International Labour Organization

Project
TOWARDS SAFE, HEALTHY AND DECLARED WORK IN UKRAINE

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Project implemented by
the International Labour Organization

Project is funded by
the European Union

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PILOTING RESULTS OF PSYCHOSOCIAL SUPPORT (PSS)
AT WORKPLACE PROGRAMMES

KEY CONCLUSIONS AND RECOMMENDATIONS

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DEVELOPMENT AND PROMOTION
OF PSYCHOSOCIAL SUPPORT PROGRAMMES AT WORKPLACE

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Psychosocial support at workplace in war and post-war times ...

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Psychosocial support at workplace in war and post-war times

Despite the war, millions of Ukrainians continue to work. Stress, psychological traumas and other difficulties that workers face worsen their quality of life, reduce productivity and increase the risk of work-related accidents.

Psychosocial support at the workplace policy and programme help preserve workers' mental health and business resilience in war and post-war times. To advocate their development and implementation, the ILO Project's contribution is as follows:

- 200 labour inspectors, 70 representatives of trade unions, employers, Secretariat of the National Tripartite Socio-Economic Council trained.

- Series of informational materials › for workers, employers, trade unions, labour inspectors on psychosocial support at the workplace in war and post-war times developed in consultation with national partners. Materials are available on the SLS portal pratsia.in.ua › (in Ukrainian).

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PSYCHOSOCIAL SUPPORT (PSS) AT WORKPLACE PROGRAMME
JUSTIFICATION

✓ **1 trillion USD** is lost by the global economy annually due to reduced productivity because of anxiety and depression (WHO)

✓ **Each USD 1 investment** into promotion of mental health returns **USD 3-5 in profit.** (Creating a mentally healthy workplace: Return on investment analysis. PwC Australia)

✓ **Organizations caring** for their staff's mental well-being achieve higher client involvement, profitability and productivity, lower turnover, and less accidents. (Gallup)

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PSS AT WORKPLACE PROGRAMME
JUSTIFICATION

✓ **Safe and healthy working environment** is not just about elimination of physical hazards and prevention of risks to physical health. Productive work and a happy work team is also about psychosocial risk management, shaping of a psychological safety culture, and maintenance of workers' mental health.
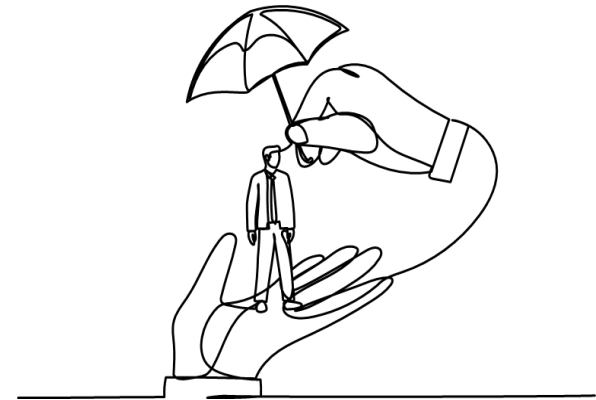
PSS AT WORKPLACE PROGRAMME
JUSTIFICATION

✓ For now, an overwhelming number of enterprises in Ukraine have no permanent policies and programmes of psychosocial support of their staff. As a rule, actions are fragmented (situation-specific) and reactive instead of **systematic proactive measures.** This is why an appropriate system actions is required, aimed to support the staff's resourceful state and prevent mental disorders.
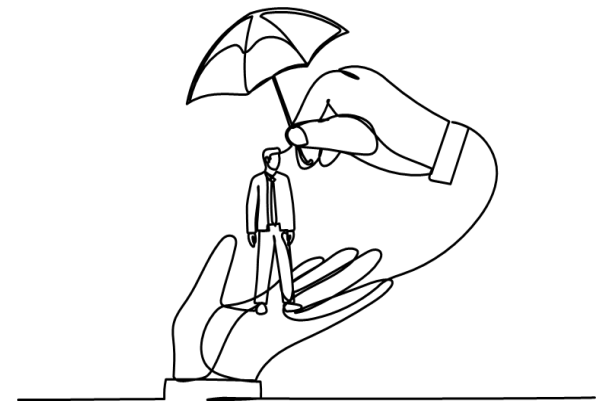
PSS AT WORKPLACE PROGRAMME
JUSTIFICATION

✓ Ukraine has ratified a number of the International Labour Organization (ILO) conventions on occupational safety and health, undertook to align its national provisions with the EU standards. Therefore, protection of workers against accidents and maintenance of their mental and physical health **is a legal and ethical obligation of employers** as well as a condition for successful work processes.

PILOTING OF A PSS PROGRAMME AT THE ENTERPRISE LEVEL
GOALS

1. Elaborate modalities of implementing permanent psychosocial support of workers at workplace.

2. Lay the foundation for creating a system of psychosocial risk assessment and management, subject to war settings and in post-war time.

3. Test a programme of psychosocial support activities at different enterprises, considering their source data, specifics, available resources, etc.

PILOTING OF A PSS PROGRAMME AT THE ENTERPRISE LEVEL
GOALS

4. Create conditions for experience exchange and discussion of difficulties and proposals.

5. Disseminate the experience to other enterprises and provide recommendations for upscaling of the PSS at the workplace programmes nationwide.

