Mental Health and Stigma in the Workplace: The Development and Evaluation of the R2MR and The Working Mind Programs

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Mental Health Commission of Canada

- A non-profit organization, funded by the Health Canada but at arm’s length from the government
- We are a catalyst
- Projects/Initiatives
  - At Home
  - Knowledge Exchange Centre
  - Mental Health Strategy for Canada
  - National Standard of Canada for Psychological Health and Safety in the Workplace
  - Mental Health First Aid
- Opening Minds
The Standard is a framework (set of guidelines, tools & resources) focused on promoting employees’ psychological health & preventing psychological harm due to workplace factors

For the Standard to achieve its goals, it will have to permeate and penetrate the culture of the workplace

- Introduce a “Language of carefulness” – everyone makes a reasonable effort to avoid harming others in their circles of influence
National Standard for Psychological Health and Safety

• A way to shift and change organizational culture
• Guides, tools, and resources to increase PH&S
• There are other things organizations can do...
Opening Minds

• Mental illness anti-stigma initiative of the Mental Health Commission of Canada
• Identify successful anti-stigma programs using an evidence based approach
• Promote and replicated successful programs across Canada
• Four target groups: healthcare providers, youth, the news media, and the workplace
• 150 partners past and present
• ~30 active workplace partners
Facts & Figures

• 1/3 of disability claims are MI related but account for about 70% of the total disability claims.
• Costs = $15 to $33 billion (Cdn)

$51 Billion Dollars
Facts & Figures

• Case study example (Dewa, Chau, & Dermer, 2010)
...But why reduce the stigma of mental Illness in the workplace?
Reducing Stigma in the Workplace

- Earlier help-seeking
- Better prognosis & outcome
- More supportive workplace for all
- Increase productivity
- Positive financial impact
The Working Mind: Workplace Mental Health & Wellness
Based on the Road to Mental Readiness (R2MR) program

- Canadian Department of National Defence program
- Increase mental resiliency of soldiers to deal with stressful and traumatic situations
- Strong evidence base

Adaptation of R2MR is being implemented by Canadian police departments
R2MR & TWM: Objectives

• Reduce the stigma of mental illness
• Promote mental health in the workplace
• Reconceptualize how employees think and talk about mental health and mental illness
• Help employees identify poor mental health in themselves and others
• Teach coping skills to manage stress and poor mental health, and increase resiliency
• Review employees’, managers’ and employers’ mental health rights and responsibilities
• Create a more supportive environment for all
R2MR & TWM: Main Components

• Promotion and prevention
• Education-based program for a general workplace audience
  • Anti-stigma module and content
    • Video-based contact, myth busting, facts, etc.
  • “Big 4” Skills (SMART goal setting, mental rehearsal, positive self-talk, diaphragmatic breathing)
    • Used by the US Marines
• Mental Health Continuum Model
  • Develop by Lt. Col. Stéphane Grenier and the US Marines
Perceptions of Mental Health and Mental Illness

- Mental health
  - Normal functioning
- Diagnosable mental illness
  - Severe and persistent functional impairment
Mental Health Continuum Model

1) Moves from good to poor mental health along a gradient

2) Emphasizes the possibility to back and forth along the continuum

3) Eliminates the need for stigmatizing labels and non-professionals diagnosing

4) Each phase outlines signs and indicators for self-assessment
Mental Health Continuum Model

- Normal sleep patterns
  - Few sleep difficulties

- Trouble sleeping
  - Intrusive thoughts
  - Bad dreams

- Restless, disturbed sleep
  - Overall restlessness
  - Recurrent images
  - Nightmares

- Can't fall asleep or stay asleep
  - Sleeping too much or too little

- Physically well
  - Good energy level

- Muscle tension
  - Headaches
  - Low energy

- Increased aches and pains
  - Increased fatigue

- Physical illness
  - Constant fatigue
• Six videos throughout the program with people with lived experience discussing their journeys in mental health
R2MR in Other Organizations
TWM Wallet Cards

MENTAL HEALTH CONTINUUM MODEL

HEALTHY
- Normal fluctuations in mood
- Normal sleep patterns
- Physically well, full of energy
- Consistent performance
- Socially active

REACTING
- Anxious, irritable, sad
- Trouble sleeping
- Tension in muscles, headaches
- Discomfort
- Decreased social activity

INJURED
- Anxiety, anger, pervasive sadness, hopelessness
- Agitated or disoriented speech
- Fatigue, aches and pains
- Decreased performance, presentation
- Social isolation or withdrawal

ILL
- Extreme anxiety, irritability, depressed mood
- Unable to function, stay awake
- Extreme physical illness
- Unable to perform duties, responsibilities
- Feelings of isolation, social events

THE WORKING MIND

WORKPLACE MENTAL HEALTH AND WELLNESS

TWM Wallet Cards

OPENSING MINDS

The Mental Health Continuum Model (MHC) was developed by the Department of National Defence as part of the Road to Mental Readiness (RTMR) program. Opening Minds is an anti-stigma initiative of the Mental Health Commission of Canada. It has adopted the MHC and RTMR into The Working Mind, a mental health and anti-stigma program for the general workforce.

