# Creating an evidence-based mentally healthy workplace



A/Prof Samuel Harvey Chief Psychiatrist Black Dog Institute, UNSW Sydney



#### What is the nature of the problem we are trying to solve?



- Mental disorder also the only major condition to be increasing as a cause for major workplace injuries
- Huge cost to society (\$12 billion per year) and individuals

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Institute

## **Key questions**

- 1. How do workplace factors impact on mental health?
- 2. What type of workplace interventions are effective, particularly in high risk industries, like first responders?
- 3. What does this mean for what an other organization what should they reasonably be expected to undertake?



# The role of job strain in understanding midlife common mental disorder: a national birth cohort study

Samuel B Harvey, Dilan A Sellahewa, Min-Jung Wang, Josie Milligan-Saville, Bridget T Bryan, Max Henderson, Stephani L Hatch, Arnstein Mykletun

- 6870 working individual followed over the first 50 years of their life
- Examined the link between job strain (high job demands and low job control) and future CMD
- High job strain remained an independent predictor of future CMD (adjusted OR 2.2)
- Population attributable fraction 14% (compared to 8% for non-work stressful events)





#### Lancet Psychiatry 2018

Published **Online** May 10, 2018

# **Working hours of Junior Medical Officers**





# Can work make you mentally ill? A systematic meta-review of work-related risk factors for common mental health problems

Samuel B Harvey,<sup>1,2,3</sup> Matthew Modini,<sup>1</sup> Sadhbh Joyce,<sup>1</sup> Josie S Milligan-Saville,<sup>1</sup> Leona Tan,<sup>1</sup> Arnstein Mykletun,<sup>4,5,6</sup> Richard A Bryant,<sup>7</sup> Helen Christensen,<sup>2</sup> Philip B Mitchell<sup>1,2</sup>





## **Key questions**

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LaMontagne et al. BMC Psychiatry 2014, 14:131 http://www.biomedcentral.com/1471-244X/14/131



#### DEBATE

#### **Open Access**

BMC Psychiatry

# Workplace mental health: developing an integrated intervention approach

Anthony D LaMontagne<sup>1,2\*</sup>, Angela Martin<sup>3</sup>, Kathryn M Page<sup>1,2</sup>, Nicola J Reavley<sup>2</sup>, Andrew J Noblet<sup>4</sup>, Allison J Milner<sup>1</sup>, Tessa Keegel<sup>5,6</sup> and Peter M Smith<sup>6,7,8</sup>



#### Viewpoint

# A framework to create more mentally healthy workplaces: A viewpoint

Katherine Petrie<sup>1</sup>, Sadhbh Joyce<sup>1</sup>, Leona Tan<sup>1,2</sup>, Max Henderson<sup>3</sup>, Anya Johnson<sup>4</sup>, Helena Nguyen<sup>4</sup>, Matthew Modini<sup>1,2</sup>, Markus Groth<sup>5</sup>, Nicholas Glozier<sup>6</sup> and Samuel B Harvey<sup>1,7</sup>