Participants of the pilot initiative on development and implementation of psychosocial support at workplace programmes

November 2022
April 2023

PUBLIC AUTHORITY
State Labour Service of Ukraine
Kyiv city
Central office and later on 8 interregional directorates
Public authority that exercises the labour inspection functions in Ukraine: enforcing the legislation on labour, OSH, etc.
1884 staff

INFORMATION TECHNOLOGY
Naftogaz Digital Technologies LLC
Kyiv city
IT company providing information technology services to the Naftogaz Group companies
223 staff

EDUCATION
Regional Vocational and Technical Education Centre No. 1
Kremenchuk city, Poltava oblast
Education institution training highly skilled workers for petrochemical enterprises, food industry, services, and construction
112 staff

HEALTH CARE
Central Primary Health Care Centre
Rivne city
Facility providing primary medical aid
350 staff

Brovary Multidisciplinary Clinical Hospital
Brovary city, Kyiv oblast
Facility providing secondary specialized medical aid
1205 staff

Lviv Oblast Clinical Diagnostic Centre
Lviv city
Facility providing counselling, diagnostic, medical treatment and preventive care services
210 staff

Mechnykov Dnipropetrovsk Oblast Clinical Hospital
Dnipro city
Oblast centre of specialized surgical care
2234 staff

Formula Zdorovya Family Medicine Centre
Kyiv city
Dental clinic
54 staff

Bila Tserkva City Hospital No. 1
Kyiv oblast
Facility providing in-patient and out-patient care
512 staff

Herbachevskyi Oblast Clinical Hospital
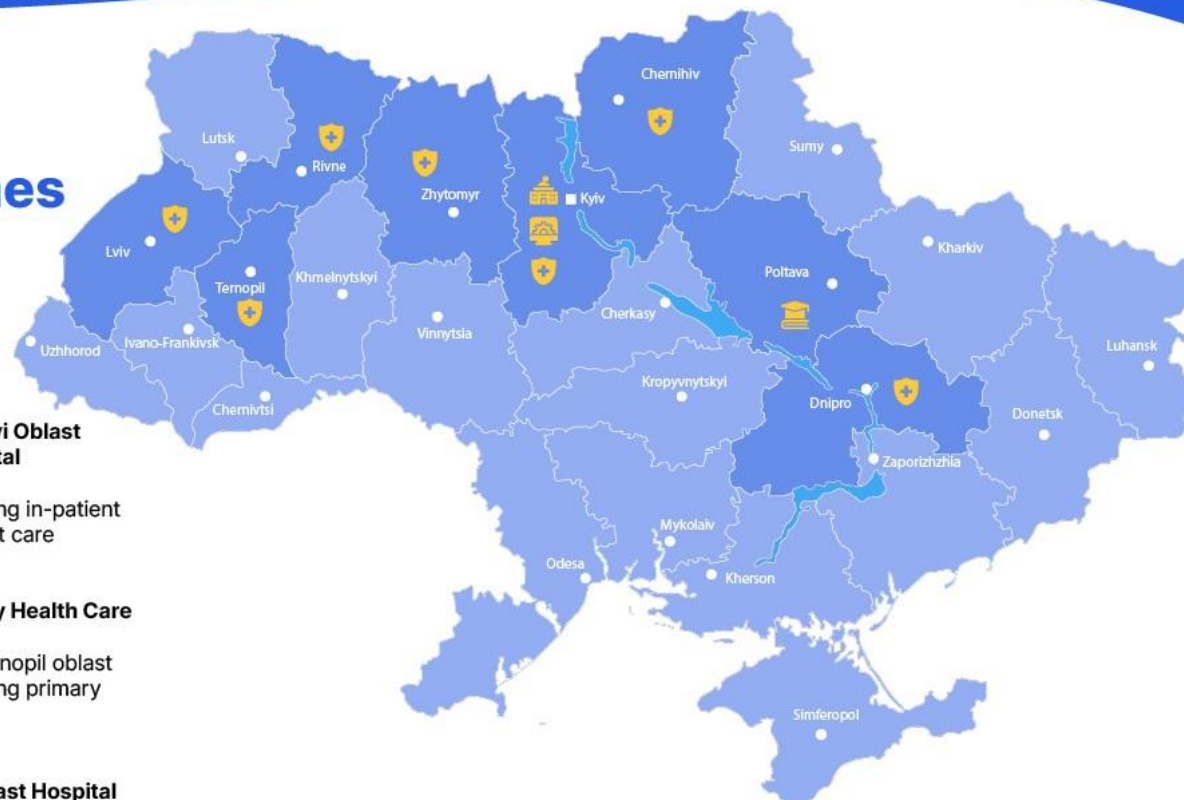Zhytomyr city
Facility providing in-patient and out-patient care
1613 staff

Zboriv Primary Health Care Centre
Zboriv city, Ternopil oblast
Facility providing primary medical aid
115 staff

Chernihiv Oblast Hospital
Chernihiv city
Facility providing tertiary highly specialized medical aid
1442 staff

12 enterprises
9654 staff
14 expert observers from stakeholders

PSS PROGRAMME IMPLEMENTATION STEPS
ROADMAP – 4 steps

STEP 1.

- enlist management support

- create an start up team

- situation analysis (psychosocial needs and available resources)

STEP 2.

