



# When Something's Wrong: Strategies for the Workplace

Developing an employer handbook  
through partnerships in knowledge exchange



# Outline

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



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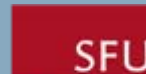
# Study Rationale

- 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?

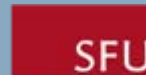
KT is the **exchange, synthesis and ethically-sound application of knowledge** - within a complex system of interactions among researchers and users - to accelerate the capture of the benefits of research for Canadians through improved health, more effective services and products, and a strengthened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

Researchers & Educators



Workplace



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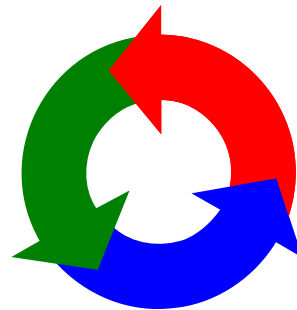
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# Active Model of KT

Researchers & Educators

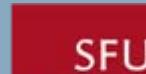


Workplace Stakeholders



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# Interactive -Deliberative Model

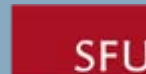
- Knowledge is co-produced and co-interpreted by both scientists and practitioners
- Based on equal partnerships
- Knowledge is validated through social interaction & public debate
- Knowledge gains value only through interpretation by potential users

-Denis, Lehoux & Champagne, 2004



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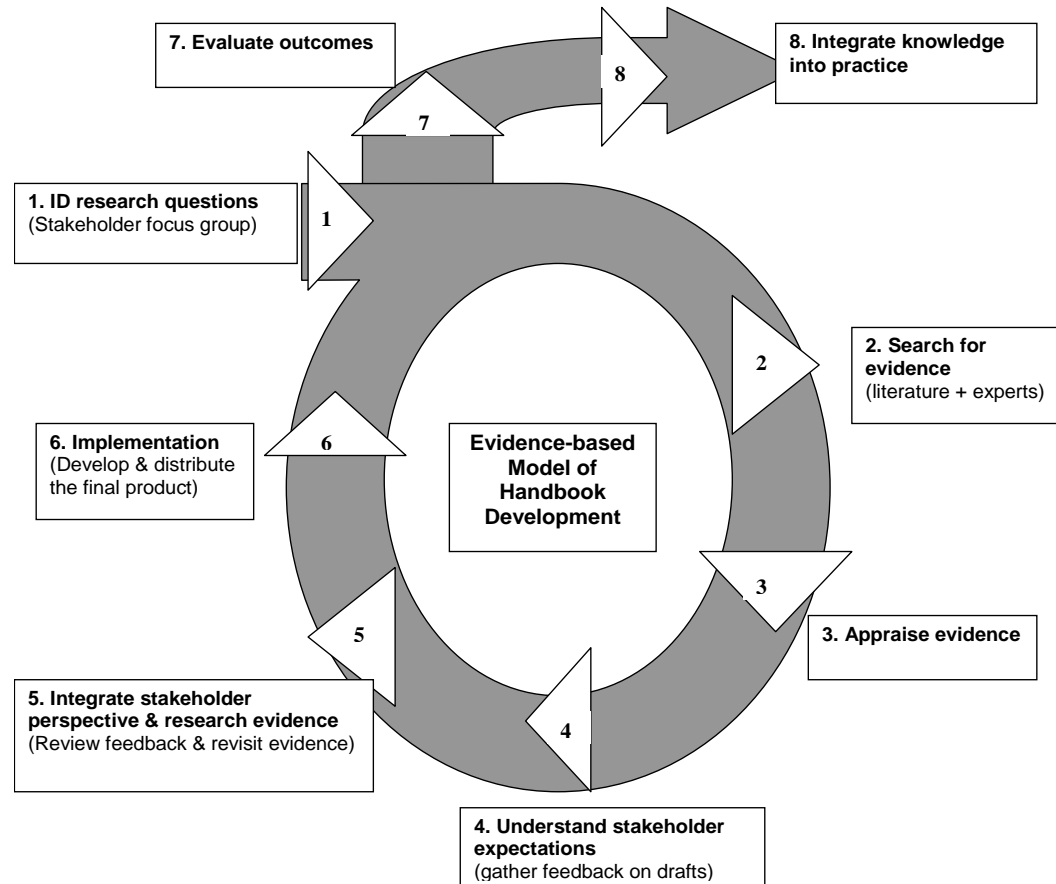


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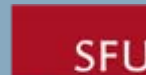
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# Handbook Development



