

## Frameworks in Workplace Wellbeing

Frameworks can serve as valuable rules of thumb when navigating complex tasks and processes, although their selection and use is not always straightforward.

For each framework based on research, data, and best-practice, there are many more that provide similar or conflicting guidance from less, or even equally validated sources. Additionally, not every model translates perfectly to meet the needs and complexities of each industry or organisation.

This activity is an opportunity to explore a number of key frameworks, in addition to the development and use of frameworks as a whole.

### Discuss

1	When and where do you feel that this framework would be most useful? Are there organisations or industries that this may not work well for? What might better support those contexts?
2	Do you feel that this model is comprehensive enough, or too granular, prescriptive, or unclear? What do you feel could be expanded, changed, or simplified?
3	Have you worked on projects that align with the intended use of this model? Did you use a model, and if so, was it similar or different to this one? What was your experience?
4	What do you feel makes a model or framework most useful? How do you think they are most effectively used - Closely adhered to, or learned and adapted from?

### Sources



**3 Pillars of  
Workplace  
Mental  
Health  
Programs**



**5 Elements  
of  
Wellbeing**



**Intervention  
Mapping**

## 3 Pillars of Workplace Mental Health Programs

### Mental Health in the Workplace: Towards Evidence-Based Practice Kelloway (2017)

A comprehensive approach towards workplace mental health incorporating a focus on prevention, intervention, and accommodation, aiming to move practice beyond advocacy to focus on evidence-based interventions designed to enhance mental health in the workplace.

	<b>From the Source</b>	<b>In Short</b>
<b>Prevention</b>	<i>"Prevention efforts focus on changing workplace conditions in an effort to positively affect employee wellbeing."</i>	Identification and management of possible or likely "root causes" of organisational stress.  I.e. Psychosocial hazard identification and risk management.
<b>Intervention</b>	<i>"Not all employee concerns originate in the workplace and a sole focus on prevention is not likely to have the kind of effects we are hoping for."  "Organizational leaders could act as resource facilitators—assisting individuals who were struggling."</i>	Identification and management of present issues, originating in or out of the workplace.  I.e. Managing behavioural manifestations of individual struggles and providing support.
<b>Accommodation</b>	<i>"There are two major issues related to accommodation: (a) How do we bring people back to work after a period of disability leave resulting from a mental health disorder? (b) How do we keep people in the workplace rather than having them go off on disability leave?"</i>	Developing strategies to support employees in returning to or remaining at work by accommodating for their physical or mental health needs.  I.e. Alternative work assignments or work accommodations, flexible work, reduced hours and additional supports.

## 5 Elements of Wellbeing

### Wellbeing at Work - How to Build Resilient and Thriving Teams Gallup (2021)

Wellbeing is about much more than physical wellness or happiness. Gallup research has established that high wellbeing equates to a life well-lived across five critical areas. By pausing and focusing on these basics, leaders can strengthen employee wellbeing, and, in turn, cultivate resilience and engagement for the future.

	<b>Definition</b>	<b>From Gallup</b>
<b>Career</b>	Liking what you do each day and being motivated to achieve your goals	<i>Communicate transparently, authentically and frequently - and check in regularly with employees to ask what they need. Deepen engagement and instill hope by simply communicating their commitment to actively support employees.</i>
<b>Social</b>	Having supportive relationships and love in your life	<i>Encourage managers to prioritize social connections with their teams. [Through social events, recognition, and through prioritising interactions that are positive, informal, and non-work related.]</i>
<b>Financial</b>	Managing your economic life to reduce stress and increase security.	<i>To protect employees' financial wellbeing, be sensitive, yet direct and transparent, about their organisation's economic landscape. Serve as caring coaches by asking managers and employees about their financial concerns and by providing relevant opportunities and resources.</i>
<b>Community</b>	Liking where you live, feeling safe, and having pride in your community	<i>Model positive community wellbeing by consistently giving back to the community and sharing community wellbeing opportunities with their employees. Live the company's mission and values and help employees see how their work and community support benefits others and furthers the company's mission.</i>
<b>Physical</b>	Having good health and enough energy to get things done daily	<i>To help their people stay well and healthy, provide relevant physical wellbeing resources and encourage employees to promote their physical wellbeing. On an ongoing basis, support a culture of physical wellbeing with strong wellness initiatives.</i>

## Intervention Mapping

### Planning Health Promotion Programs: An Intervention Mapping Approach Bartholomew-Eldredge et al. (2019)

'Intervention Mapping' is a planning framework that provides a systematic process and detailed protocol for effective, step-by-step decision-making for intervention development, implementation, and evaluation. IM provides guidelines and tools to ensure health promotion program is based on empirical evidence and sound theories.

	<b>Task</b>	<b>In Detail</b>
<b>Step 1</b>	Develop a logic model of the problem	Establish a planning group and create a description of the problem. Identify the behaviours and environmental conditions contributing to the health problem, and their determinants. State program goals.
<b>Step 2</b>	State the program outcomes and objectives	Identify the desired health promoting behaviours and environmental conditions and their determinants. Utilise change objective matrices and logic models to articulate and visualise the change process.
<b>Step 3</b>	Develop the program plan	Discuss initial ideas for the program and select theory and evidence-based behaviours change methods. Select practical applications to deliver those methods.
<b>Step 4</b>	Produce the intervention	Refine and decide the structure, themes, and channels. Design and produce the message, materials, and protocols, testing for comprehension, accessibility, and indicators of effectiveness.
<b>Step 5</b>	Plan program use	Understand the factors influencing adoption, implementation, and maintenance, E.g. Who has to do what at each of these stages, and why. State outcomes and performance objectives for program use.
<b>Step 6</b>	Develop an evaluation plan	Verify the identified objectives, defined in a clear and measurable way: The health and quality of life outcomes, desired behaviours/conditions leading to the outcomes, and their determinants.
<b>Implement</b>		<b>Evaluate</b>
		<b>Start again</b>

- Bartholomew-Eldredge LK, Markham C, Ruitter RA, Fernandez ME, Kok G, Parcel G. Planning Health Promotion Programs: An Intervention Mapping Approach. 4th ed. San Francisco, CA: Jossey Bass; (2016)
- Fernandez ME, Ruitter RAC, Markham CM and Kok G (2019) Intervention Mapping: Theory- and Evidence-Based Health Promotion Program Planning: Perspective and Examples. Front. Public Health 7:209. doi: 10.3389/fpubh.2019.00209