


Canadian Psychiatric Research Foundation  
Fondation canadienne de la recherche en psychiatrie

## When Something's Wrong: Strategies for the Workplace

Developing an employer handbook  
through partnerships in knowledge exchange



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## Outline

- Rationale for project
- Theoretical principles
- Illustration of our KE process
- Lessons learned



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## Study Rationale

- Employer surveys: gap between recognition of problem & implementation of solutions
- Employer information is emerging, but range of approaches needed to maximize uptake




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## What is Knowledge Translation?

KT is the **exchange, synthesis and ethically-sound application of knowledge** - within a complex system of interactions among researchers and users - to accelerate the capture of the benefits of research for Canadians through improved health, more effective services and products, and a strengthened health care system  
-CIHR




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## What is Knowledge Exchange?

- An interactive process between stakeholders involving sharing of knowledge, opinions and experiences
- Includes: interaction, mutual learning, planning, producing/generating knowledge




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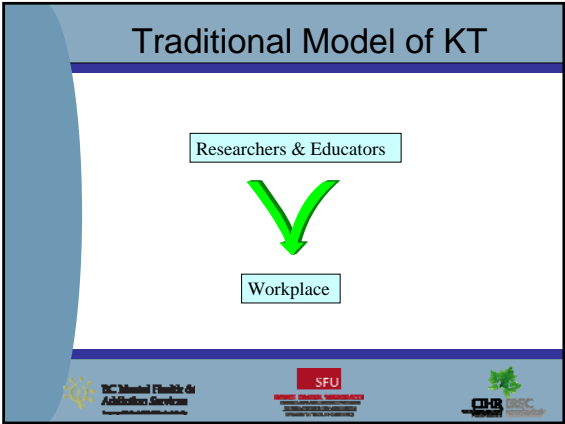
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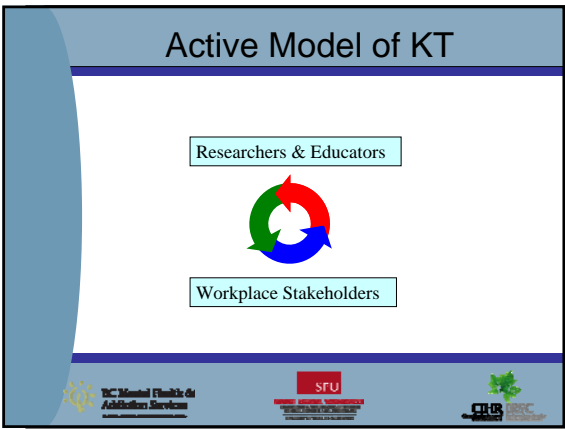
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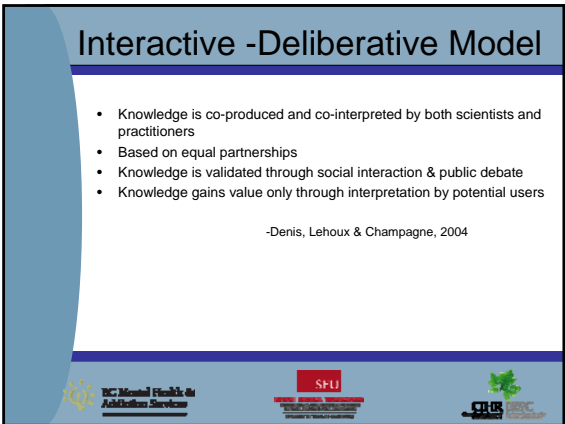
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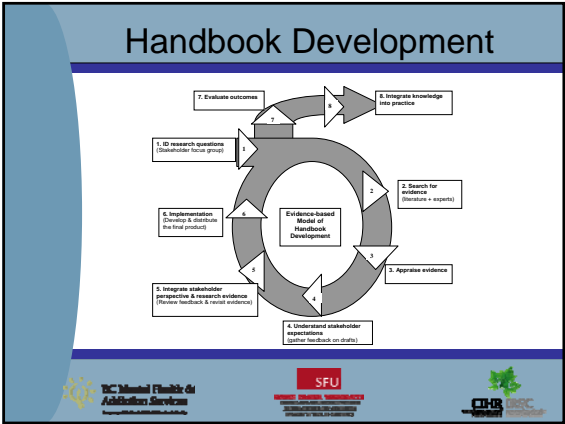
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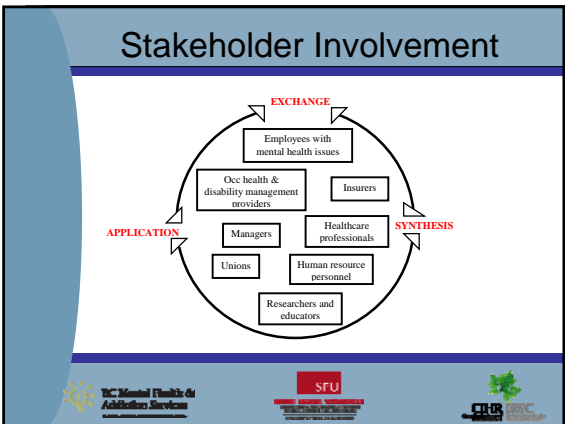
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### Knowledge Exchange Process

