

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



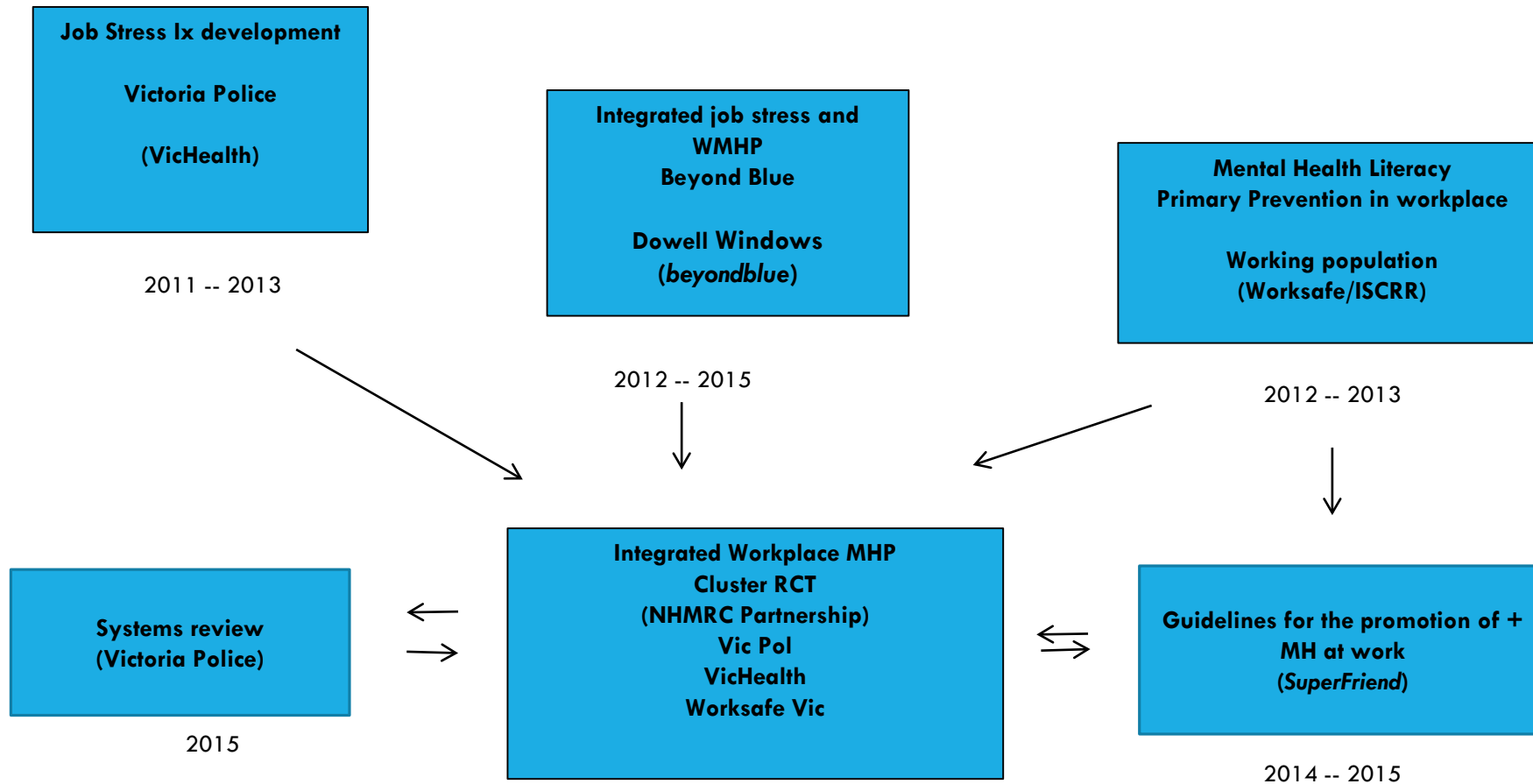
**VicHealth**



# **CREATING HEALTHY WORKPLACES**

**VicHealth Workplace Health Promotion Forum:  
Workplaces into the Future  
Melbourne, 23 March 2016**

# PROJECT/PROGRAM HISTORY



# 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)

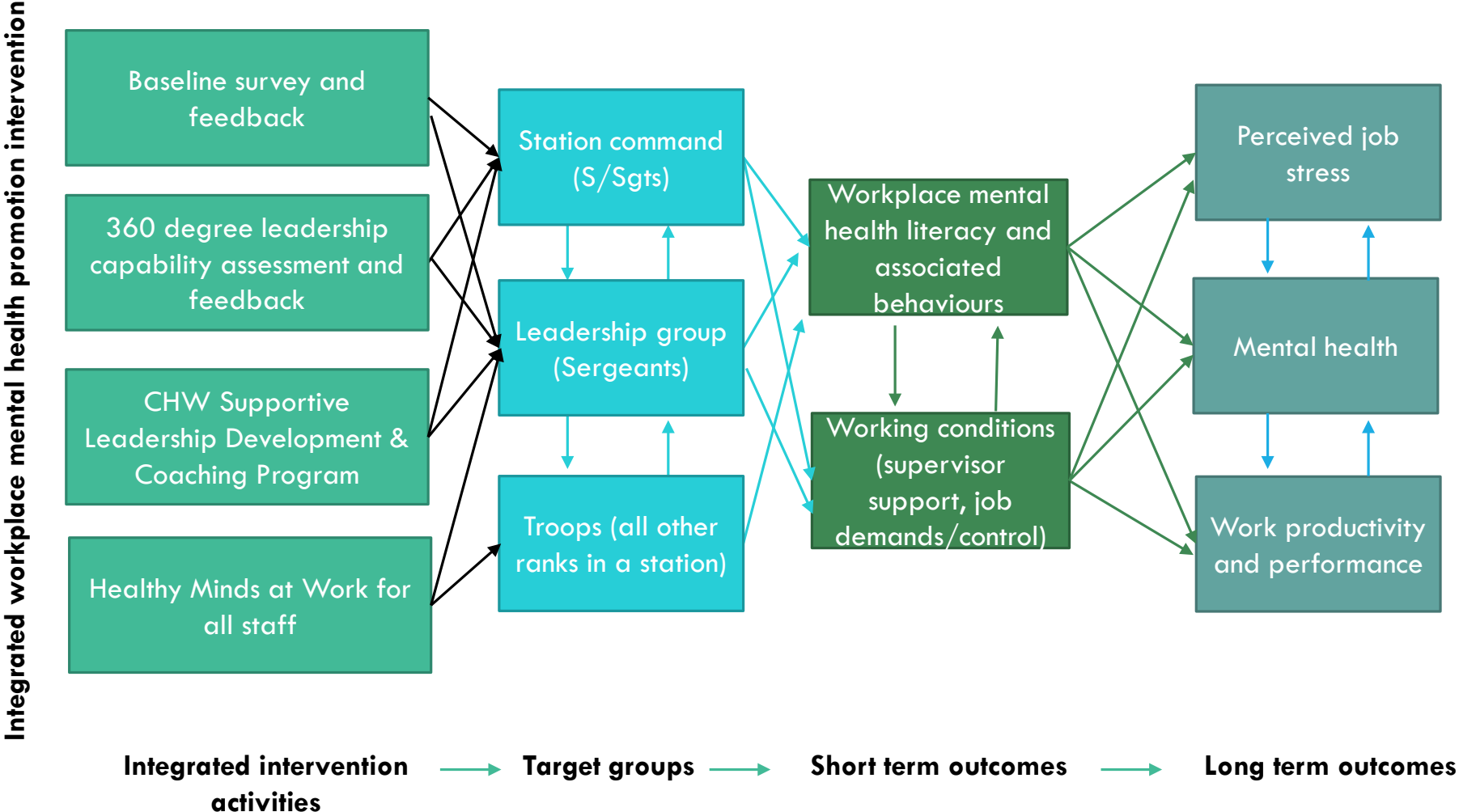


# AIMS OF THE PROJECT

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

**Secondary:** to improve mental health and organisational outcomes

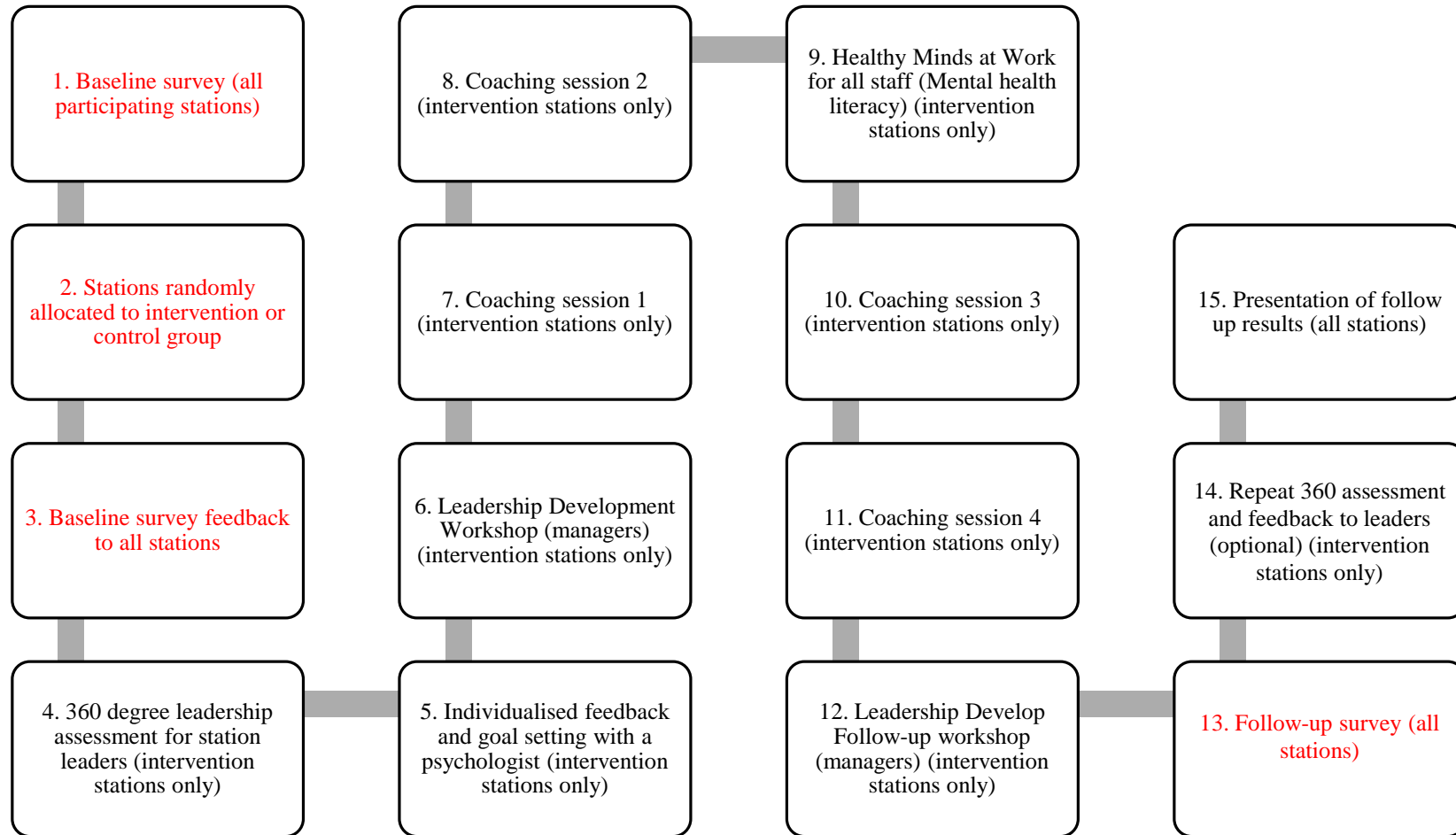
# CREATING HEALTHY WORKPLACES PROGRAM IN VICTORIA POLICE



# INTERVENTION/PROGRAM OUTLINE

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





# 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)

# EXAMPLE BASELINE SURVEY Q'S

## Job Control:

	Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My job requires that I learn new