The MHC and the coping strategies listed on this card will help you identify signs of good to poor mental health and offer you ways to get back to the healthy phase.

OTHER TECHNIQUES
- Join a support group
- Plan time for rest and fun
- Ask for help when necessary
- Set limits and boundaries
- Balance demands and priorities
- Identify unhealthy coping
- Apply problem-solving skills
- Keep lines of communication open
- Make self-care a priority
- Accept that you cannot do it all
- Get help sooner, not later
- Accept offers of help from friends
- Learn and try new ways to cope
- Be honest with yourself about how you’re doing
- Focus on regaining health

SUPPORT AND HELP
- Family, friends
- Coworkers, supervisors, human resources
- Employee and Family Assistance Program
- Family doctor and other health care providers
- Community resources
- Insured or private services, such as psychologists

SMART Goal Setting, set goals that are Specific, Measurable, Attainable, Relevant and Time-bound
- Mental Rehearsal/Visioning: mentally prepare for “what if”
- Self-talk: Focus, Persist, Confident
- Calming/Deep Breathing

POTENTIAL SOURCES OF SUPPORT AND HELP

Contact Information:

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Three Versions of R2MR & TWM

• Employee Workshop (~ 3 hr)
• Manager Workshop (~ 6 hr)
  • How managers can address employee mental health at each stage along the MHCM
  • General information on accommodations and employees’, managers’ and employers’ mental health rights and responsibilities
    • HR staff
• Optimally, about 16-24 per session
Three Versions of R2MR & TWM

- Train the Trainer Course (5 days)
  - Training to give workshops in their own organization
  - Comprehensive review of both workshops
  - Mental health background information
- Why TtT model?
  - Cost effective
  - Increases trainer pool
  - Sustainable
  - Cultural change
Organizational Rollout & Evaluations

• TWM: over 10 organizations/1600 employees and manager
• R2MR: over 20 organizations/2500 police members

Program Efficacy
• Attitudes towards people with mental illness
• Resiliency and Coping Skills
• Mental health and wellbeing
• Presenteeism
• Program Feedback

Pre-workshop questionnaire → R2MR/TWM → Post-workshop questionnaire → 3 Month follow-up questionnaire
Preliminary Evaluation Results

Quantitative Results

- Sig. ↓ in stigmatizing attitudes in managers, sig. ↓ in employees (pre to post) (majority of gains retained at 3 month follow-up)
- Significant ↑ in resiliency skills (i.e., perceptions of ability to be resilient) (pre to post)
- Significant ↑ in overall resiliency and mental health and wellbeing (pre to 3 month follow-up)
Preliminary Evaluation Results

Qualitative Results for R2MR/TWM

Reduced stigma; more aware & understanding:
“*I liked that the workshop dispelled myths & common misconceptions*”
“*An eye-opening experience*”

Practical skills; more equipped to address MH:
“*How to identify continuum in personal life*”
“*Relevant to real life work and personal situations*”

Workshops well received:
- Excellent videos of people with lived experience
- Interactive
- Well presented, interesting, engaging, enjoyable
TWM: Current Pilot Sites

- Trained
  - Met/Discussions

- Local Organization
- Prov. Organization
- National Organization
Ontario Police College trains all 53 Police organizations in Ontario
Preliminary Evaluation Results

“The Working Mind for Employees has created the biggest shift I've seen in attitudes and awareness in my 30 years of nursing"

Debbie Phillips, a Health Services Manager in Psychiatric Emergency Services with the Addictions and Mental Health Program at Capital Health, is describing the impact of The Working Mind.
Many R2MR and TWM sites have reported that employees have come forward to their supervisors using the MHCM (e.g., I am in the “red”) to seek help for a potential mental health problem.
Preliminary Evaluation Results

“...While I was monitoring the last session, I was contacted by a member while they were in the R2MR session...The member listened to Module 3 and realized some alarming behaviors they have been personally experiencing...I actually got a contact while in class!!...The member was pointed to the proper resources and this truly speaks to the value and power of the material...”

Curtis Hoople, Acting Staff Sargent and R2MR Project Manager, Edmonton Police Service
Questions?