

# Mental Well-being Impact Assessment (MWIA)

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*and*

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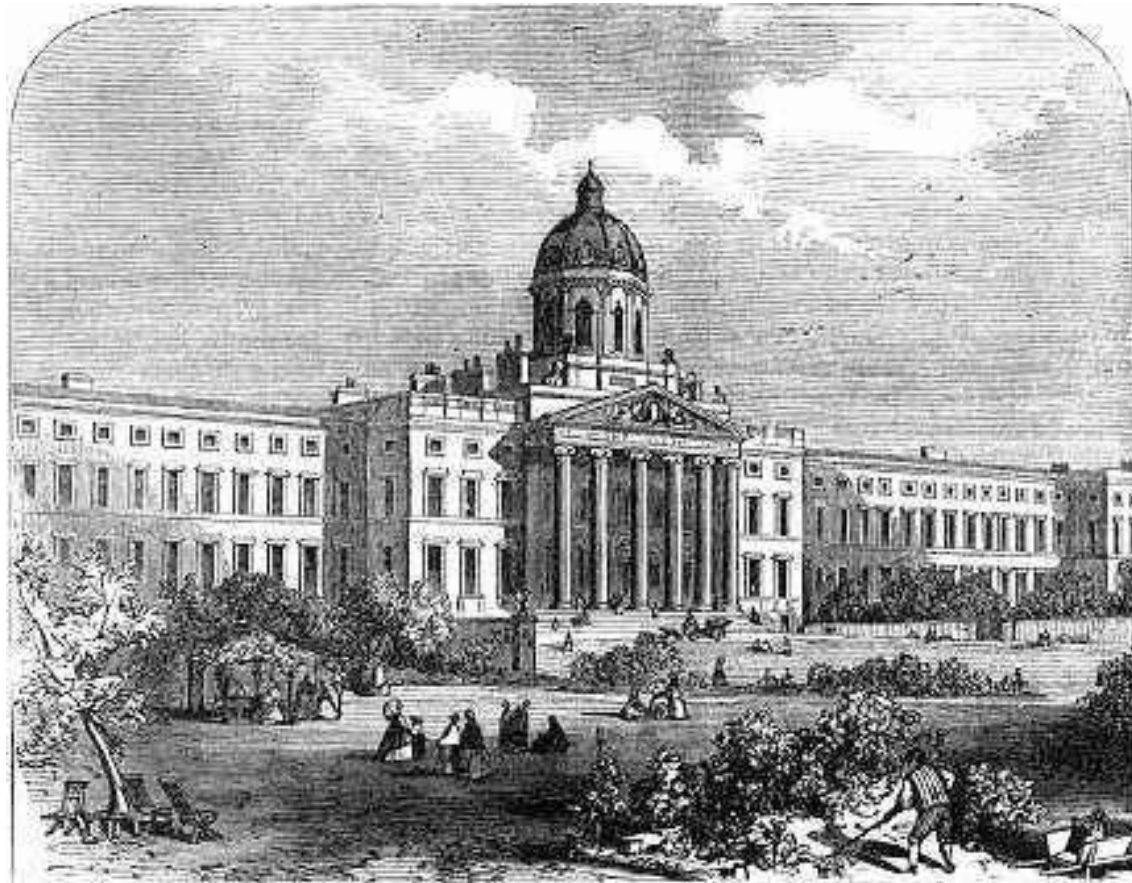
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# This workshop aims to:

- Present an overview of the MWIA toolkit
- Share work in the UK on the development of a MWIA toolkit and building a national profile and capacity to use MWIA
- Offer you a chance to ‘have a go’ with some of the resources for MWIA
- Provide an example of how the toolkit has been used to embed mental well-being in workplaces

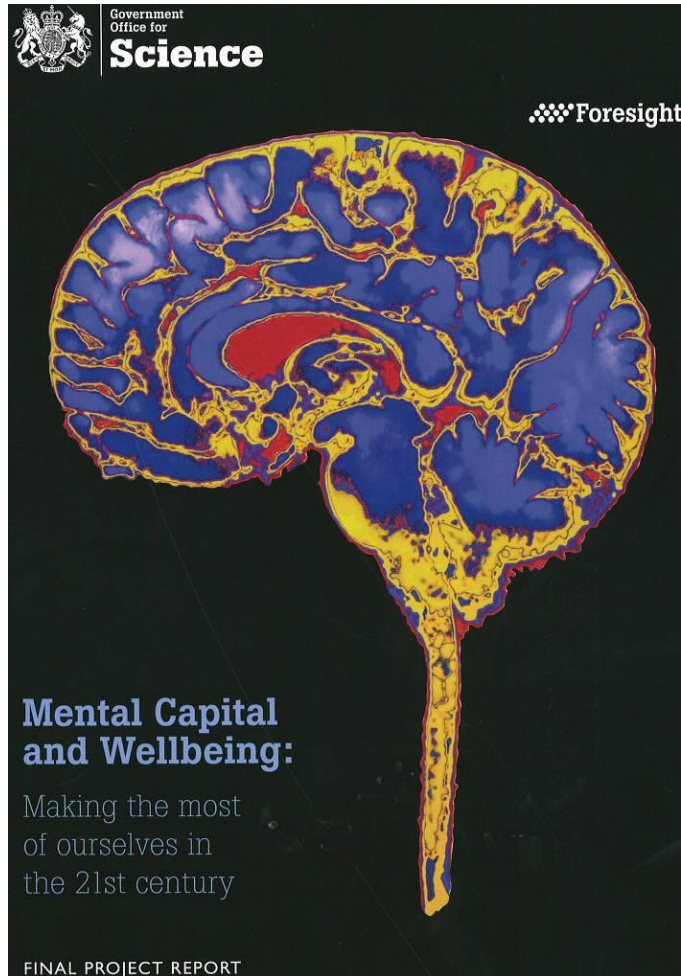


**“Everything we do is to improve the experience  
of people using our services and to  
promote mental health and well-being for all”**



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# Mental well-being is.....



“... a dynamic state in which the individual is able to develop their potential, work productively and creatively, build strong and positive relationships with others and contribute to their community. It is enhanced when an individual is able to fulfil their personal and social goals and achieve a sense of purpose in society.”