- Step 1 - Identify questions

Logos for BC Mental Health & Addictions Services, SFU, and CHB are visible at the bottom.

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## Step 1 -Identify Questions

- Focus group (Oct/06) with over 70 participants
- Included managers/supervisors, human resource, occupational health providers, disability managers, EAP, insurers, employees
- Included municipal service providers, health care providers, school system, mid-sized & large industry/business




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## Step 1 -Identify Questions

- **Challenges in the workplace:**  
 Identification: 'pout leave' or genuine illness?  
 Stigma/lack of understanding  
 Poor communication  
 Inadequate service (delays, lack of exp.)  
 Complexity of RTW -relationship issues, lack of resources, employee issues  
 Negative workplace culture




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## Handbook Outline

- Introduction
- Recognizing MH Problems at work
- Accessing Services
- Managing Disability Leave & RTW
- Providing Accommodations\*
- Creating Healthy Workplaces
- Signs, Symptoms & Treatment Options




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## Knowledge Exchange Process

- Step 2: Search for evidence
- Step 3: Appraise evidence




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## What is 'evidence'?

Published studies

Expert opinion & experience



Legislation & legal guidelines




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## Appraising evidence

**Published studies:**

- descriptive data vs RCT's
- disability specific?


**Expert opinion & experience**

- who is an expert?
- conflicting ideas?



**Legislation & legal guidelines**

- evolving interpretation
- varies by region




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## Knowledge Exchange Process

- Step 4 -Stakeholder Feedback




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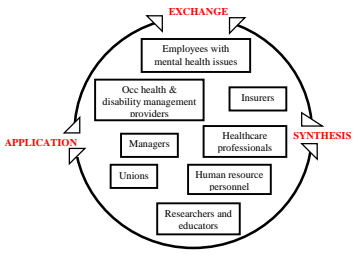

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## Step 4 -Feedback


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## Feedback Form

Based on the information that you have read, please rate how well you feel it meets the following criteria:

	Poor	Excellent
<b>A. Readability</b>	1	2 3 4 5
Was the information easy to understand?		
Was the data organized clearly?		
Comments:		
<b>B. Comprehensiveness</b>	1	2 3 4 5
Was any issue addressed?		
Were there gaps in the information that was covered?		
Comments:		
<b>C. Relevance</b>	1	2 3 4 5
Was the information applicable to your work/workplace?		
Comments:		
<b>D. Usefulness</b>	1	2 3 4 5
Is the information useful for your work/workplace?		
Comments:		
<b>E. Accuracy</b>	1	2 3 4 5
Did you note any inaccuracies or omissions?		
Comments:		