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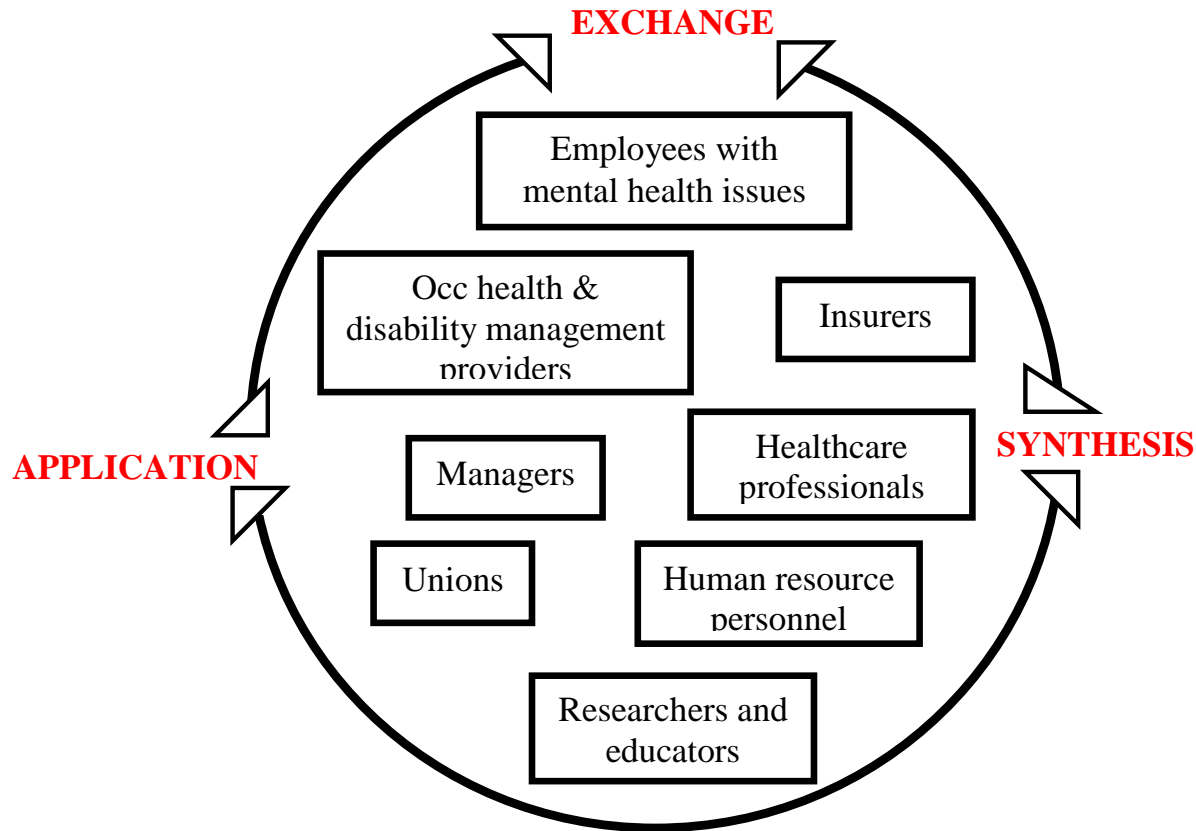


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# Stakeholder Involvement



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# Knowledge Exchange Process

- Step 1 - Identify questions



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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



# 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



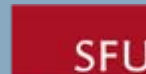
# Handbook Outline

- 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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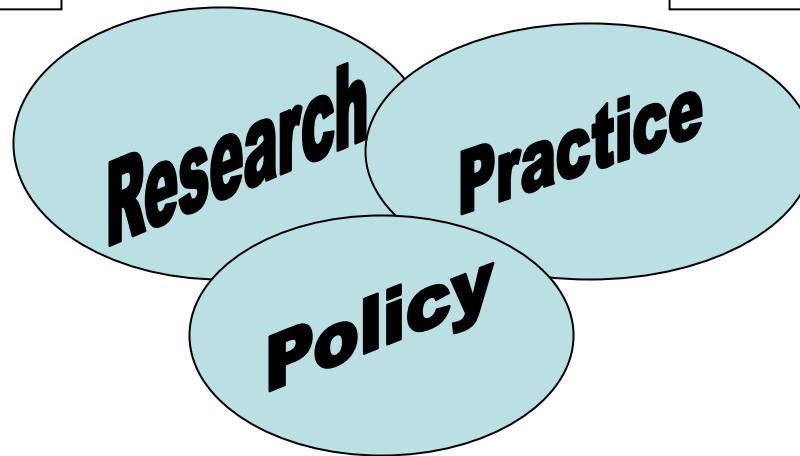


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# What is 'evidence'?