**Foresight Report (2008)**



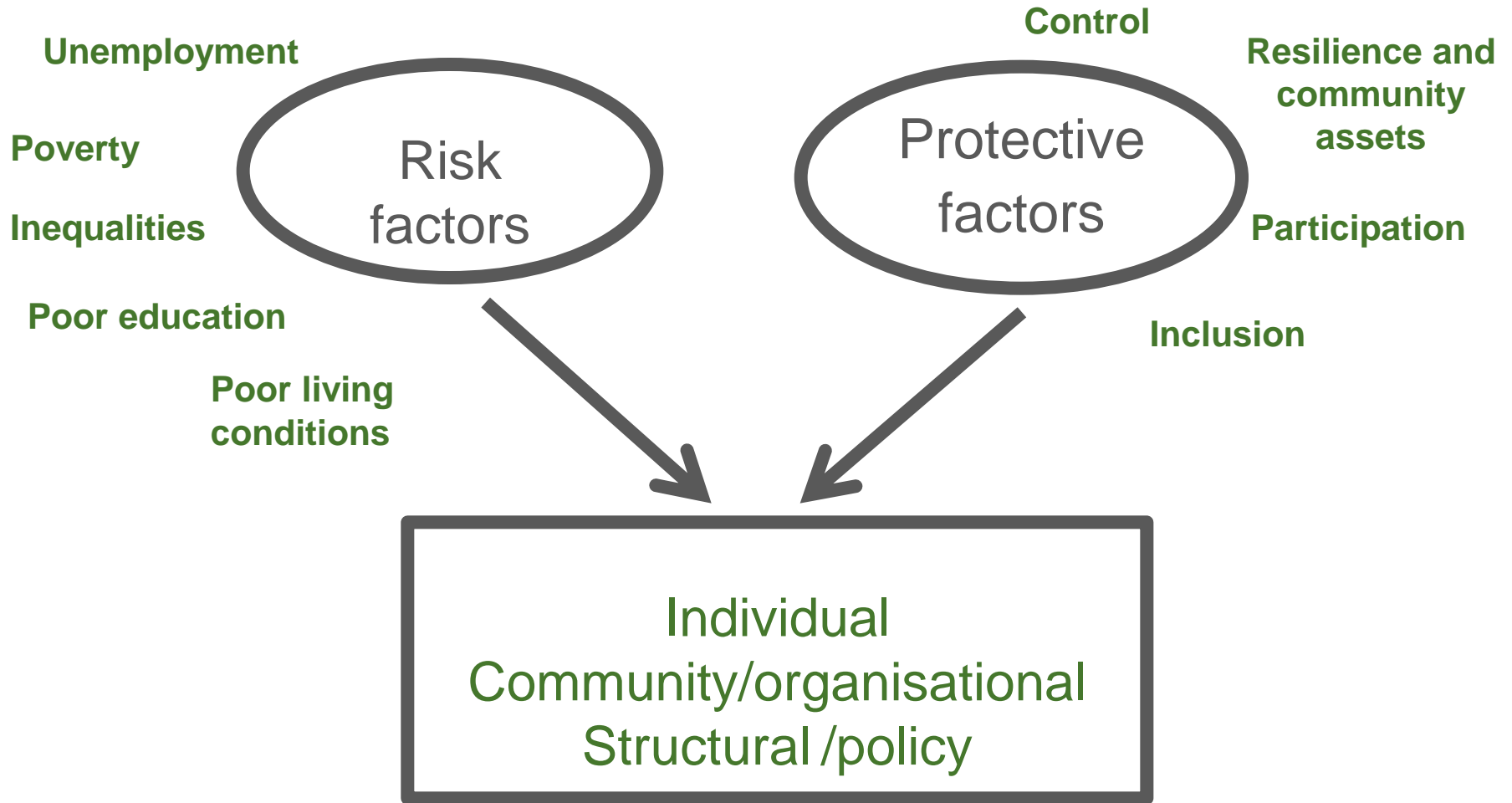
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# To work in Partnership to promote mental well-being

- Influencing for mental well-being
- Building Capacity and understanding
- Developing mental well-being services



# Mental Health Promotion



# “MWIA is pioneering methodology for reforming systems to focus on well-being outcomes and determinants”

- Mental Well-being Impact Assessment is rooted in **Health Impact Assessment methodology** and exists to build **healthy public policy**
- It focuses on **mental well-being** and identifies factors that are having, or have the potential to have, a negative or positive impact on mental well-being. Once identified, actions and indicators are developed to maximise the positive and provide ways to measure this impact going forward
- MWIA provides a structured, **evidence based analysis** of how policies, proposals, programmes and projects might influence mental health and well-being
- With ever increasing **policy emphasis on well-being**, this tool provides an ideal methodology for supporting system reform to a well-being focus





## Achievements and Developments:

- Highlighted in UK mental health outcomes strategy (HMG 2011)
- 2 National Capacity building programmes, training accredited by the Royal Society of Public Health
- Approximately 275 people have now been trained in the UK
- Over 750 MWIAs have been undertaken in the UK:  
Regeneration programmes, Timebanks, carers projects, mental health projects, community arts projects, the European Capital of Culture 08 (in Liverpool) and the Well London programme, Adult education, housing...
- 19,500 downloads
- Integration with Equality, and Health Inequality Impact Assessments







# The Mental Well-being Impact Assessment Toolkit



National Mental Health Development Unit

www.nmhdu.org.uk

**This Mental Well-being Impact Assessment (MWIA) Toolkit will enable you to assess and improve a policy, programme, service or project to ensure it has maximum equitable impact on people's mental well-being.**

This is a final working draft. We welcome feedback on the MWIA Toolkit as well as hearing about your experiences of using it. We will be releasing the finished version later this year.

It has been developed by a partnership of specialists and organisations bringing together mental health and well-being and Health Impact Assessment (HIA) knowledge and skills. There has been a development process over seven years beginning in Lewisham and Lambeth and developed further in the north west of England. A National Collaborative steering group (established in July 2008) oversees the development and implementation of MWIA, including capacity building and policy development.

The MWIA Toolkit introduces the user to the policy and evidence base for mental well-being (in England), and provides a framework and resources to undertake a MWIA. It is published in sections that follow the MWIA process. Some sections can be used as a 'stand alone' resource such as the Screening Toolkit and the Indicator section.

"Top tips" are shared throughout the sections to help the user make best use of the resource.