ANZJP5

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#### **CREATING MENTALLY** WORKPLACES A REVIEW OF THE RESEARCH HEALTHY ÷ UNSW de contrati. IDVITAL ILLNESS IS ONE OF THE OVERVIEW LEADING CAUSES OF SICKNESS A metally healthy workplace is achieved in all organizations, but requires a gamples, medinance INSENCE AND LONG-TERM constitutes across of leasts of the auchalace. WORK DACAPACITY IN ALIGTRALIA The majority of mental linear anen it-the anerkalane matchin and is some case may be preventable. AT ANY PRINT IN TIME, and IN SIX WOMENIN impleases and workplaces out play an active mis-ADD FORFLE WILL BE LIVING WITH MENTAL - representing the fearbit and seefflowing of their ALMERS, CONTINUE AUGTRALIAN BURNESSE markets in our as measuring the terrory of shaft IN THE VICINITY OF \$1 BULICA DOLLARS BACK with mental health problems and the coring loss that VALUE, THE DOCUMENT IS NAMED AND ADDRESS OF TAXABLE PARTY. in many periods play FOR AND NUMBER THE PROPER WITH DENTAL industry in the second by based of second as a second line of HEALTH DIFFICULTIES WHILE JUNDLING serves of purposes, acceptance within accept, and WORK AND MORE SERVICEMENTER productives for development, therefore proving a headed with the person's recovery. A NEW REPORT FOR THE MATIONAL HENTA Developing a memory leading conjugate required HEALTH COPPOSIDOL AND THE PENTALLY an understanding of the key teams of job design NEALTHY WORKPLACE BUILDINGS OFFERS aem and organizational factors, continued with VERS SHOULD ADDITION OF TAXABLE PARTY AND ADDRESS OF TAXABLE PARTY. harrier and and installat factors. EMPOWERED TO ADDRESS THE PERSON NEW TO OF Work performance is highest when staff report high ENVIOLENTERS AND REDUCE THE PERSONA leads of psychological and being and job antidiarties AND EXCHANCE MERS OF MENTAL BJ. HEALTH And share benefacts report to which of anotherizers married WORKPLACE THE REPORT BRIDGE LEADERS PROVING MERCINE handfill attractions on an exception determine, and their and AND RUBRERS EXPERTS FOOTHER TO LOOK struty putting a pulling in place to providing a series MENTALLY HEALTHT AT THE EVERSEE OF WAAT WORKS. of surgetail actions that provide marmal hauth. HAVING & NEALTHY GOOD MENTAL HEALTH CONTRACTOR CONSTRACT OF A DESCRIPTION OF THE CONTRACTOR OF A DESCRIPTION O WORKFORDER IN IS GOOD FOR BUSINESS FUNDAMENTAL TO THE Freely dellar special or affective SUCCESS OF ANY salar health actions returns \$2.30 other Address of the BUSINESS..." is benefits to the organization. STATUS, SHIRING PARTY IS NOT Heads ûp **Black Dog**

Psychiatry Medicine

Interventions	Symptom reduction	Occupational outcomes
Increased employee control	* *	?
Physical activity	* *	*
Workplace health promotion	*	*
Screening	*	*
Counselling	*	*
Cognitive behavioural therapy (CBT)-based stress management interventions (SMI)	* * *	?
Psychological debriefing following a potentially traumatic event in the workplace	Strong evidence against	?
CBT for established depression or anxiety disorder	* * *	* *
Exposure therapy for established	* * *	* *

Psychological Medicine (2016), **46**, 683–697. © Cambridge University Press 2015 doi:10.1017/S0033291715002408

# Workplace interventions for common mental disorders: a systematic meta-review

S. Joyce<sup>1</sup>, M. Modini<sup>1</sup>, H. Christensen<sup>2</sup>, A. Mykletun<sup>3,4,5</sup>, R. Bryant<sup>6</sup>, P. B. Mitchell<sup>1,2</sup> ; S. B. Harvey<sup>1,2,7\*</sup>



Exposure therapy for established \* \* \* anxiety disorders and post-traumatic stress disorder (PTSD)



?

## **Development of evidence-based workplace interventions for first responders in NSW**



## **Development of evidence-based workplace interventions for first responders in NSW**



some cases of mental illness?

- 1. Pre-employment selection
- 2. Reduction of known risks
- 3. Resilience training







#### Resilience@Work (RAW) Mindfulness Program





#### Six sessions ٠ 20-25 minutes each ٠ **Delivered via iPads** • Theoretical underpinning : Mindfulness based • Cognitive Therapy Acceptance & • Commitment Therapy

 Compassion focused Therapy





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# RCT of mindfulness training amongst rescue workers (n=143)







## Headgear Trial



- 2271 'healthy' workers
- None had depression at the start of the trial
- Largest ever trial of a mental health app



# **Does it work? Can an app help prevent depression?**





# **Does it work? Can an app help prevent depression?**



# **Does it work? Can an app help prevent depression?**





## **Development of evidence-based workplace interventions for first responders in NSW**



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- Psychoeducation (needs to be done correctly)
- Wellbeing checks (still researching)
- Manager mental health training

#### Viewpoint

# A framework to create more mentally healthy workplaces: A viewpoint

Katherine Petrie<sup>1</sup>, Sadhbh Joyce<sup>1</sup>, Leona Tan<sup>1,2</sup>, Max Henderson<sup>3</sup>, Anya Johnson<sup>4</sup>, Helena Nguyen<sup>4</sup>, Matthew Modini<sup>1,2</sup>, Markus Groth<sup>5</sup>, Nicholas Glozier<sup>6</sup> and Samuel B Harvey<sup>1,7</sup>



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RESEARCH ARTICLE

Samuel B. Harvey ..-

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ON

PLOS

The importance of manager support for the mental health and well-being of ambulance personnel

efe Gayed<sup>2</sup>, Bridget T. Bryan<sup>1,2</sup>, Mark Deady<sup>1,2</sup>, Ira Madan<sup>3,4</sup>, Hdridge<sup>6</sup>, Isabelle Counson<sup>1,2</sup>, Rafael A. Calvo<sup>7</sup>, Nicholas Glozier<sup>8</sup>, PLOS ONE





If you're worried about someone's mental health, start a conversation.