- develop and approve a written policy

- introduce all workers to the policy

- establish a communication system

PSS PROGRAMME IMPLEMENTATION STEPS
ROADMAP – 4 steps

STEP 3.

- develop and approve a programme action plan

STEP 4.

- develop and approve a system of programme monitoring and evaluation

PSS AT WORKPLACE PROGRAMMES
Checklist for programme piloting

PREPARATION :
- ✓ Is there management's commitment?
- ✓ Are coordinators designated?
- ✓ Has the PS needs assessment been conducted?
- ✓ Are the policy and action plan approved?
- ✓ Is the M&E system developed?

IMPLEMENTATION:
- ✓ Is there support from management?
- ✓ Is there clear process coordination and communication?
- ✓ Is everyone familiarized with the written policy and programme?
- ✓ Is the Programme action plan implemented?
- ✓ Is the Programme M&E conducted?

RESULT:
- ✓ Is the policy efficient? *(organizational changes)*
- ✓ Are all worker groups covered? *(level of coverage and involvement)*
- ✓ Are the measures efficient? *(stress level, job satisfaction level, productivity level, level of support from colleagues and management, etc.)*

PSS AT WORKPLACE PROGRAMME PILOTING RESULTS
*monitoring and evaluation of the pilot initiative*

- **EVALUATION INDICATORS:** quality of webinars and trainings, practicality of information materials, convenience of the 4-step PSS programme model, obstacles in PSS programme implementation, number of the programme steps implemented, usefulness of the training on provision of psychological first aid at the workplace, preconditions for successful implementation of the programme at the enterprise level.

- **EVALUATION METHOD:** analysis of feedback at webinars, anonymous Google form questionnaire, analysis of results of M&E conducted by pilot enterprises.

- **SAMPLE PROFILE**: answers were provided by 15 respondents including 6 pilot enterprises, 6 "offline" enterprises, and 3 respondents as observer experts. The open question on the programme efficiency was answered by 13 respondents from among pilot enterprises.

## PSS PROGRAMME PILOTING RESULTS (ANONYMOUS QUESTIONNAIRE)

Evaluation of quality of webinars and practicality of information materials
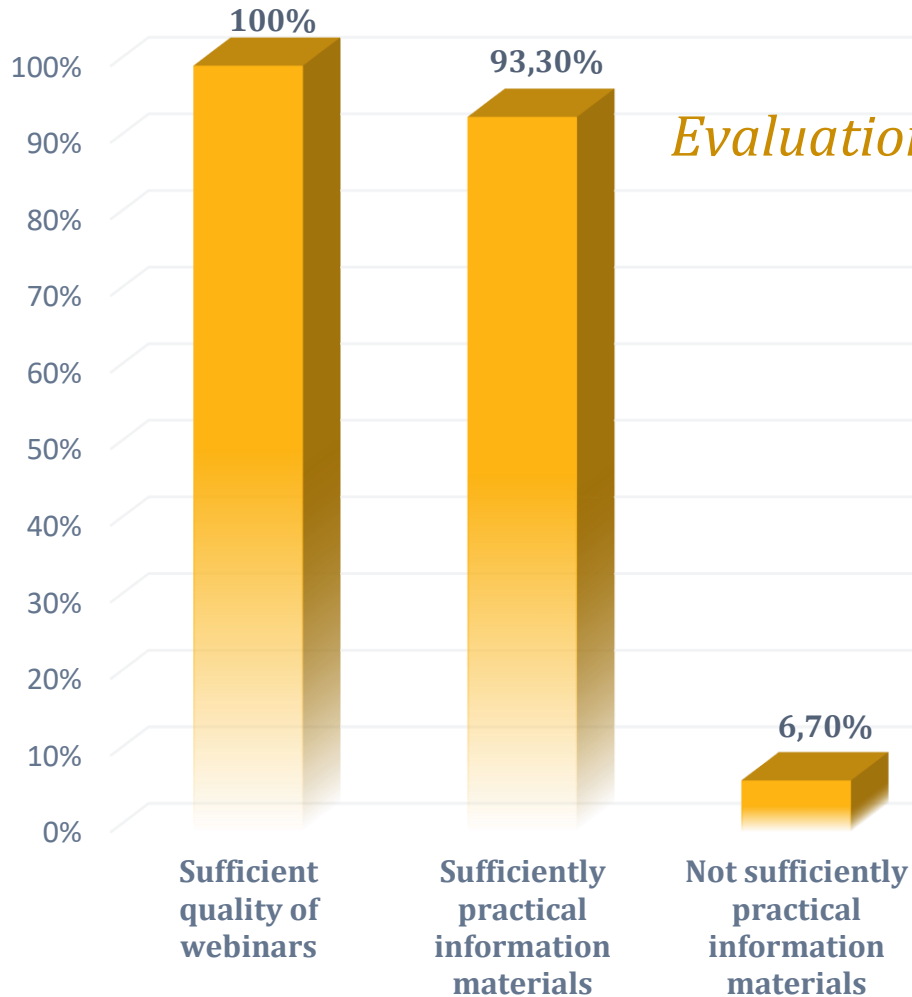
It is recommended to periodically review the Psychosocial Support information and training materials at the SLS site, consider new emerging risks, obtain feedback from employers and workers on information needs, and take their proposals into account to improve that information resource.