**Mental Well-being Impact Assessment: A completed Toolkit, 2010**

1

An overview of MWIA, including the policy context

2

A detailed account of the current evidence and debate on the influences mental well-being and the evidence base for MWIA. It is fully referenced and can be used as a "stand alone" resource

3

A desk top Screening Toolkit. It can be used as a 'stand alone' process, undertaken by one or two people to make an initial assessment of the potential impact on mental well-being of the project. It will assist with deciding if further in-depth MWIA would be helpful

4

How to do a complete MWIA:

- screening – deciding whether to do an MWIA
- scoping – planning your MWIA
- appraisal – gathering and assessing the evidence
- indicators – to measure impact on mental well-being (covered in detail in section 5)
- formulating – recommendations, monitoring and evaluating your MWIA

5

An overview on policy context and benefits to monitoring the subsequent impact of a proposal on mental well-being following the MWIA process. It contains detailed guidance on identifying and developing indicators to complete the MWIA process

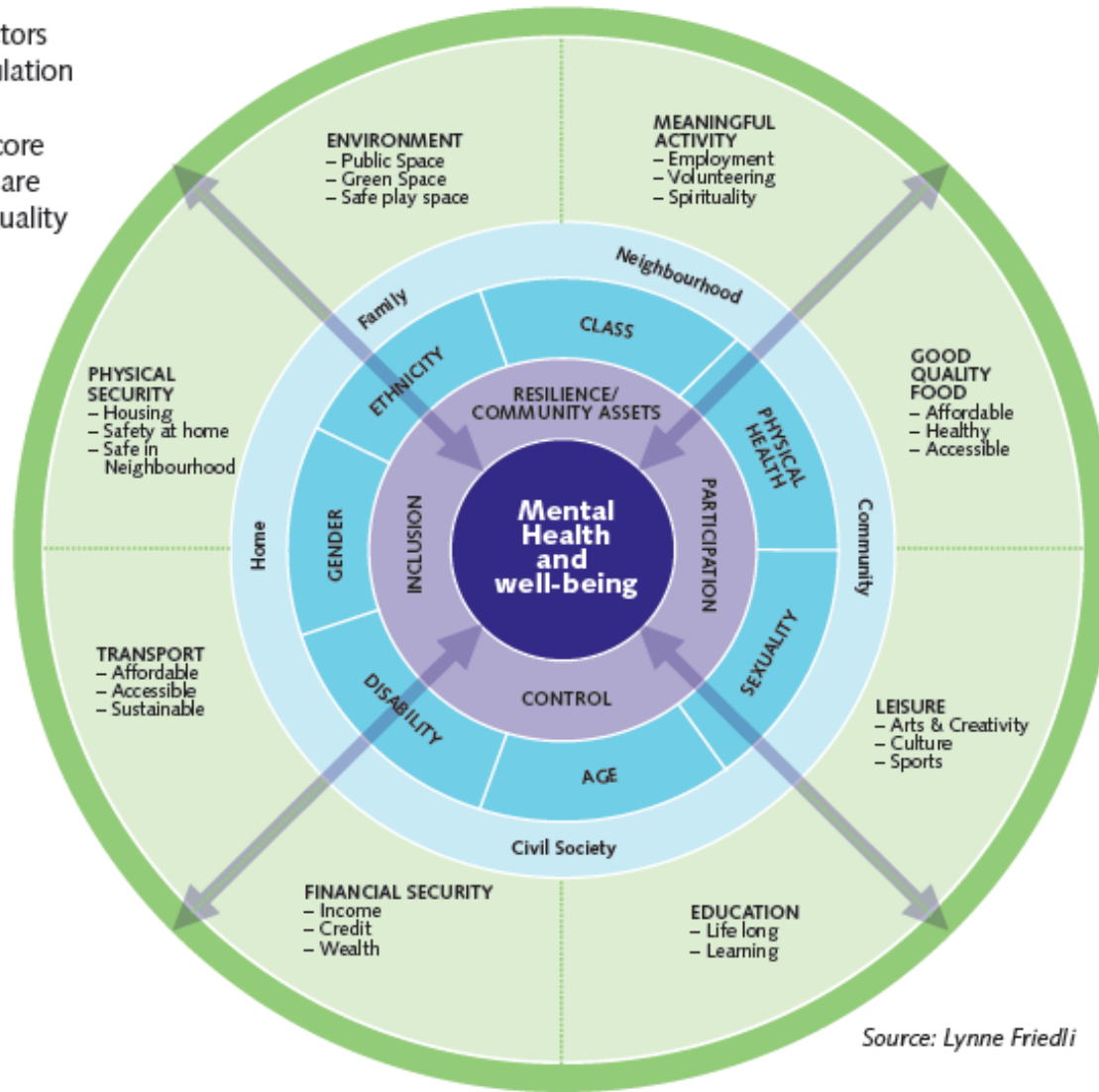
6

A set of resources to support the MWIA process, links with national Indicators and a master reference list



Figure 2.2: A dynamic model of mental well-being for assessing mental well-being impact

The four protective factors are influenced by population characteristics, wider determinants and the core economy. All of which are influenced by levels equality and social justice.



Source: Lynne Friedli

Equality and social justice

Wider determinants

Social relationships and the core economy

Population characteristics

Four protective factors

Lynne Friedli  
 MWIA Collaborative  
 April 2009

# MWIA Protective Factors:

MWIA is based on 3 key protective factors which promote and protect mental well-being

