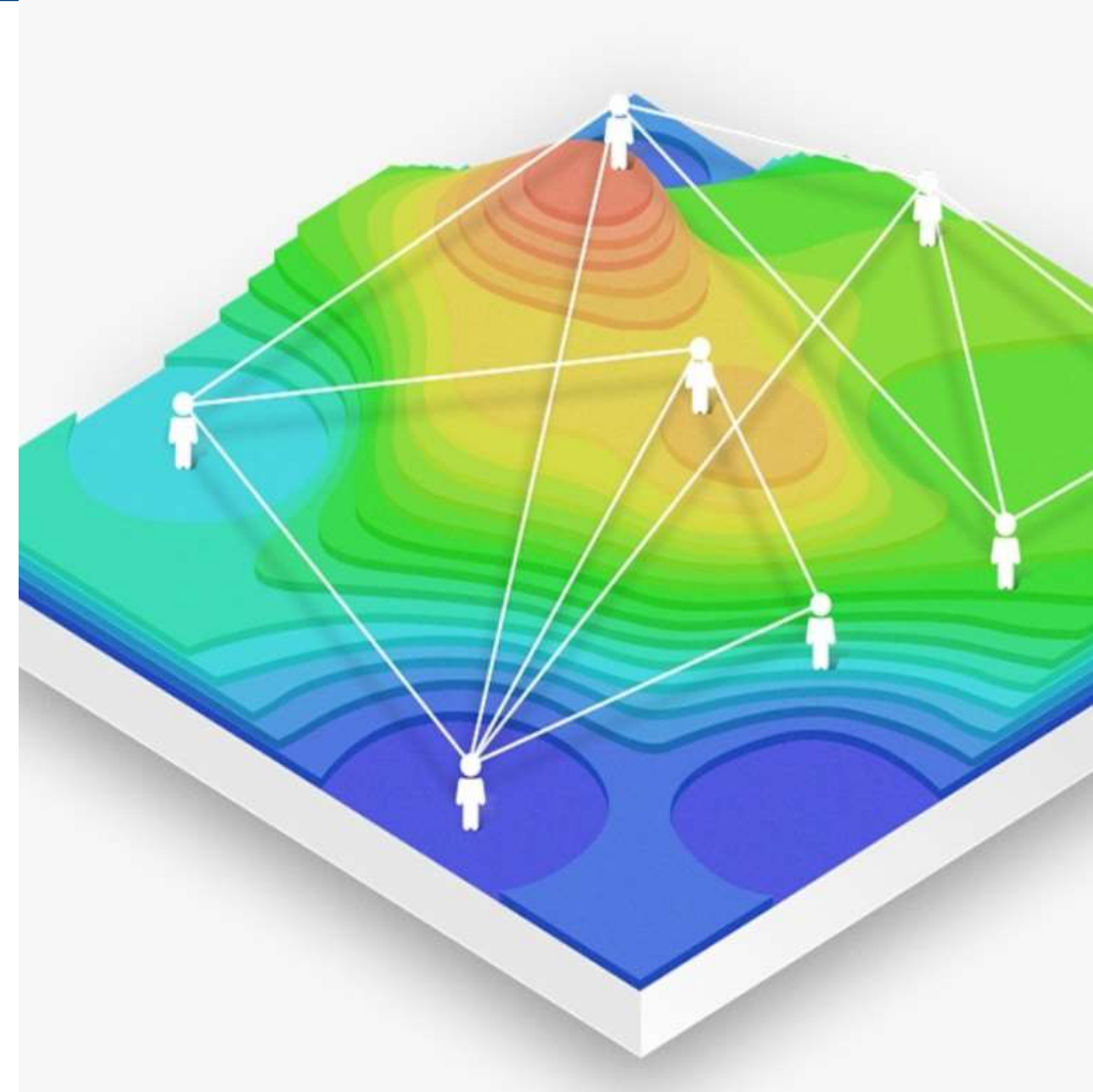
Synthesis of principal results

List of interventions proposed by the H-WORK project at the Caravan Intervention Level	IGLO Level
Developing a positive social climate: conflict management	I
Sociomapping : intra-group and inter-group communication	I, G, L
Development of positive leadership: group meetings and micro-coaching	L
Introduction of " information materials " in digital format on the topic of psychological well-being and mental health (e.g., self-help, checklists)	0