Sample profile: 15 respondents including 6 pilot enterprises, 6 "offline" enterprises, and 3 respondents as observer experts.

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Programme steps implemented within the 4-step model framework

All programme steps implemented, implemented activities being carried out — 67%

**Some programme steps implemented** — 33,00%

None of programme steps implemented — 0,00%
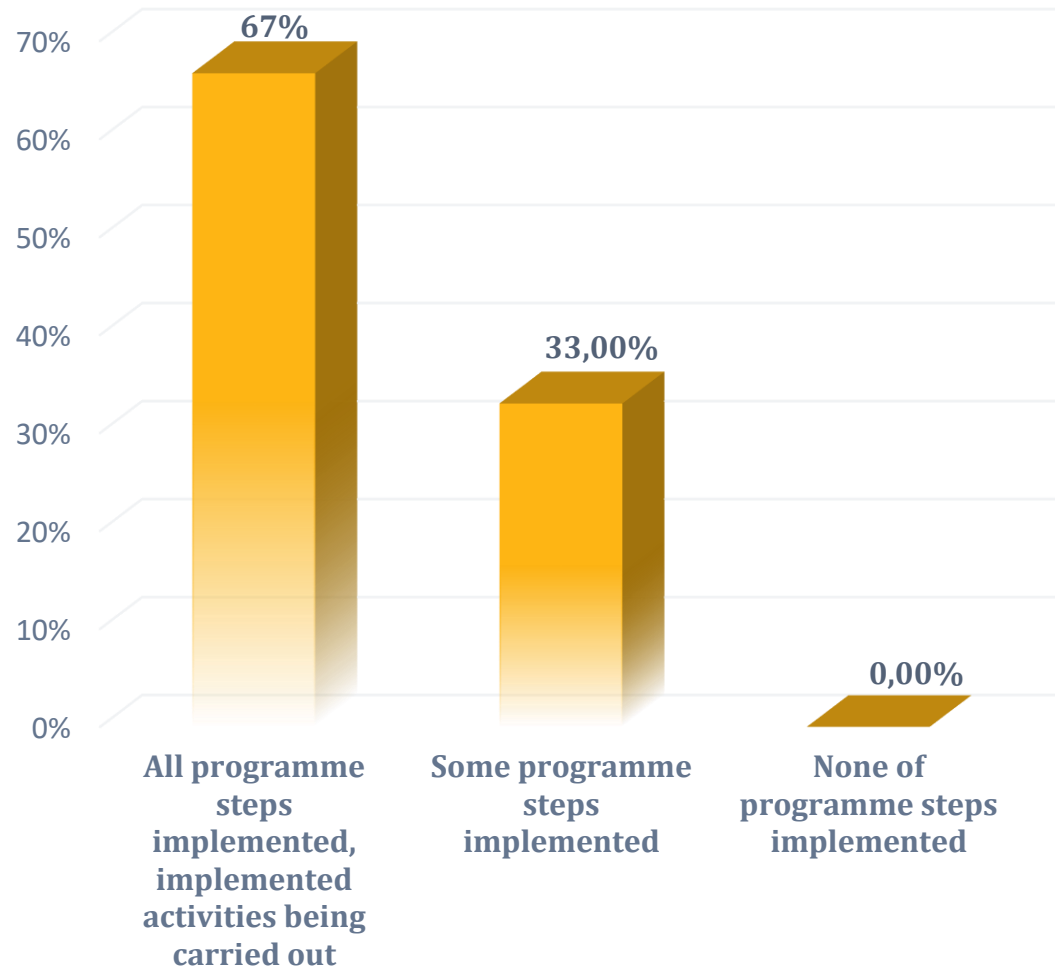
Pilot enterprises have implemented the following steps:

1. Enlisted management support, established an initiative group, assessed workers' psychosocial and information needs and available resources for programme implementation.
2. Approved a written policy and familiarized all workers with it, arranged communication support of the programme.
3. Developed and approved a programme action plan.
4. Developed and approved a programme monitoring and evaluation system.

Sample profile: 15 respondents including 6 pilot enterprises, 6 "offline" enterprises, and 3 respondents as observer experts.

