

Thematic webinar:

Stressors and Management Practices That Have an Impact on the Mental Health of Workers

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On the menu

- The SALVEO study
- Mental health and physiological response
- Work, non-work, and individual factors associated with mental health
- Management practices associated with lower rates of mental health disability claims



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The SALVEO study

ERTSM

Équipe de Recherche sur le Travail et la Santé Mentale

Université 
de Montréal

Concordia University
John Molson
School of Business

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 **Manuvie**

solide | fiable | sûre | avant-gardiste

Depuis le 30 janvier 2015, la Standard Life du Canada fait partie de Manuvie. www.manuvie.ca

Financial partners:


CIHR IRSC
Canadian Institutes of Health Research / Instituts de recherche en santé du Canada

Fonds de recherche
Santé 
Québec

Portrait of the sample: Questionnaire

63 client workplaces at Standard Life (Manulife)

- Less than 50 employees: 27%
- 50-499 employees: 28%
- 500 employees and more: 35%

- Union: 33%

- Economic sector
 - Secondary: 30%
 - Tertiary: 70%

Portrait of the sample: Questionnaire

Sample of employees and managers

- 2,162 employees
- 73% response rate
- 49% women, average age: 41
- 75 HR managers: interview + questionnaires



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Portrait of the sample: Physiological component

34 workplaces

- N = 401
- Cortisol and alpha-amylase
- Saliva samples: 5 per day for 3 days (1 off-work + 2 during work)
- 56% women, average age: 41



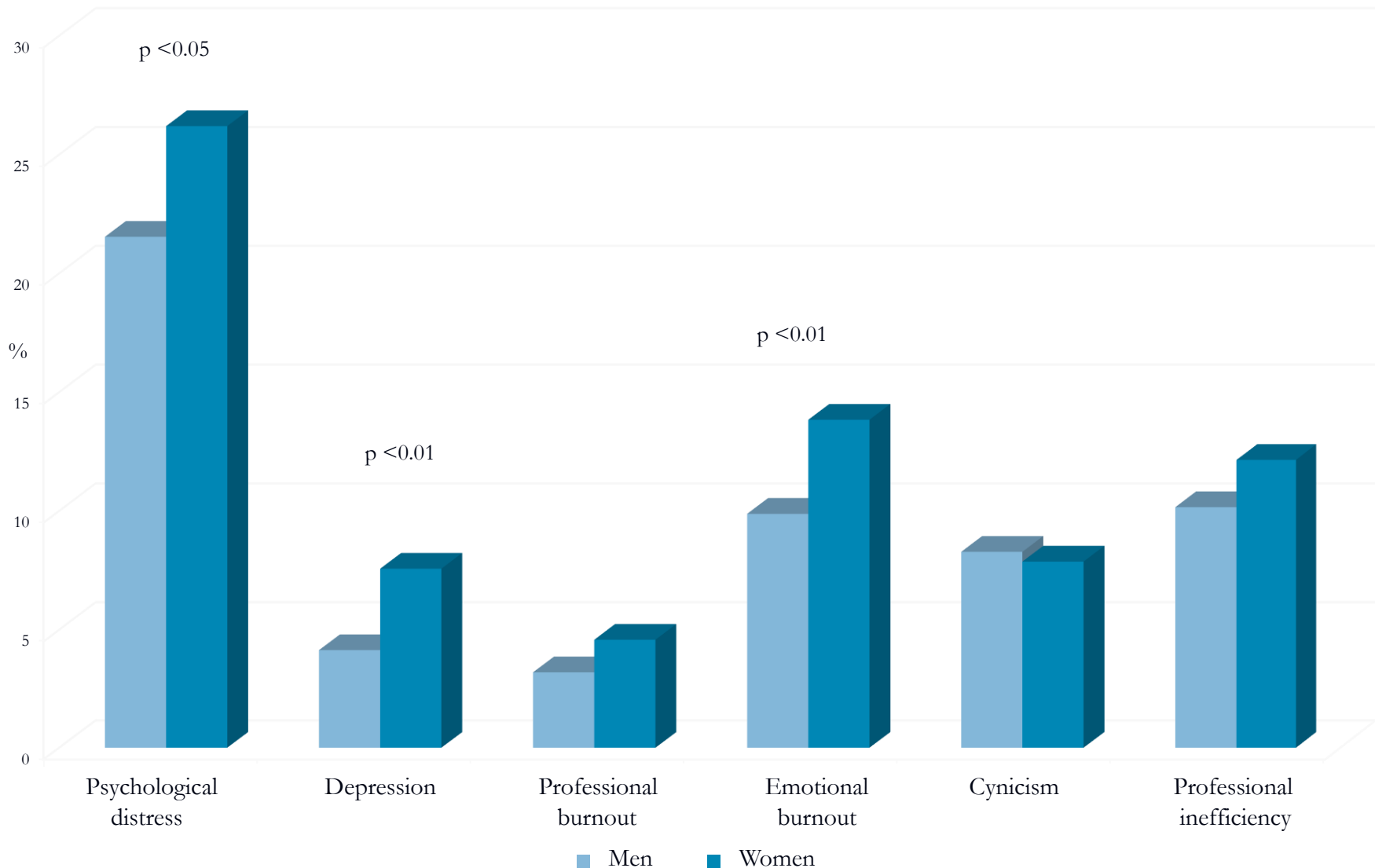
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SALVEO study: Prevalence of symptoms