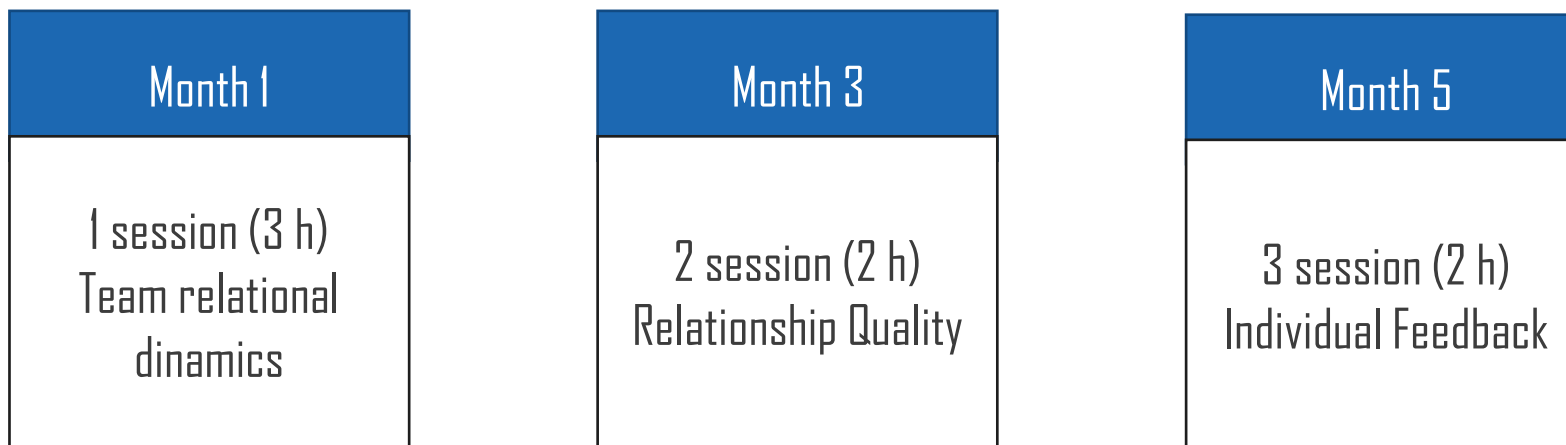
Digital tool → increase the level of cooperation and communication between colleagues → with the intent of improving the working climate of the group and its functioning.

How does it work?

- Based on participants' responses to questions that investigate the frequency with which colleagues communicate and share information about work, graphic maps are drawn up in which team members occupy a specific "communication space."
- The analysis of the communicative relationships represented within these maps allows the group to begin a process of training and reflection on useful strategies to improve communication in the team.



- **Sociomapping** provides a snapshot of the communication dynamics within the team. This snapshot (or Sociomapping), allows members to activate joint reflection to define, at the end of each session, personal commitments aimed at promoting more effective communication among colleagues and the quality of relationships. At the end of the course, the individual will also have the opportunity to reflect on his or her journey.
- Sessions can take place in-person or **remotely**. During the meetings, participants will answer a 10-minute questionnaire in order to process the maps in real time and begin the discussion. The questionnaire can be completed via pc, tablet or smartphone.



 N=38

 95% female

 35% 45-54 years old

 42.5% bachelor degree

 70% permanent, full time employment

 50% teacher

 Online questionnaire

 T1: before the intervention

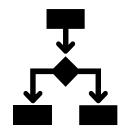
 T6: after the intervention

Paired Sample T-Test

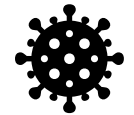
	Mean	t	df	Sign.
Pair 1 (Team support) T1-T6	-.27	-.167	37	.050
Pair 2 (Team reflexivity) T1-T6	-.01	-.05	32	.479
Pair 3 (Team participation) T1-T6	-.03	-.27	33	.395
Pair 4 (Team autonomy) T1-T6	.13	.92	33	.182
Pair 5 (Team work) T1-T6	.10	.53	34	.301
Pair 6 (Work engagement) T1-T6	.14	.94	31	.178



Need Analysis: helpful



Not all proposed intervention were delivered



COVID-19 influence on groups



Non-significant results *but* not worse results

LIMITS

- Number of participants
- Online intervention

STRENGTHS

- Complete design, implementation and evaluation process
- Expansion of the literature on Sociomapping in others context



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