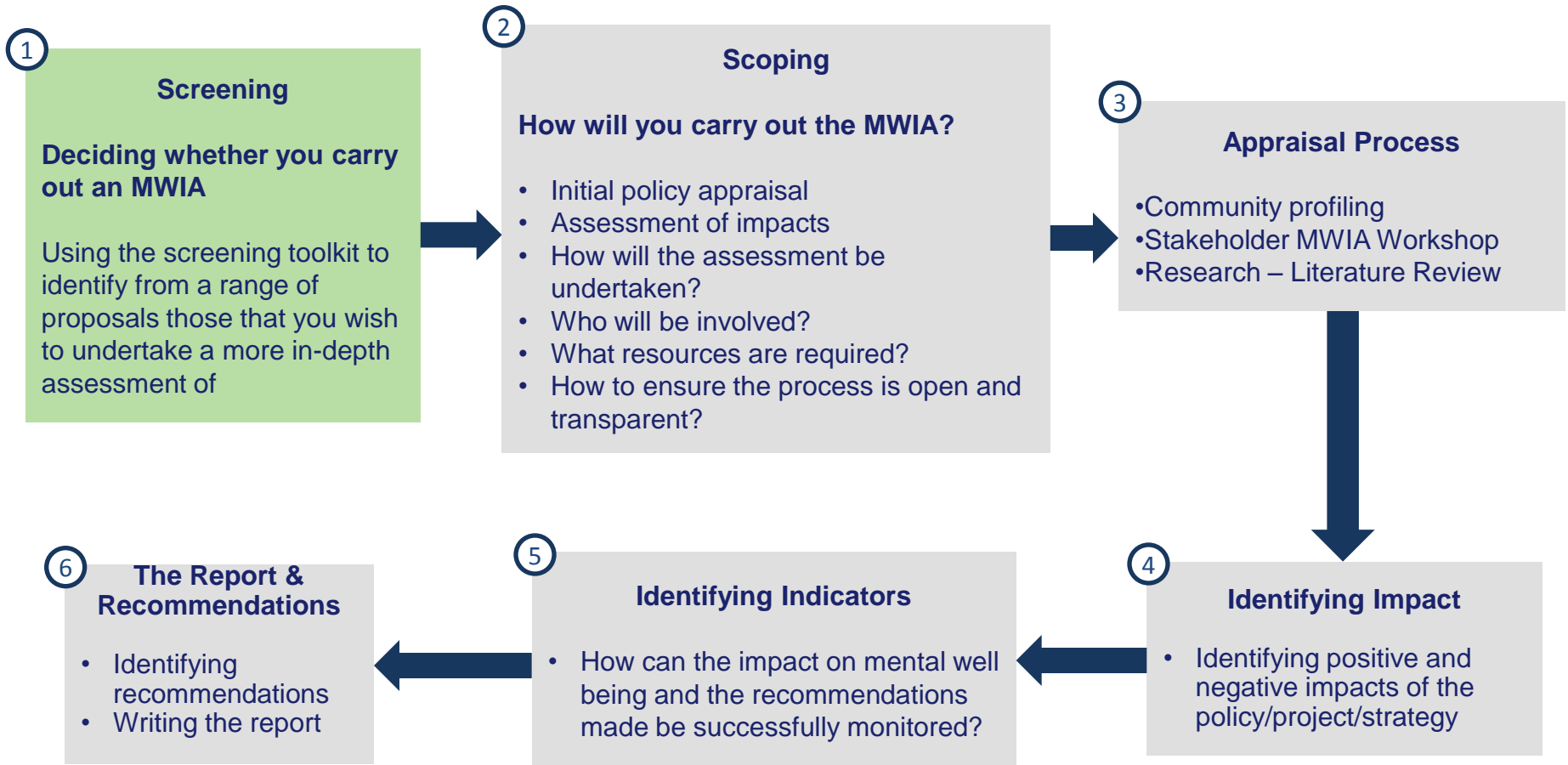
These are:

- **Enhancing control**
- **Increasing resilience and community assets**
- **Facilitating participation and promoting inclusion**

(Adapted from the Department of Health, 2001)