Marchand, A., Blanc, M.-E., & Durand, P. (2015). Genre, âge, profession, secteur économique et santé mentale en milieu de travail: Les résultats de l'étude SALVEO. *Revue canadienne de santé publique/Canadian Journal of Public Health*, 106, e223–e229. <http://dx.doi.org/10.17269/CJPH.106.4672>

Mental health and physiological response



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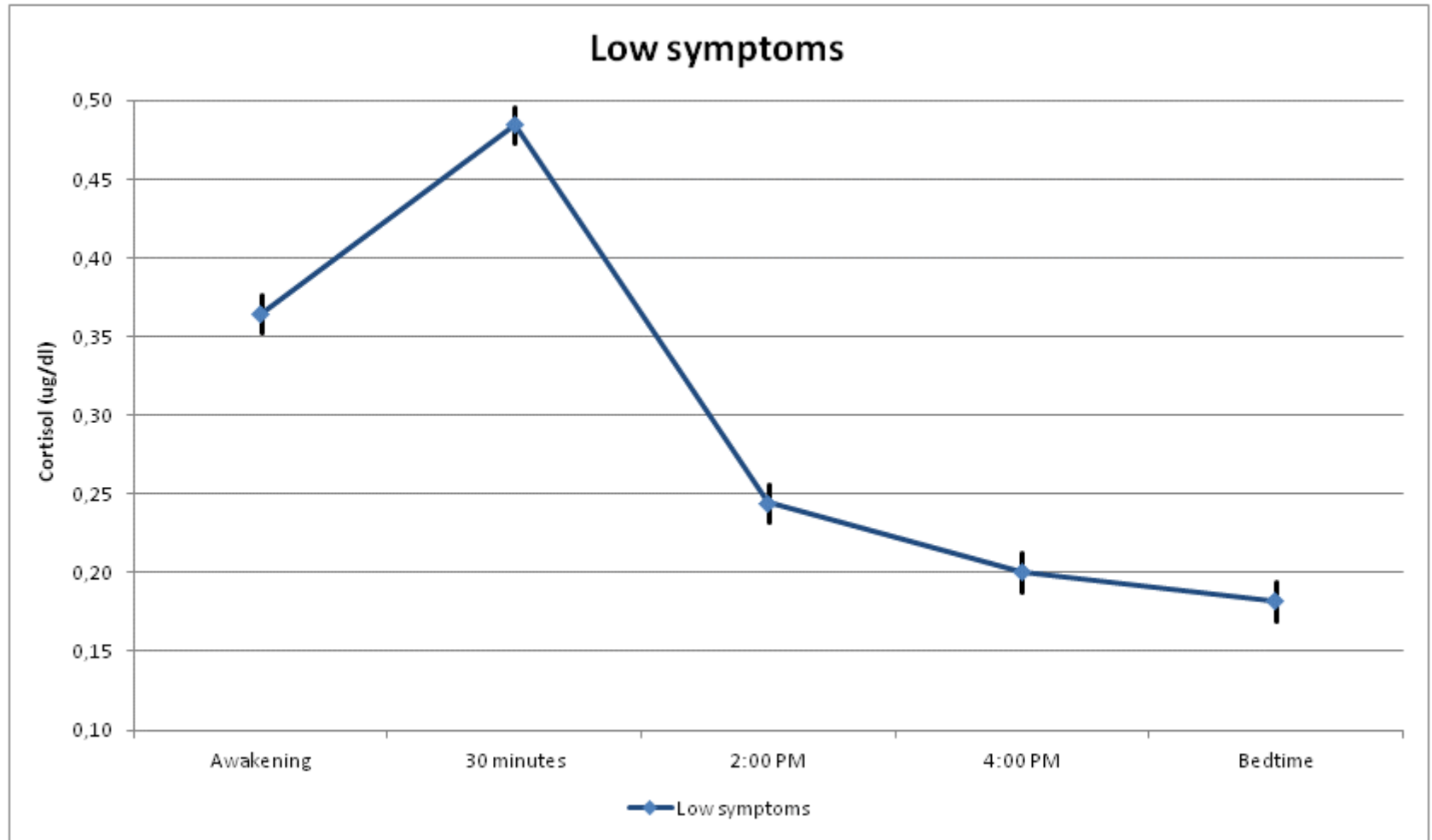