Manager support variable

Can you train managers to do this better?

If so, what should you be trying to change?



6

UNSW



## **RESPECT Manager Training**

- Developed in collaboration with local fire service in NSW
- Delivered at Duty Commander level (uniformed, on shift managers)
  - 1. Basic mental health literacy, with a focus on how these conditions can be recognised in the workplace.
  - 2. Manager's role in responding to mental ill health.
  - 3. Practicing skills in positive communication via group discussions, role play, etc.



# RESPECT

- Regular contact is essential
- Earlier the better
- Supportive and empathetic communication
- Practical help, not psychotherapy
- Encourage help-seeking
- Consider return to work options
- Tell them the door is always open and arrange next contact

## **NSW Fire & Rescue RESPECT Study**



Evaluated:

- **Confidence** in dealing with stress or mental health matters amongst staff
- Behaviour towards staff
- Sickness absence rates
  amongst those they manage



## **NSW Fire & Rescue RESPECT Study**

18% reduction in work-related sickness absence amongst workers whose manager was in the intervention group

#### Return on Investment: \$10 for each \$1 spent

Workplace mental health training for managers and its effect on sick leave in employees: a cluster randomised controlled trial

Josie S Milligan-Saville, Leona Tan, Aimée Gayed, Caryl Barnes, Ira Madan, Mark Dobson, Richard A Bryant, Helen Christensen, Arnstein Mykletun, Samuel B Harvey

> THE LANCET Psychiatry

#### **Evaluated:**



**Confidence** in dealing with stress or mental health matters amongst staff

Behaviour towards staff

Sicknes amongs

**Sickness absence rates** amongst those they manage







# HeadCoach Manager Training



Topics	Modules
1. Common Mental Illnesses	3 x 10 minute Modules + Topic Toolbox (for quick reference to resources)
2. Helping Employees you are Concerned About <i>(reactive</i> <i>strategies)</i>	7 x 10 minute Modules + Topic Toolbox
3. Minimising Mental Health Risks in the Workplace <i>(preventive</i> <i>strategies)</i>	5 x 10 minute Modules + Topic Toolbox



Developed in partnership with beyondblue with donations from the Movember Foundation.







## A Cluster Randomized Controlled Trial to Evaluate HeadCoach An Online Mental Health Training Program for Workplace Managers

Aimée Gayed, MCrim, Bridget T. Bryan, MSc, Anthony D. LaMontagne, ScD, Allison Milner, PhD, Mark Deady, PhD, Rafael A. Calvo, PhD, Andrew Mackinnon, PhD, Helen Christensen, PhD, Arnstein Mykletun, PhD, Nicholas Glozier, PhD, and Samuel B. Harvey, PhD



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# So...face-to-face or online training?



- Face-to-face training
- Online training



But....only equivalent if managers complete the online training (which many don't!)

A comparison of face-to-face and online training in improving managers' confidence to support the mental health of workers

Aimée Gayed<sup>a,b,\*</sup>, Leona Tan<sup>b</sup>, Anthony D. LaMontagne<sup>c,d</sup>, Allison Milner<sup>d</sup>, Mark Deady<sup>b</sup>, Josie S. Milligan-Saville<sup>a</sup>, Ira Madan<sup>e,f</sup>, Rafael A. Calvo<sup>g,h</sup>, Helen Christensen<sup>b</sup>, Arnstein Mykletun<sup>a,i,j,k,l</sup>, Nicholas Glozier<sup>m</sup>, Samuel B. Harvey<sup>b</sup>



## Common statements in allegations of negligence....

- They should have been debriefed
- They should have been told of the risks
- They should have been given better psychoeducation
- There should have been regular screening
- They have had all available treatment



## Conclusions

- Mental ill health has become the leading cause of long term work incapacity
- Workplace interventions can play a very important role in prevention and promoting recovery from mental ill health
- Good quality RCTs can be performed in the workplace
- There are a range of evidence-based workplace programs that should now be implemented
- There is still a lot of promotion of outdated and non-evidence informed approaches



### Thank you



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