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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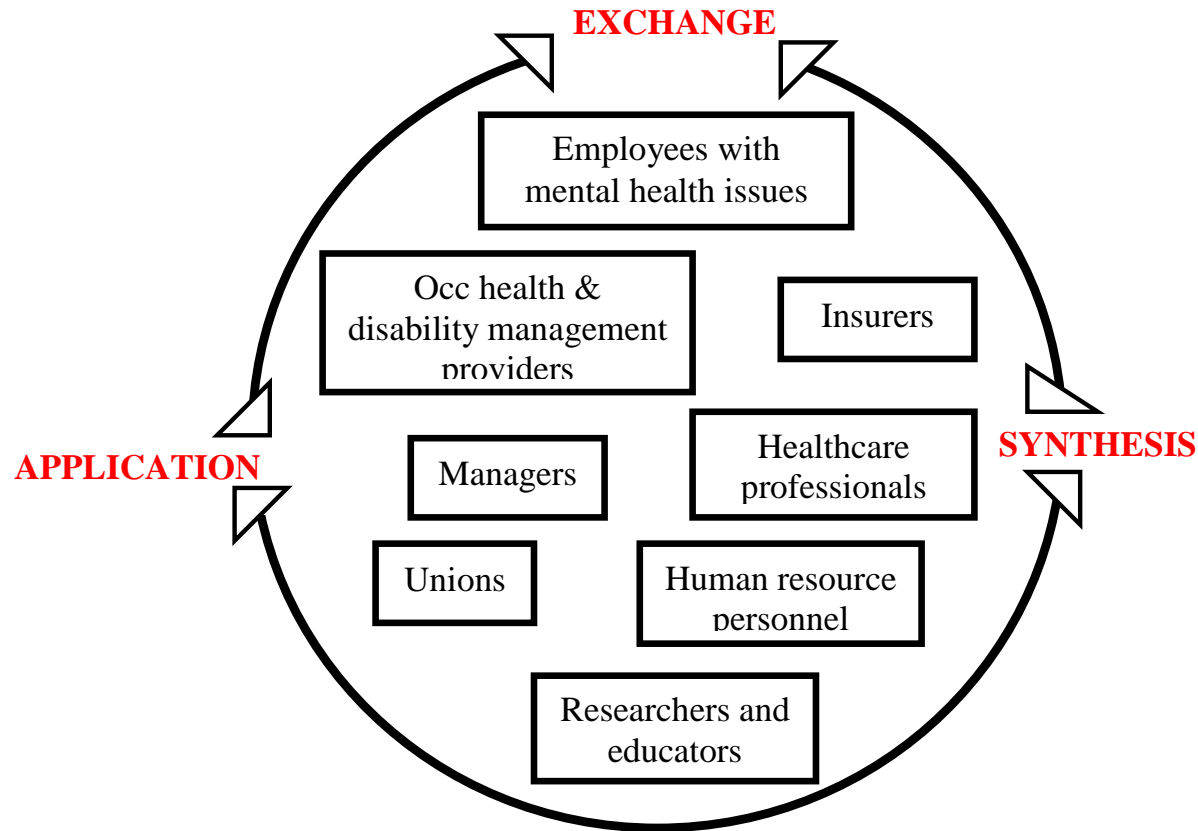


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# Step 4 - Feedback



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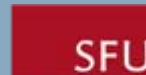


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# Feedback Form

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? Were the ideas organized clearly?					
Comments:					
<b>B. Comprehensiveness</b>	1	2	3	4	5
Were key issues 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 mistakes?					
Comments:					



# Example - Accommodations Feedback



Managers/HR

Employee  
Responsibility

Employee

Disability Manager



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# Example - Accommodations Feedback

Service Provider

Managers/HR

Barriers to  
accommodation

Union

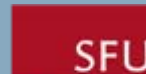
Employee

Lawyer



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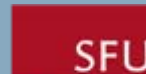
# Knowledge Exchange Process

- Step 5 -Integrate feedback & research evidence



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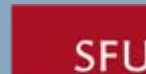


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# Key Learning

## Challenges: defining knowledge

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



# Key Learning

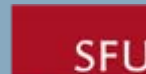
## Challenges: Knowledge Exchange

- 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



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**Research in Addictions  
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# Acknowledgments

## Handbook Steering Committee

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- Jane Gilmour, HR Consultant, Catholic Children's Aid Society of Toronto
- Jeff McIntyre, Cowan Benefits Consulting, key sponsor
- Paul McLaughlin, retired TTC Union Leader

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