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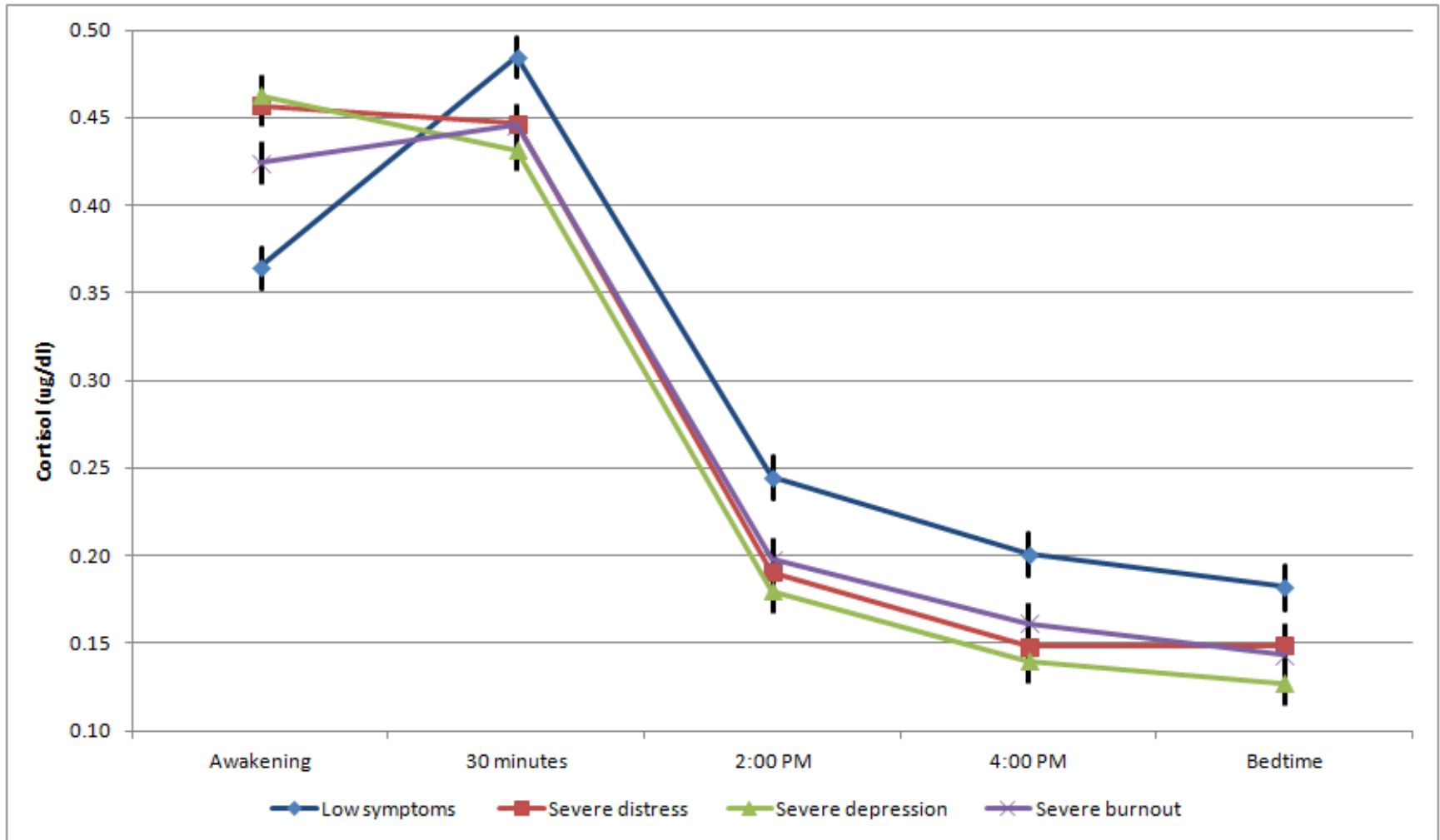
Physiology and mental health

SALVEO study (n=401)



Marchand, A., Durand, P., Juster, R.-P., & Lupien, S. J. (2014). Workers' psychological distress, depression, and burnout symptoms: Associations with diurnal cortisol profiles. *Scandinavian Journal of Work, Environment and Health*, 40, 305-314.