# The 6 Stage Process of MWIA:

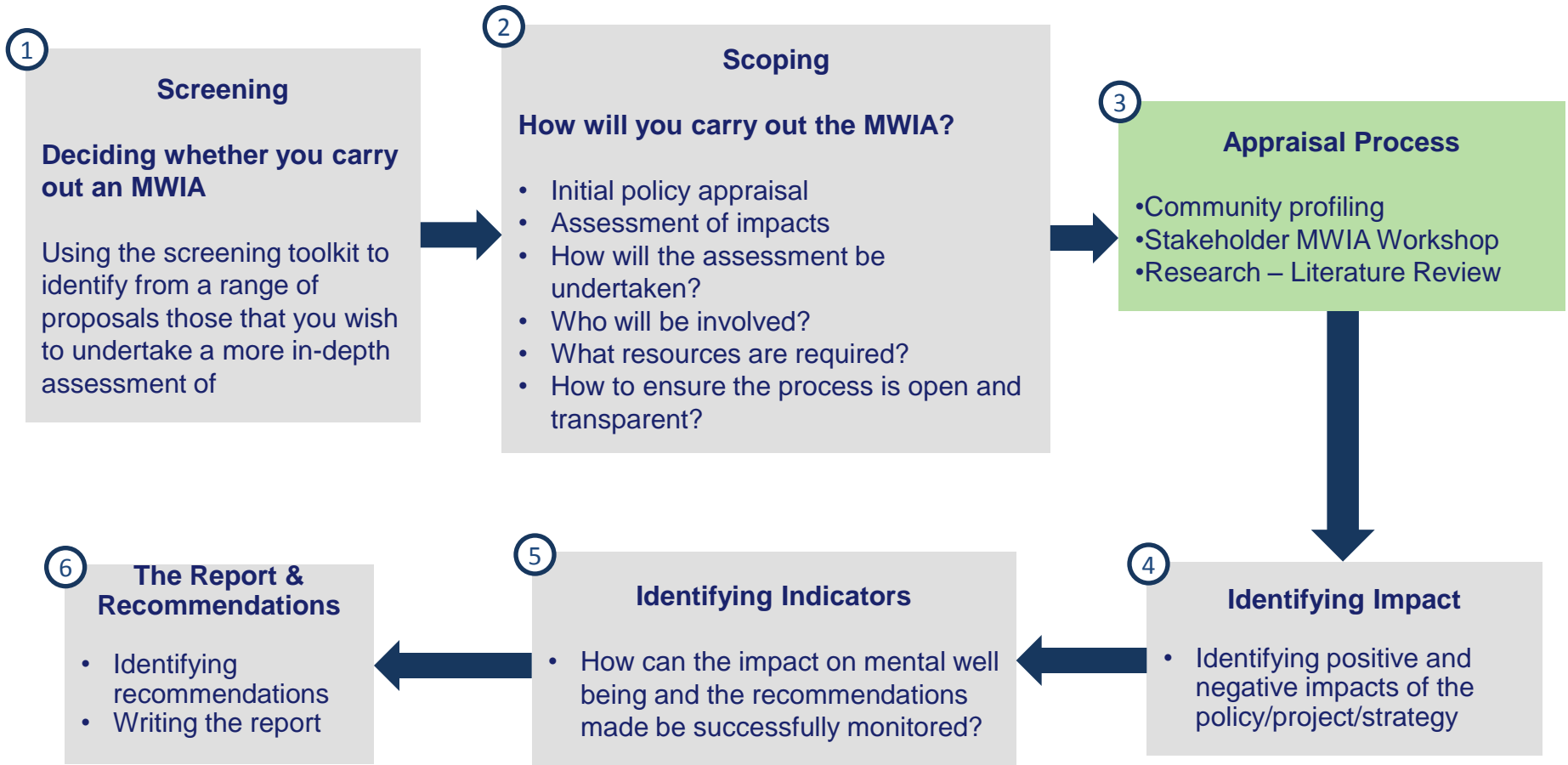


# Have a go at Screening

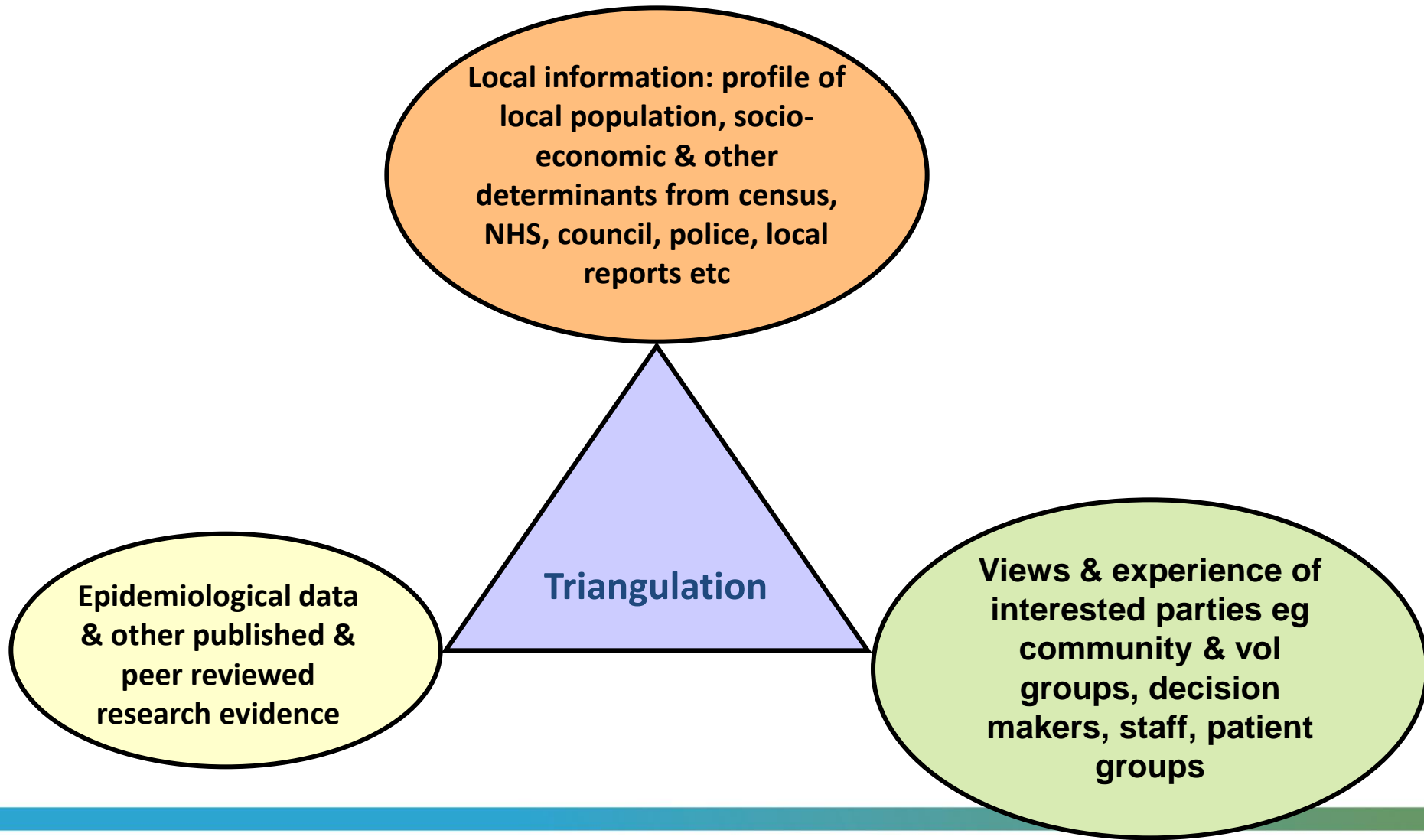
What's the impact of a service restructure on the mental well-being of staff?