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Evaluation of the 4-step model convenience and obstacles in enterprise-level implementation
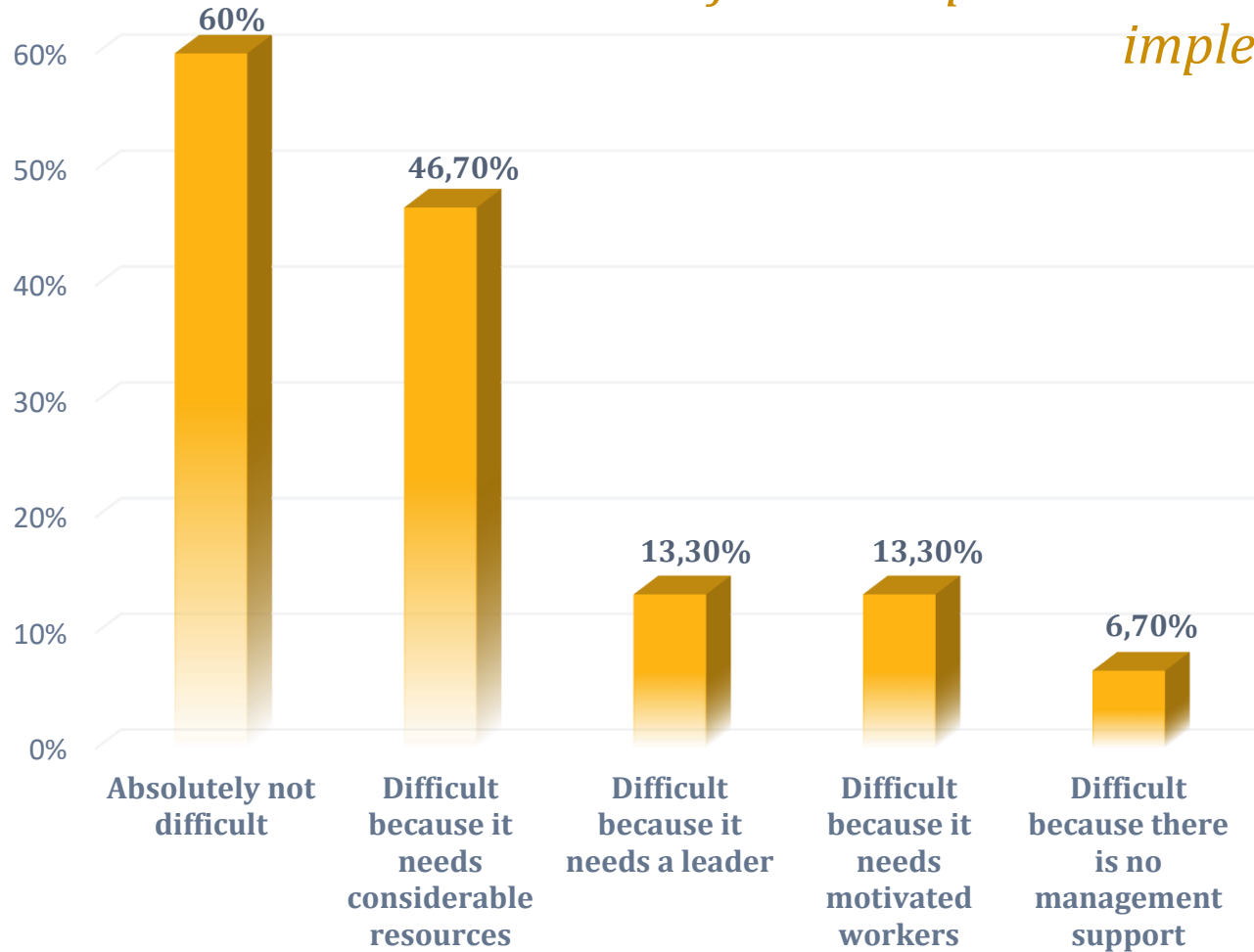

Pilot enterprises pointed out the following preconditions for successful enterprise-level programme implementation:

1. Mandatory top management support
2. Having an initiative team – mental health ambassadors but with workload optimized (best of all when these functions are assigned to a personnel manager or an occupational safety and health manager)
3. Financial support
4. Having a full-time psychologist to provide professional aid to staff

Sample profile: 15 respondents including 6 pilot enterprises, 6 "offline" enterprises, and 3 respondents as observer experts.

TRAINING ON THE PSYCHOLOGICAL FIRST AID AT WORKPLACE WITHIN THE PILOTING
GOALS AND EXPECTED RESULTS

GOAL OF THE TRAINING

▪ Provide conditions for the elaboration of modalities of implementing enterprise-level PSS as an efficient tool to strengthen workers' resilience and create a psychosocial support atmosphere
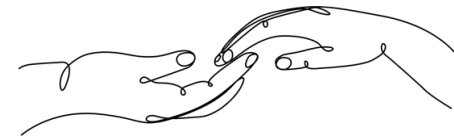
EXPECTED RESULT

The trainees:

- understand the "psychological first aid" (PFA) concept and its importance to human beings and the world of work;

- know the PFA provision principles and strategies;

- realize the role and duties of the workplace PFA provider;

- feel confident to provide PFA, know how to intervene effectively, conduct a supportive talk and refer the person properly to professional aid;

- know how to build PFA into the policy and programme of psychosocial support at an enterprise, and have developed ways of involving workers as PFA users and providers;

- know how to deliver an efficient preventive training at the workplace.

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TARGET GROUP OF THE TRAINING

- The trainings were attended by representatives of each pilot enterprises and their colleagues, 56 in total. Besides, each group included representatives of employers' and trade union organizations – members of the expert group in the pilot project.
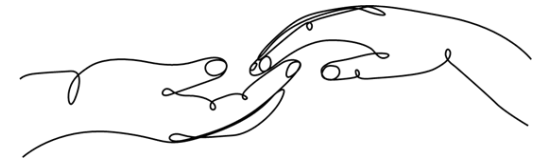
INFORMATION MATERIALS:

- PFA: evidence and good practices

- PFA: practical tips

- Model regulations on the first PFA providers at work: a sample

- Talking to a colleague on mental health: recommendations

- How to deliver an effective PFA training: a methodological toolkit and auxiliary material for practical exercises
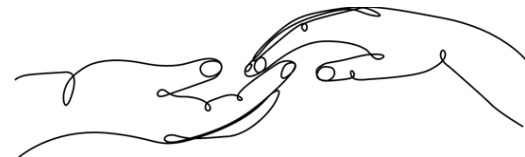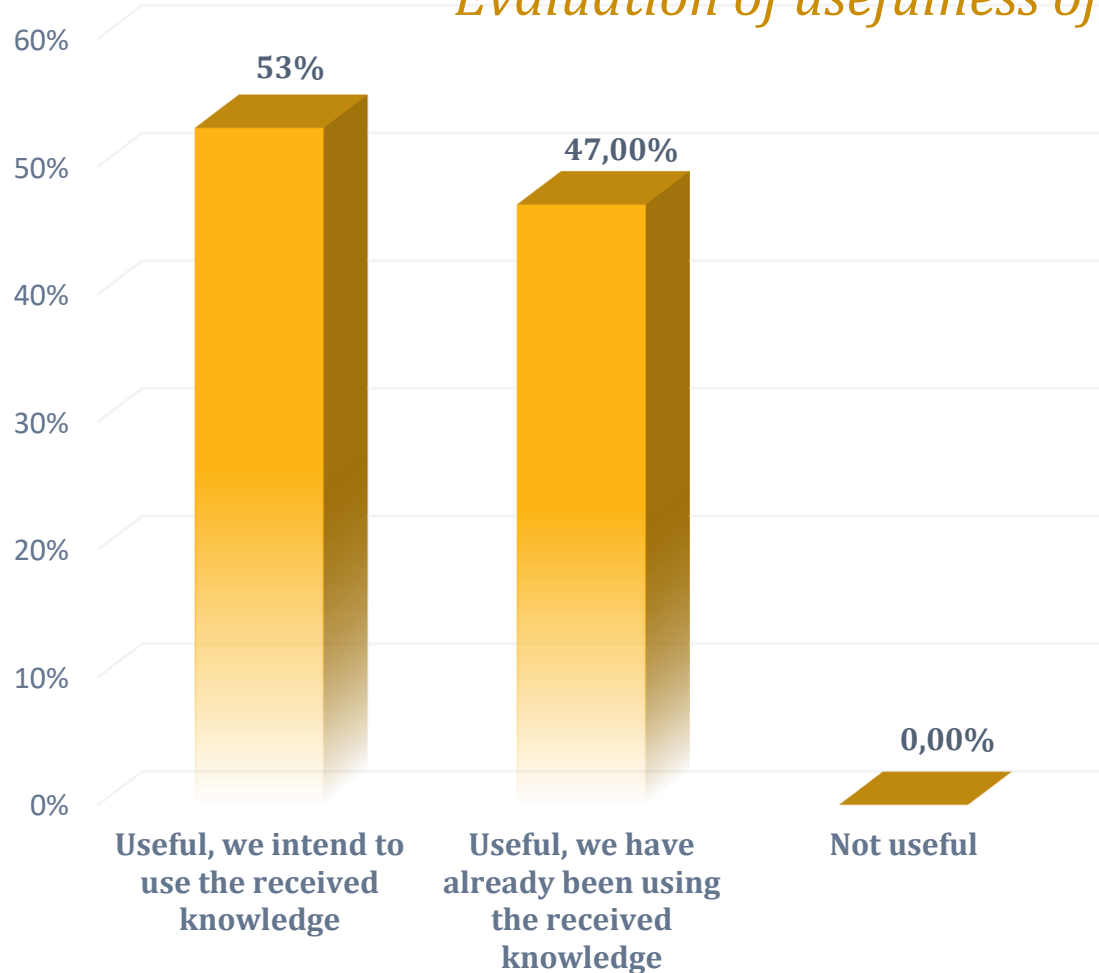
KEY TRAINING OUTCOMES

- The overall level of trainees' knowledge on the subject increased by **56.5%** on average after the training.

- **18%** of correct answers were provided by respondents in the entry questionnaire and **74.5%** of correct answers in the exit questionnaire.

- **85%** of the trainees feel ready to provide PFA to their colleagues.
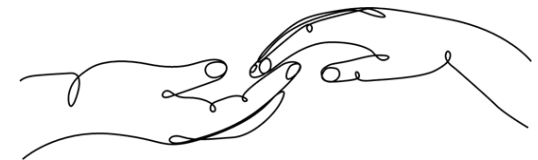
PSS PROGRAMME PILOTING RESULTS (ANONYMOUS QUESTIONNAIRE)
Evaluation of usefulness of the training on PFA provision at the workplace

53% — Useful, we intend to use the received knowledge

47,00% — Useful, we have already been using the received knowledge

0,00% — Not useful

- A team (network, service) for provision of PFA is an important supplement to all the available resources within the policy and programme of PSS at workplace.
- Having the PFA providers in an organization can help raise staff's awareness on mental health support, reduce psychosocial risks, normalize talks about mental health problems, and help work teams approach such problems without stigma.
- Training the PFA provision skills will enable leaders to feel more competent and confident when talking about mental health.

Sample profile: 15 respondents including 6 pilot enterprises, 6 "offline" enterprises, and 3 respondents as observer experts.