things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job involves a lot of repetitive work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job requires me to be creative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Workload:

	Never/ hardly ever	Seldom	Sometimes	Often	Always
Is your workload unevenly distributed so it piles up?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often do you not have time to complete all your work tasks?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you get behind with your work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# EXAMPLE BASELINE SURVEY Q'S

## Social Support:

	Never	Rarely	Sometimes	Often	Always
My colleagues pay attention to my feelings and problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor pays attention to my feelings and problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My colleagues show that they appreciate the way I do my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor shows that they appreciate the way I do my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Mental Health:

	None of the time	A little of the time	Some of the time	Most of the time	A lot of the time
Nervous	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hopeless	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restless or Fidgety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
So depressed that nothing could cheer me up	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# 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

**focal360** Feedback for Deakin Demo

	Poor	Fair	Good	Very Good	Outstanding	Unable to Rate
<input checked="" type="checkbox"/> Consistently demonstrates honesty and openness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input checked="" type="checkbox"/> Respected by others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input checked="" type="checkbox"/> Accepts responsibility for own mistakes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input checked="" type="checkbox"/> Provides a positive example; "walks the talk"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input checked="" type="checkbox"/> Follows through on commitments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Save and continue later

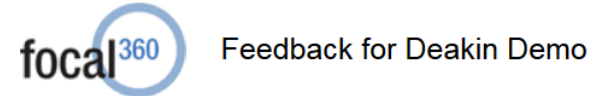
Percent Complete - 10%

**focal360** Feedback for Deakin Demo

	Poor	Fair	Good	Very Good	Outstanding	Unable to Rate
<input checked="" type="checkbox"/> Resolves conflict among team members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input checked="" type="checkbox"/> Brings conflicts into the open for resolution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input checked="" type="checkbox"/> Encourages collaboration for mutual benefit of all parties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Save and continue later