# The 6 Stage Process of MWIA:

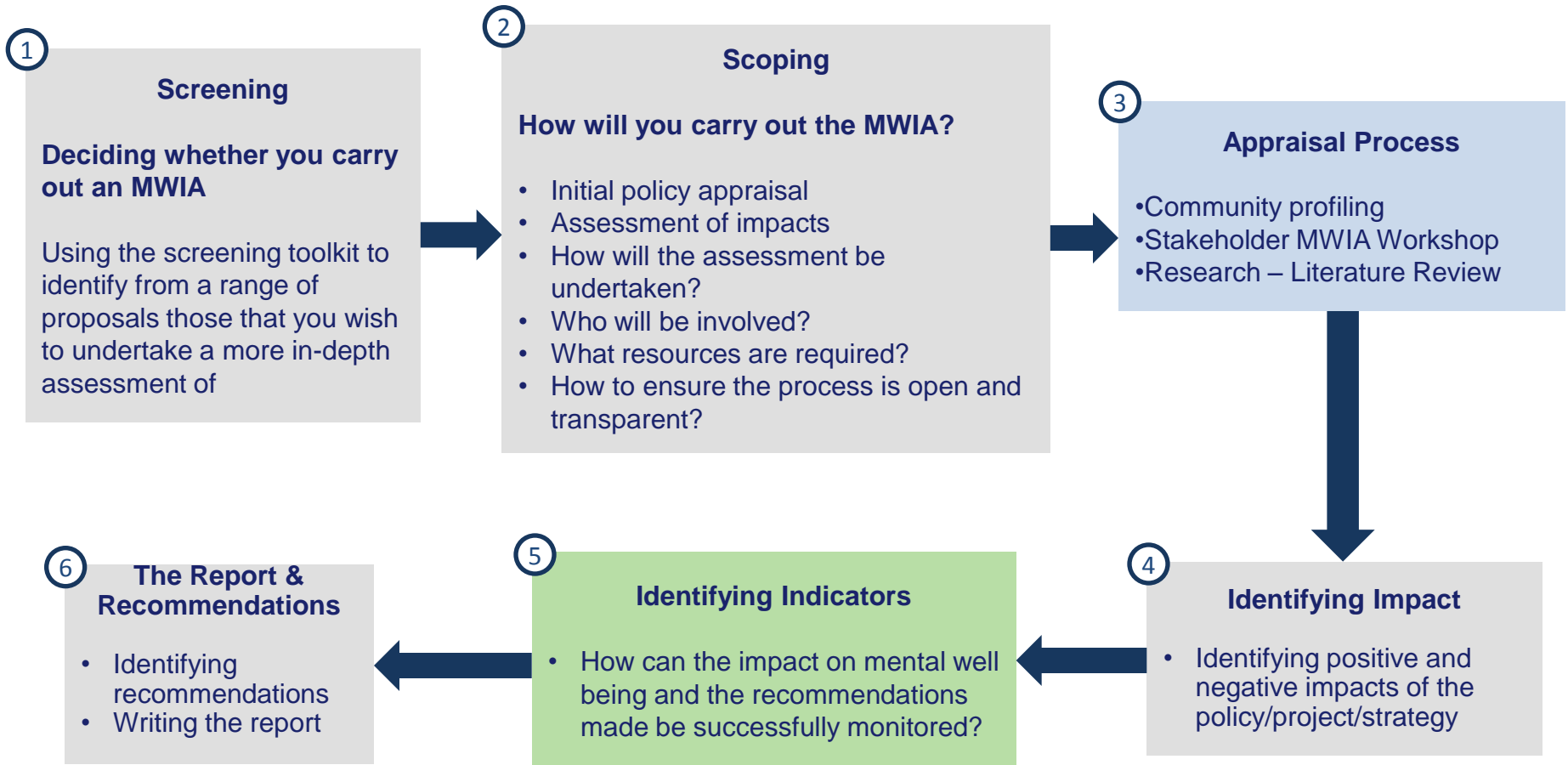


# Collecting, analysing & interpreting information





# The 6 Stage Process of MWIA:



# An Example: Kings Health Partners

- Academic Health Services Partnership between 3 Large Hospital Trusts and Kings College London
- One of largest centres of health care research in Europe
- Based in South London
- Diverse communities with large health inequalities
- Employs over 31,000 staff



# Workplace Mental Health

## Cost of mental illness in the workplace:

Absenteeism      £1,035 per employee per year

(institute of clinical excellence 2009)

Presenteeism      £15.1 billion (Sainsbury's Centre 2002)

## Flourishing workplaces:

Improve productivity and performance

Reduction in sickness absence

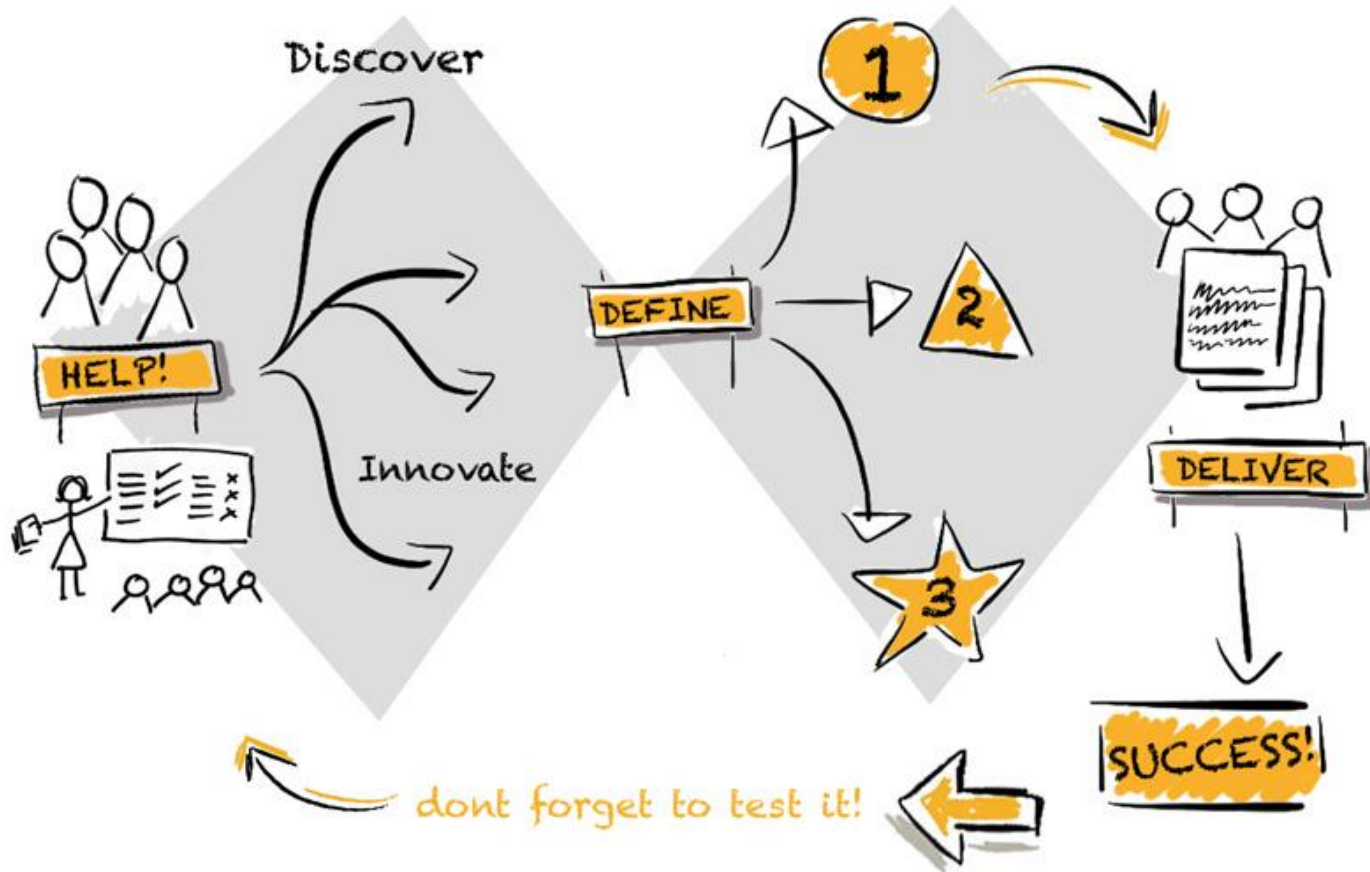
Increased staff retention

(NICE Guidelines on Promoting Mental Well-being at Work, 2009)

Each £ spent on a multi-component intervention to promote mental well-being at work results in £9.7 saving/year from lower absenteeism & improved productivity (Knapp et al, 2011)