PSS PROGRAMME PILOTING RESULTS (ANONYMOUS QUESTIONNAIRE)
MEASURES IMPLEMENTED BY PILOT ENTERPRISES

- Delivered **trainings for structural unit managers** on PSS

- **Assessed psychosocial risk factors** (anonymous questionnaire)

- **Assessed the management style** and delivered a training for managers on effective communication

- As part of a voluntary health insurance agreement, **considered advice by mental health professionals**

- Developed **the Psychosocial Support information resource** accessible to all workers (newsletter, portal at the site, internal communication channel)

PSS PROGRAMME PILOTING RESULTS (ANONYMOUS QUESTIONNAIRE)
MEASURES IMPLEMENTED BY PILOT ENTERPRISES

- ✓ Conducted regular **corporate events, thematic games and trainings on mental health support** and on development of a positive organizational culture

- ✓ Developed a **series of trainings** to teach workers skills of providing **psychological first aid** at the workplace

- ✓ Created **resources for support of mental and physical health:** a psychological relief room, a fitness room, a psychologist's office to help the staff

- ✓ Arranged a **Trust Box** in every structural unit

- ✓ **Built the psychosocial support** into the **platforms and information and communication channels** existing at the enterprise

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PSS PROGRAMME PILOTING RESULTS BASED ON ANONYMOUS QUESTIONNAIRE
Feedback on PSS programme efficiency

"Awareness grew, level of openness and trust in the PSS team members increased"

"Emotional state and mood in the team improved"

"Workers became more friendly. The manager-subordinate vertical became softer due to the peer-to-peer principle"

"There is stronger belief that a worker will be supported by the team, especially by management, under any condition. Inspiration in routine work grew"

"Understanding the need for PSS, its benefits, and readiness to provide it"

"People provide proposals concerning PSS, and ask for help"

"Labour productivity and satisfaction increased"

"Number of days of stress-related inability to work decreased"

"Structural unit managers paid attention to mental health"

Sample profile: 13 answers received.