Physiology and mental health SALVEO Study (n=401)



Marchand, A., Durand, P., Juster, R.-P., & Lupien, S. J. (2014). Workers' psychological distress, depression, and burnout symptoms: Associations with diurnal cortisol profiles. *Scandinavian Journal of Work, Environment and Health*, 40, 305-314.

Work, non-work and individual factors associated with mental health



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Factors studied

WORK

TASK DESIGN

Use of skills
Decision-making authority

DEMANDS

Physical demands
Psychological demands
Number of working hours
Irregular work schedule

SOCIAL RELATIONSHIPS

Support of peers
Support of supervisors
Abusive supervision
Aggressive behaviours
Harassment

REWARDS

Recognition
Career opportunities
Employment insecurity

NON-WORK

FAMILY SITUATION

Living as a couple
Presence of young children
Family income
Marital stress
Parental stress
Family/employment conflicts
Employment/family conflicts

NON-WORKPLACE SOCIAL NETWORK

Support outside of the workplace

INDIVIDUAL

DEMOGRAPHY

Being a woman
Age

GENERAL HEALTH

Chronic health problems

LIFESTYLE

Alcohol consumption
Tobacco

Physical activities

PERSONALITY TRAITS

Self-esteem
Internal control centre

STRESSFUL EVENTS

Childhood-related

Marchand, A., Durand, P., Haines, V., & Harvey, S. (2015). The multilevel determinants of workers' mental health: Results from the SALVEO study. *Social Psychiatry and Psychiatric Epidemiology*, 50, 445-459. doi:10.1007/s00127-014-0932-y

Individual factors

Factors	Psychological distress	Depression	Burnout
▪ Being a woman	Red	Red	Light Blue
▪ Age	White	Green	Green
▪ Chronic health problems	Red	Red	Red
▪ Alcohol consumption	Red	Red	Light Blue
▪ Tobacco	Light Blue	Red	Light Blue
▪ Physical activities	Green	Green	Light Blue
▪ Self-esteem	Green	Green	Light Blue
▪ Internal control centre	Green	Green	Green
▪ Childhood-related stressing events	Light Blue	Red	Light Blue

Adjusted for work and non-work factors



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Non-work factors

Factors	Psychological distress	Depression	Burnout
FAMILY SITUATION			
▪ Living as a couple	Green	Green	
▪ Presence of young children			Green
▪ Family income			
▪ Marital stress	Red	Red	
▪ Parental stress	Red	Red	
▪ Family/employment conflicts			Green
▪ Employment/family conflicts	Red	Red	Red
NON-WORKPLACE SOCIAL NETWORK			
▪ Support outside of the workplace		Green	

Adjusted for work and non-work factors



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Psychological distress and work

Factors	Non-adjusted GHQ	Adjusted GHQ
TASK DESIGN		
• Use of skills	Green	
• Decision-making authority	Green	
DEMANDS		
• Physical demands	Green	Green
• Psychological demands	Red	
• Number of working hours		
• Irregular work schedule		
SOCIAL RELATIONSHIPS		
• Support of peers		
• Support of supervisors	Red	
• Abusive supervision	Red	Red
• Aggressive behaviours	Red	
• Harassment		
REWARDS		
• Recognition	Green	
• Career opportunities		
• Employment insecurity	Red	Red

Depression and work

Factors	Non-adjusted BDI	Adjusted BDI
TASK DESIGN		
• Use of skills	Green	Green
• Decision-making authority		
DEMANDS		
• Physical demands		Green
• Psychological demands	Red	Red
• Number of working hours		
• Irregular work schedule		
SOCIAL RELATIONSHIPS		
• Support of peers	Green	
• Support of supervisors	Red	
• Abusive supervision	Red	Red
• Aggressive behaviours	Red	
• Harassment		
REWARDS		
• Recognition	Green	
• Career opportunities		
• Employment insecurity	Red	