# Double Diamond Design Process

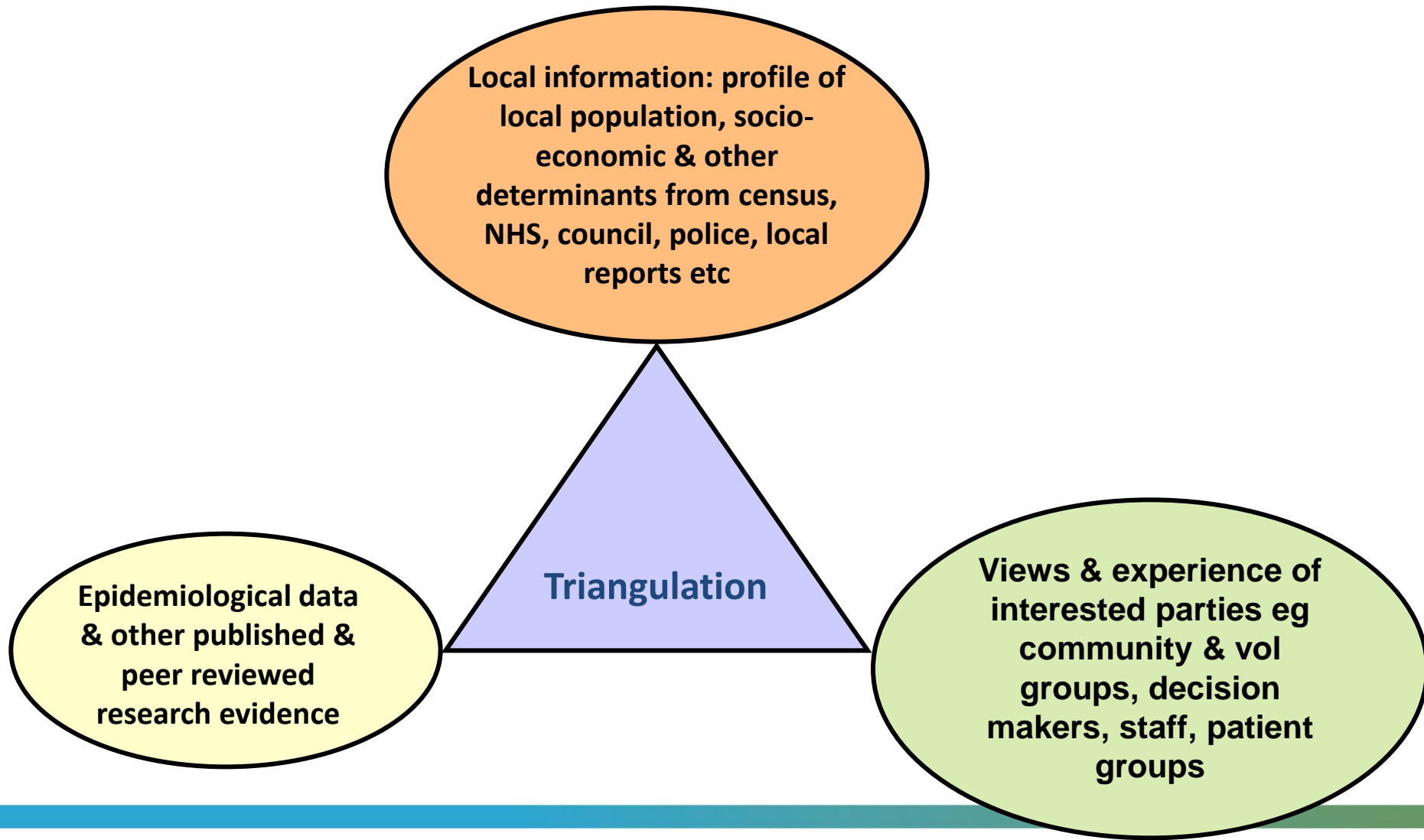


# Discover: Engagement

- 2 in-patient wards
- Corporate services
- Health Visitors
- Gynaecology
- Sexual Health Services
- Community Mental Health Teams



# Collecting, analysing & interpreting information



# An Example – The impact of reconfiguration of CMHT’s on the mental well-being of staff

MWIA Factor	Increasing Control	Resilience	Participation and inclusion	Wider Determinants
Priority Components	Workplace Job Control	Trust	Cost of participating	Physical space
	Believe in own abilities & self determination	Emotional support	Feeling involved	Access to education
	Opportunities for expressing views & being heard (influence)	Ability to understand, think clearly and function socially	Practical support	Transport





# Recommendations and Action plans

1. Improve the quality of the physical space
2. Ensure that ICT is fit for purpose
3. Build skills and time for reflective practice and meaningful engagement to supporting emotional well-being
4. investigate the impact of reorganisation on workload
5. Improve learning and development support for new roles and bring alive the academic element
6. Investigate whether the structures and resources are adequate to meet client needs: beds and G.P referrals

**See action plan**



# Discover:

## What's impacting on staff well-being?

### Sense of Control over workload:

- Volume/complexity
- Equity of resources
- Impact of processes

### Resilience:

- Work-life balance
- Time for reflection
- Peer support
- Line management



# Discover

## Participation & Inclusion:

- Reward & recognition
- Senior management
- Measuring the right things

## Environment:

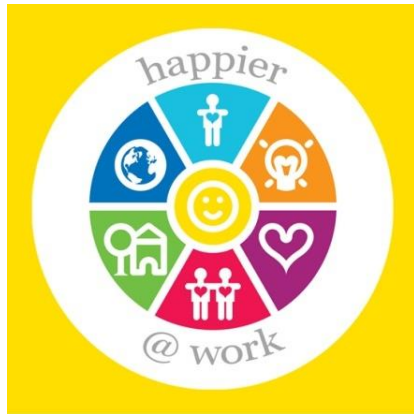
- Not valuing staff
- Limiting performance
- Feelings of safety and control
- Reinforces status differences

## Discrimination, inequity & unfairness



# Design

## Individual Level



Prevention  
Stress Awareness:  
6 x 3 hours

**Promotion:**  
Mindfulness:  
7 courses 8 x 2.5  
hour sessions

**Education:**  
Leading light seminars:  
2 x 90 minutes



# Design: Team Level

## Promotion

Team action plans  
outlining:

Issues identified  
What will help  
Actions that will be taken

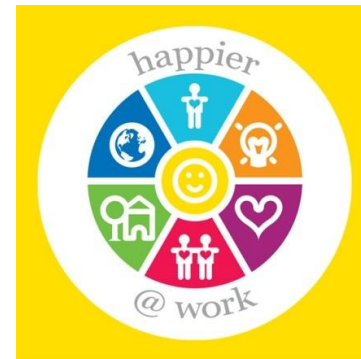
## Promotion

Creating space for  
well-being:

Access to an expert on space and well-being plus a budget for minor alterations

## Early Intervention

Mental Health  
Awareness for line  
managers:  
8 x 1 day



# Design: Organisational level

## Feedback & influence

### HR & org dev:

Building on assets, line managers, peer support, values base, reward & recognition

### Occ Health:

Linking with HR & managers  
How to make emotional support a default?