Percent Complete - 47%



**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:**

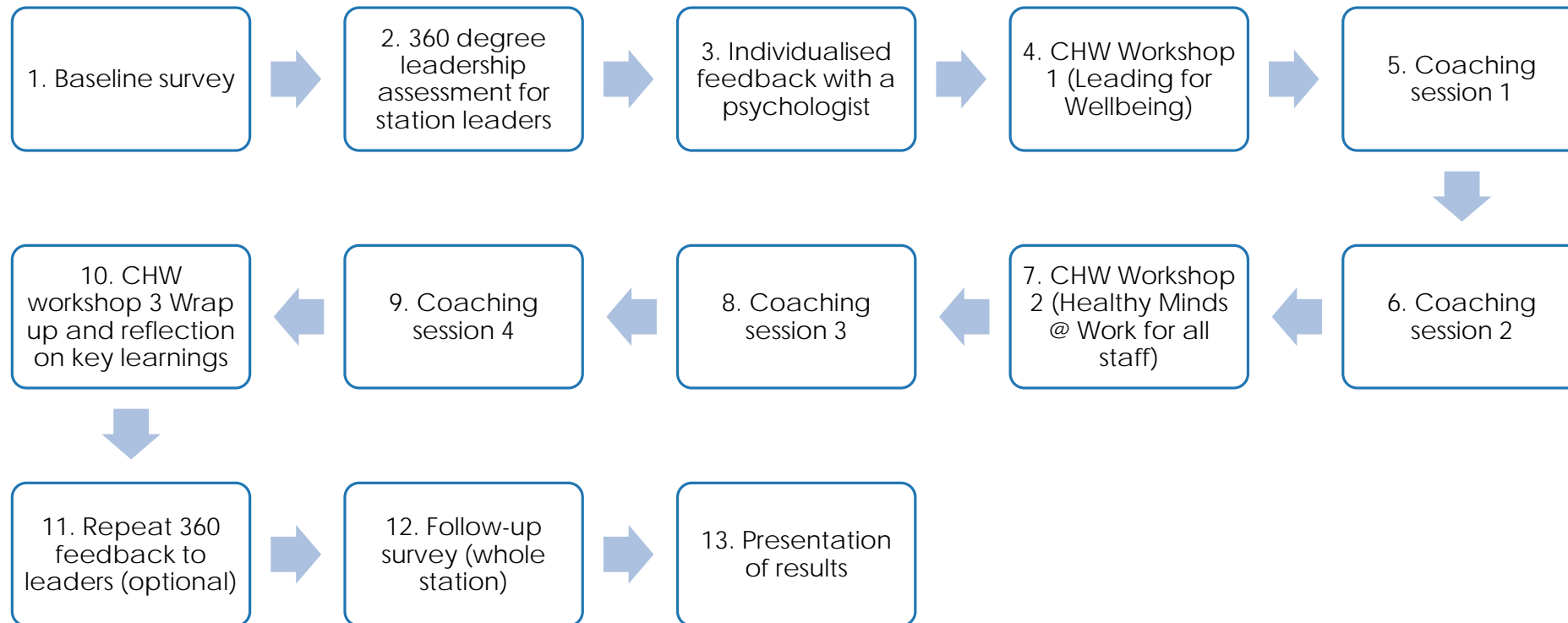
**What should Deakin Demo do differently?**

**What are people afraid to tell Deakin Demo?**

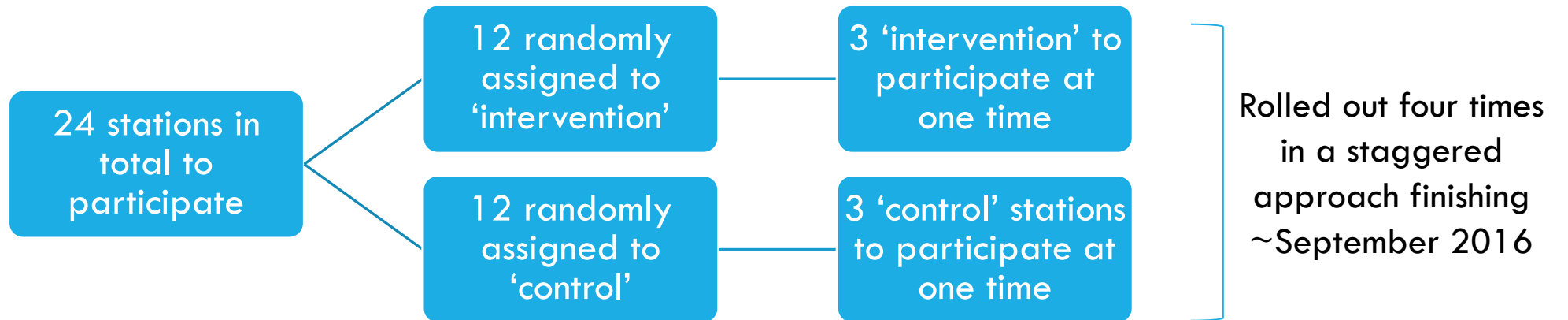
# COACHING

- 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



# EFFECTIVENESS EVALUATION: CLUSTER RANDOMISED TRIAL DESIGN





# PROTOCOL PAPER

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>

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

# MAIN CONTRIBUTORS

## **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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