Burnout and work

Factors	Non-adjusted MBI	Adjusted MBI
TASK DESIGN		
• Use of skills	Green	Green
• Decision-making authority		
DEMANDS		
• Physical demands		
• Psychological demands	Red	Red
• Number of working hours		
• Irregular work schedule	Red	
SOCIAL RELATIONSHIPS		
• Support of peers		
• Support of supervisors		
• Abusive supervision	Red	Red
• Aggressive behaviours	Red	Red
• Harassment	Red	
REWARDS		
• Recognition		
• Career opportunities	Green	
• Employment insecurity	Red	Red

Comparative

Factors	Distress	Depression	Burnout
TASK DESIGN			
• Use of skills			
• Decision-making authority			
DEMANDS			
• Physical demands			
• Psychological demands			
• Number of working hours			
• Irregular work schedule			
SOCIAL RELATIONSHIPS			
• Support of peers			
• Support of supervisors			
• Abusive supervision			
• Aggressive behaviours			
• Harassment			
REWARDS			
• Recognition			
• Career opportunities			
• Employment insecurity			

Variance explained by the SALVEO model

	Companies (n=63)	Employees (n=2162)
Psychological distress	36.6%	32.2%
Depression	60.6%	48.4%
Burnout	68.7%	48.9%

In short

- The SALVEO study model makes an important contribution to understanding the phenomenon.
- Contribution to broadening perspectives on mental health at work that seek to identify erroneous conclusions on work and mental health.
- Essential to assess and take into account life outside the workplace and individual characteristics.



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In short

- **Importance of complexity:**
 - Life outside work and individual characteristics alleviate and absorb the influence of certain working conditions
 - Otherwise, risk of erroneous conclusions on the role of work
 - Otherwise, risk of developing interventions in the workplace that miss the mark

Management practices associated with lower mental health disability claim rates



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Phase II

Evaluation of



related to stress, health,
and wellness



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Management practices and health and wellness: the SALVEO approach

Macro

- Practices oriented toward regulating risks and a communication strategy developed to inform workers on the prevention of stress and health problems

Meso

- Practices addressing stressful working conditions associated with task design, control of work demands, social relationships, and rewards

Micro

- Practices focused on the individual: physical activity, nutrition, general health, adaptation to stress, and work-family balance

MACRO

Communication

- Communication mechanisms
- Company newsletter
- Website
- Survey
- Monthly health newsletter
- Information on stress prevention

Expression-regulation of risks

- Survey on sources of stress
- Corrections of risks in the work environment
- Stressor identification program
- Random drug and alcohol testing
- Physical health examination at hiring
- Psychological health examination at hiring

MESO

Task design

- Increase work autonomy
- Direct participation of employees

Work demands

- Control of workload
- Reduced workweek
- Reduced work time
- Reduced overtime
- Job analysis and description

Social relationships

- Teamwork
- Problem-solving group
- Self-help group
- Code of conduct for conflict management
- Psychological harassment policy
- Committee against psychological harassment
- Social club

Rewards

- Performance assessment practices
- Unpaid health-day program
- Work-leave banks
- Possibility of promotion to a higher level
- Clear career paths

MICRO

Physical activities

- Physical fitness centre in the company
- Corporate discount in a fitness centre
- Encouragement of exercise in the workplace
- Outdoor cardio activities
- Membership in a bike-share program (Bixi, Mobi, Bike Share, etc.)

Nutrition

- Meeting with a dietician
- Health promotion program (nutrition)
- Weight control program
- Distribution of health snacks to employees
- Nutrition seminar

General health

- Preventive medical examinations
- Health promotion program (tobacco)
- Flu vaccination clinic
- Back health seminar
- Participation in the fight against cancer
- Health week
- Employee assistance program (EAP)
- Medical clinic

MICRO

Stress management

- Relaxation workshop
- Yoga workshop
- Meditation workshop
- Time-management training
- Stress-management training
- Biofeedback session
- Coping-strategy training
- Chair massage

Work-family balance

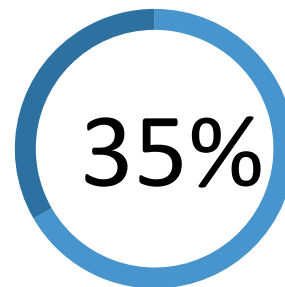
- Work-family balance program
- Flexi-time
- Daycare service
- Tire-changing clinic
- Telework
- On-site daycare