### Education & Training:

Influencing staff  
Training plans

### Estates:

Engagement & learning  
Creating space for well-being



# Deliver: Promotion

## A coordinated programme

**happier@work**  
briefing note 2:  
mindfulness

*"Mindfulness will not eliminate life's pressures, but it can help you respond to them in a calmer manner that benefits our heart, head, and gut. It helps us recognise and step away from habitual, often unconscious, physiological reactions to everyday events. It provides a scientifically-researched approach to cultivating a more balanced and centred, even if the circumstances are challenging. Practising mindfulness allows us to understand, live and work, and improve our quality of life."*

**What is mindfulness?**  
Mindfulness is a simple but profound practice of attentive awareness. It is a combination of meditation techniques deriving from ancient Buddhist practices and aspects of modern psychotherapy. By paying mindful attention to thoughts and feelings as they arise, it is possible to become more aware of what is balanced and centred, even if the circumstances are challenging.

**What are the benefits of mindfulness?**  
Research studies show that:

- Regular meditation reduces the impact of stress on behaviour
- Regular meditators are happier & more resilient
- Anxiety, depression and irritability decrease
- Memory improves, reaction time increases through regular practice
- Meditation reduces blood pressure
- Meditation is effective for pain management
- Meditation improves sleep

**Mind - keep it simple**

**happier@work**  
briefing note 3:  
'Creating Space for well-being'

**happier@work**  
In November 2011, 7 staff teams from across King's Health Partners' began working with a small group of KHP staff from a range of disciplines including clinical services, HR, occupational health and mental health promotion, to identify some of the key factors that influence staff well-being in the workplace.

Through this careful and collaborative process of exploration, a very clear and compelling picture of working life across King's Health Partners was built up. Using the findings from this initial exploration, the **happier@work** initiative was developed. Funded by NHS London, this pilot programme focused on improving staff well-being while responding to the challenging realities of NHS working life.

Some of the findings from this process of discovery were pretty obvious. King's Health Partners employees are caring, compassionate and highly motivated - but in relation to workplace well-being, many are struggling to cope with high levels of work-related stress that often spills over to home life.

In response, the **happier@work** initiative has provided a series of activities for staff, including stress awareness workshops, mindfulness training and mental health awareness support for line managers.

**Creating space for well-being**  
The initial exploration also identified another key area relating to staff well-being where there is, quite literally, 'room' for improvement: the physical spaces we work in.

In response, the **happier@work** initiative is now working with 3 of the original 7 KHP staff teams to explore how changes to the workplace physical environment might improve staff well-being. 'Creating space for well-being' brings together artist-in-residence, Barbara Assante, with NHS staff from three clinical services to develop and implement a plan to improve the 'workspace'.

Each team has identified a specific challenge in relation to their particular physical environment, with the help of a **Mental Well-being Impact Assessment (MWIA)**. These challenges will act as the focus of collaboration between staff and the artist-in-residence. To improve their working environment, each service will draw on design expertise to develop a plan of workspace improvements which might involve the use of colour and light, the introduction of art work, or the reorganisation of space and equipment - to make work spaces more user-friendly and enable more positive interaction with other staff, patients and the general public.

**happier@work** is a KHP Staff Well-Being initiative

GLYSA STRONGER TOGETHER  
KING'S HEALTH PARTNERS

**happier@work**  
Leading Light Seminars

to be happier at work?  
works

programme will host the first of a series of seminars with international leaders in the field of workplace well-being. These seminars will provide a forum for discussion of the key findings from the happier@work pilot programme.

Dr. Tony Coggins, founding director of Happiness Works, will be the first speaker. He will discuss the value of happiness in the workplace and the thought-provoking opportunity to spend time deeply about what it really means to be



THIS EVENT  
will be held on 11th November 2011 (07814 878415) or Tony Coggins (07967 632976)

KHP Staff Well-Being initiative





# Deliver: Interventions

## Stress awareness:

63% increase in confidence

69% increase in knowledge

96% approval rating

68% better able to manage stress 5-8 months later

## Mindfulness:

66% more mindful

74% more choices in dealing with stress

57% kinder to themselves 3-6 months later

## Mental Health Awareness for line managers:

56% increase in confidence

55% increase in knowledge

98% approval rating

74% better able to support their team 6-9 months later



# LSBU Evaluation:

## Employee well-being survey

Response rate issues: a health warning!

Baseline: 183 (52%), Post-intervention survey : 71 (20%)

Well-being

Baseline: 60% lower than average well-being decreased to 53%

Psychological health

Baseline: 35% threshold for minor psychiatric disorder decreased to 16%

Sickness absence

Reduction in time taken off in last 2 weeks but no significant difference

Productivity (burnout)

Baseline: 21.8% average time limited performance reduced to 14.7%

Employee satisfaction:

15% increase in those who would recommend their trust as a place to work



## LSBU Evaluation:

“despite the methodological difficulties of this evaluation, the results would suggest that well-designed employee well-being interventions that are integrated into the workplace could help increase the well-being of employees...”



# Mainstreaming

- Continuation funding from King's Health Partners (KHP)
- HR trained in Mental Well-being Impact Assessment
- Influencing workforce strategies
- Occupational Health Emotional Resilience Group set up for KHP
- Education & training have commissioned some interventions as part of CPD
- Estates & Facilities engaged in Creating Spaces Project
- New Programme Kent County Council



# Some reflections?

- The discovery phase is important: survey, assessment & job shadowing
- Designing the programme of interventions based on your staff needs
- Whole system approach: individual, team and organisational level
- Range of interventions: early interventions, prevention and promotion
- A co-ordinated and branded programme of interventions
- Feedback and influence
- Measuring staff well-being



# How do we know MWIA makes a difference?

- ✓ Engages stakeholders and increases the participants' awareness of well-being
- ✓ It influences the way programmes, projects & services are implemented
- ✓ It translates into workplace well-being practice
- ✓ Professionals trained in MWIA use it regularly in their work
- ✓ Can lead to development of local measures of mental well-being



# Any Questions?

**For further information on MWIA please contact:**

**Tony Coggins**

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Tel: +44 (0) 23228 1688

You can download further information on MWIA and the toolkit from:

[www.hiagateway.org.uk](http://www.hiagateway.org.uk)

[www.maudsleyinternational.com](http://www.maudsleyinternational.com)



Maudsley International  
Improving global mental health



# Maudsley International (MI)

MI aims to improve **global mental health** by sharing local expertise with overseas colleagues

It is a **joint venture** between an NHS mental health service provider (SLaM) and a University (King's College London - Institute of Psychiatry (IoP))

The Maudsley was founded on the principle of integrating academic and clinical interests and at its heart is the concept of **translating expertise in research and training into high quality practice on the ground**

MI does this in an international context by providing access to a wide range of expertise through programmes designed to bring SLaM and IoP colleagues together to describe best practice and how this may **inform developments in other countries**

MI offers a **range of services** tailored to the needs of colleagues working in very different environments around the world eg study visits, training programmes, quality assurance and evaluation consultancy



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