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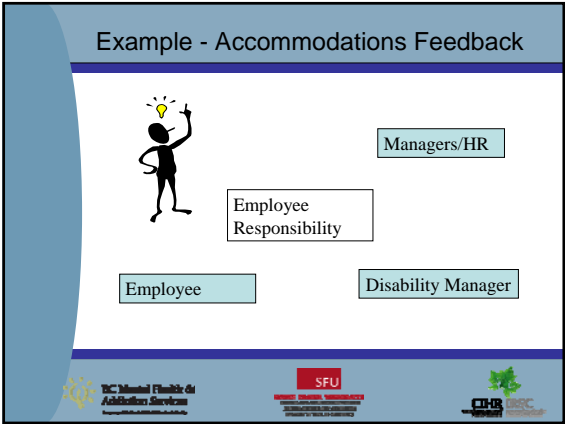
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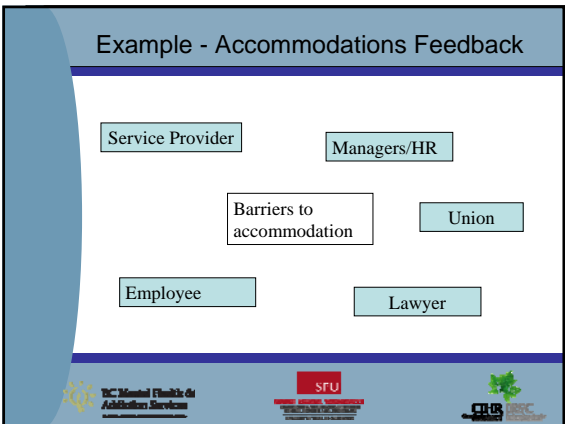
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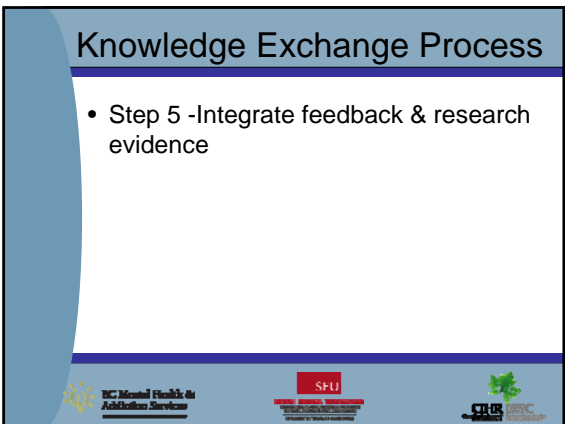
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## Key Learning

**Challenges: defining knowledge**

- incomplete
- evolving
- complex
- prioritizing research evidence vs tacit knowledge
- general versus specific




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## Key Learning

**Challenges: Knowledge Exchange**

- Dialogue with diverse stakeholders -different perspectives, diff needs & diff language
- Tone of handbook: clear, but not directive; formal versus informal
- Iterative process needs time & patience!




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## Acknowledgments



**Strategic Training Program**  
Research in Addictions and Mental Health Policy & Services (RAMHPS)




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# Acknowledgments

## Handbook Steering Committee

- Erika Pond Clements, Project Director
- Joan Montgomery, Executive Director CPRF
- Dr. Ash Bender, Psychiatrist, Centre for Addiction & Mental Health
- Dr. Stan Demmer, Occupational Psychiatrist, S.W. Demmer & Associates
- Dr. Peter Favaldes, Psychologist, Centre for Addiction & Mental Health
- Ruth Schneider, HR Manager, Children's Aid Society of Ontario
- Dr. Bianca Lauria-Homer, Physician, Workplace & Occ Health, Dalhousie
- Dr. Marc Cobiane, Researcher, University of Sherbrooke
- Mandi Lutz, Peer Support Specialist, MI Concepts & Associates
- Dr. Louise Hartley, VP Employee & Occ Health, FSEAP
- Carol Mark, Psychiatric Nurse Consultant
- Dr. Ron Mjhr, Consultant
- Charlie Van Toen, Manager, BMO Financial Group
- Mary Wilson, Health & Safety Specialist, WSIB
- Rebecca DiTropo, Editorial Director, MOODS Magazine
- Jane Gilmour, HR Consultant, Catholic Children's Aid Society of Toronto
- Jeff McIsaac, Cowan Benefits Consulting, key sponsor
- Paul McLaughlin, retired TTC Union Leader

## Student Researchers

- Lisa Cosentino & Julia Harris



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