Distribution of mental health claim rates in the workplace

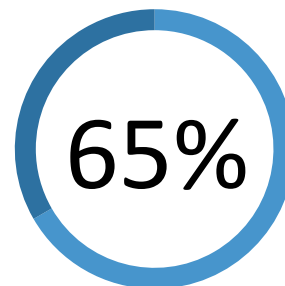
63 client companies of Standard Life:

Mental health claim rates over 3 years

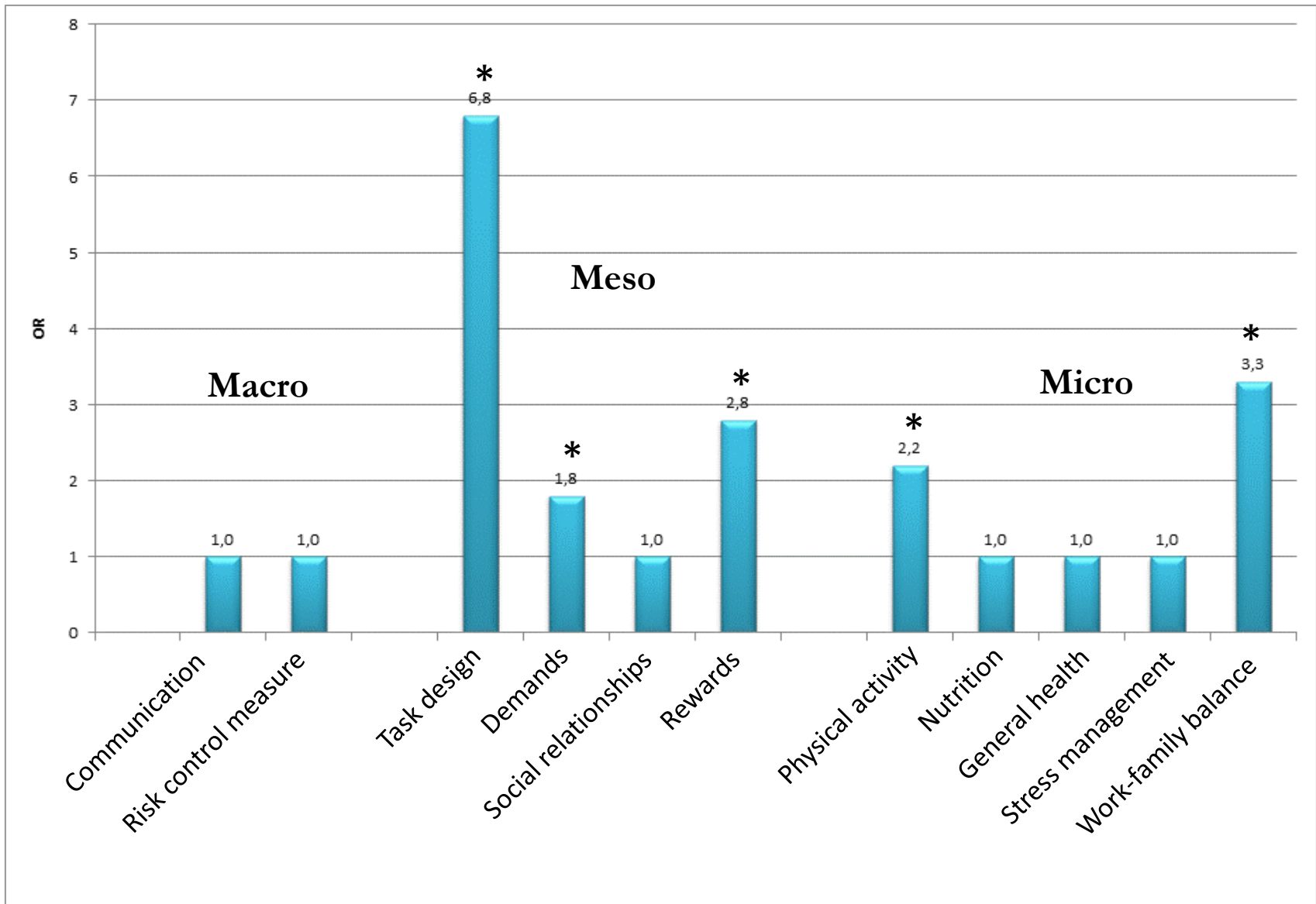
Below the median for the
population



Above the median for the
population

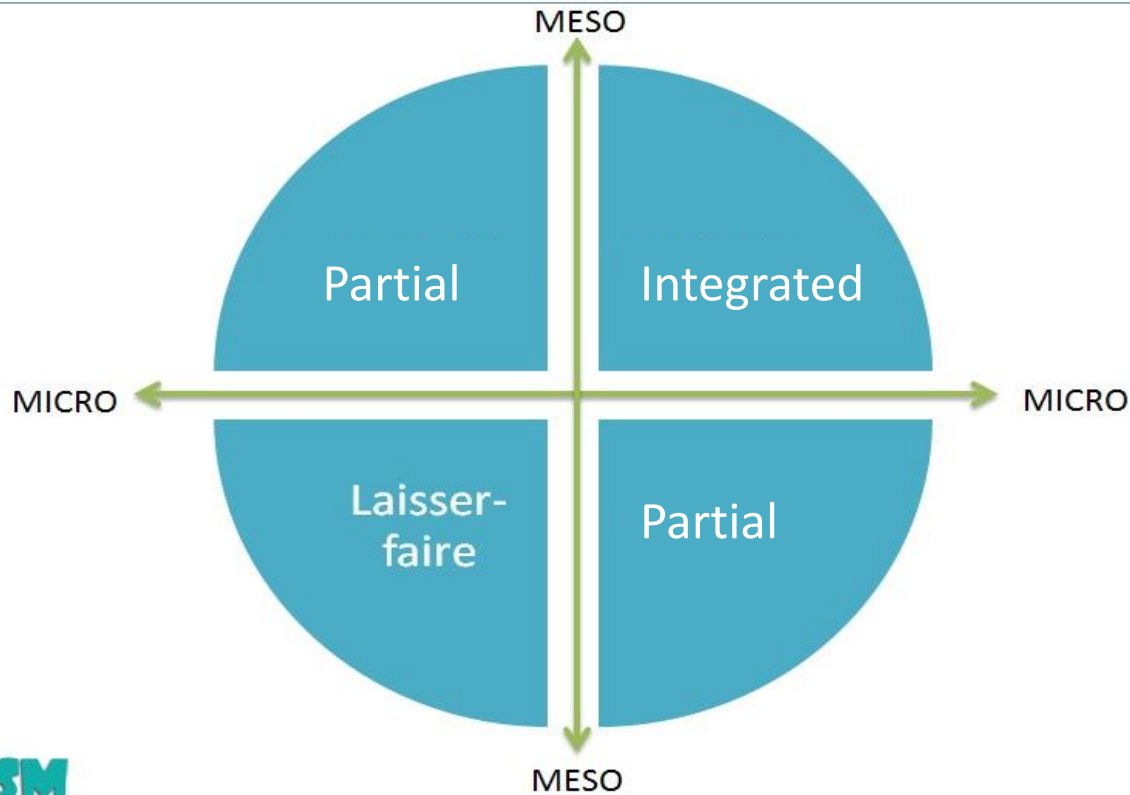


Management practices associated with lower mental health disability claim rates





























Integration levels of management practices

CONFIGURATIONS OF STRESS AND HEALTH MANAGEMENT PRACTICES

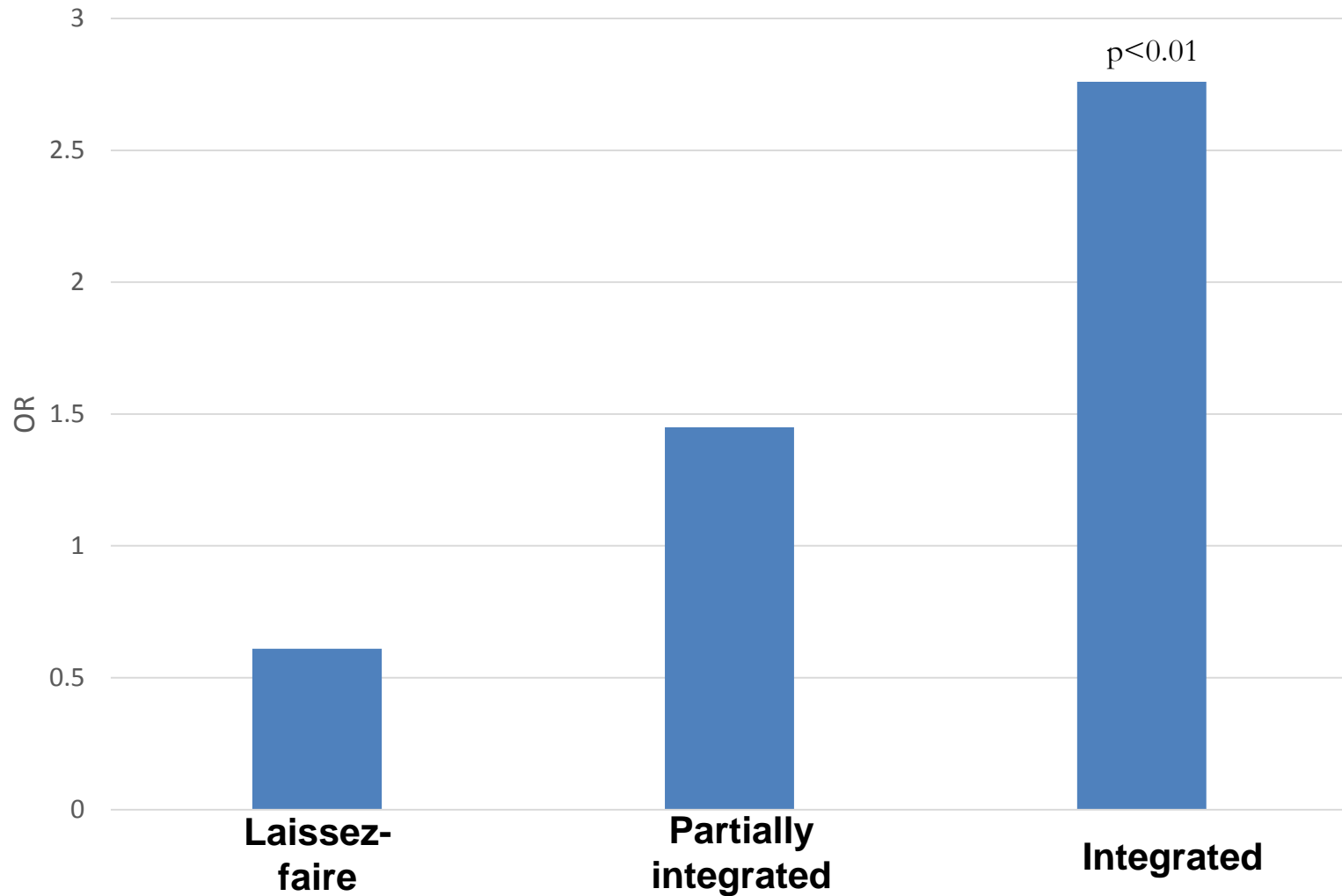


Profiles of management practices

Profiles	Laissez-faire	Partially integrated	Integrated
Macro			
Communication		ns	
Risk control measures		ns	
Meso			
Task design		ns	
Demands			
Social relationships			
Rewards			
Micro			
Physical activity			
Nutrition			
General health		ns	ns
Stress management		ns	ns
Work-family balance			

ns = not significant

Profiles of management practices associated with lower mental health disability claim rates



In short

- Investments in management practices that help prevent absenteeism for mental health disabilities are beneficial.
- Certain practices are more effective:
 - task design
 - demands
 - rewards
 - promotion of physical activity
 - work-family balance
- Companies that adopt an integrated profile are more effective than the other profiles in preventing absenteeism due to mental health disabilities.

In short

- Investment in health and wellness management practices is also possible in small and medium enterprises.

Dextras-Gauthier, J., Marchand, A., Durand, P., & Blanc, M.-E. (2016). *Pratiques de gestion et réclamations pour problèmes de santé mentale: Un portrait de six entreprises efficaces de l'étude SALVEO*. Rapport, Équipe de Recherche sur le Travail et la Santé Mentale (ERTSM), Université de Montréal, Montréal.

http://www.ertsm.umontreal.ca/wp-content/uploads/2013/11/ERTSM_Etudes_de_Cas_2016.pdf



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In short

Maintaining and improving mental health
is within everyone's reach!



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Questions



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Thank you for participating in this webinar. Please consult the following sites to learn more about overall health in the workplace:

- <https://www.mentalhealthcommission.ca/English/what-we-do/workplace>
- <https://www.groupeentreprisesensante.com/fr/service/documentation/>

This webinar on mental health is one of a four-part series. Watch the past webinars:

June 27, October 31, November 28, 2018, and February 27, 2019.

Visit:

<https://www.groupeentreprisesensante.com/fr/service/webinaires/>



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