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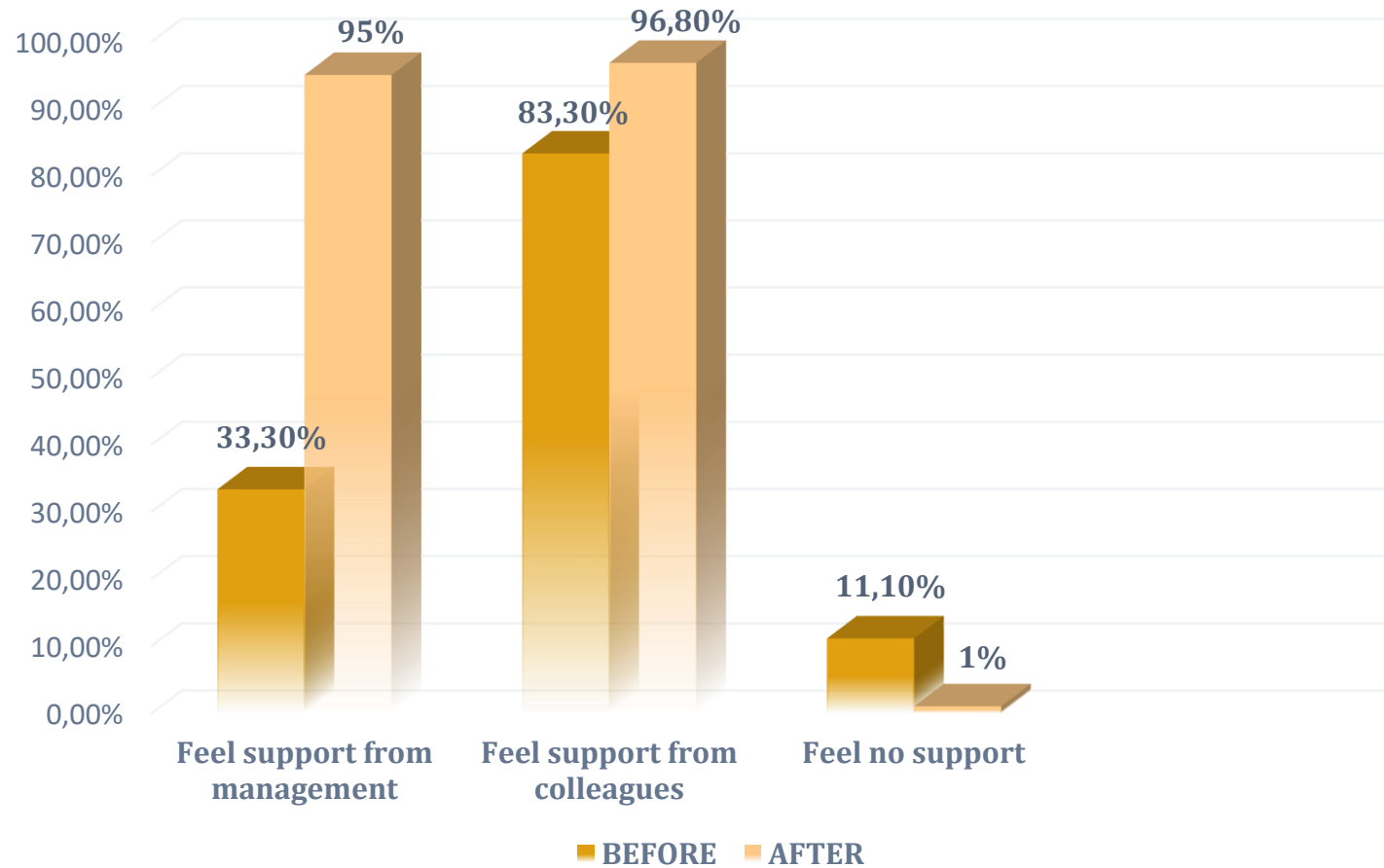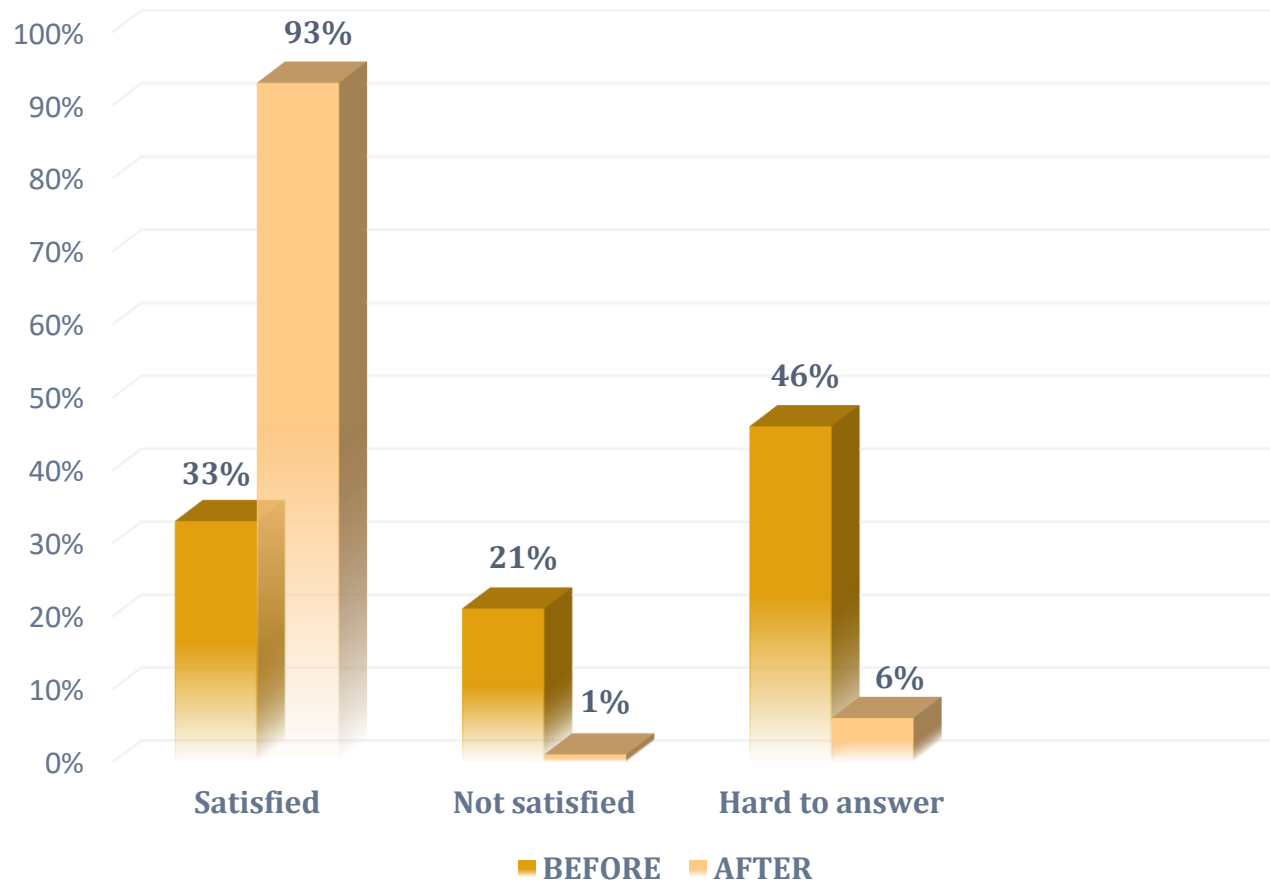
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EVALUATING THE WORKPLACE SUPPORT LEVEL
answers before and after implementation of the PSS programme
example of one of the pilot's results

Data provided by the Brovary Multidisciplinary Clinical Hospital's initiative group

Feel support from management — BEFORE 33,30% / AFTER 95%

Feel support from colleagues — BEFORE 83,30% / AFTER 96,80%

Feel no support — BEFORE 11,10% / AFTER 1%

■ BEFORE ■ AFTER

EVALUATING THE LEVEL OF SATISFACTION WITH WORKING CONDITIONS
answers before and after implementation of the PSS programme
example of one of the pilot's results

Data provided by the Brovary Multidisciplinary Clinical Hospital's initiative group

Satisfied — BEFORE 33%, AFTER 93%
Not satisfied — BEFORE 21%, AFTER 1%
Hard to answer — BEFORE 46%, AFTER 6%

■ BEFORE ■ AFTER

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Trainings on PSS and development of positive organizational culture, involving workers of various posts and from various structural units
Central Primary Health Centre (Rivne), Lviv Oblast Clinical Diagnostic Centre, Regional Vocational and Technical Education Centre No. 1 (Kremenchuk)

PRECONDITIONS FOR SUCCESSFUL IMPLEMENTATION AND DELIVERY OF THE PSS PROGRAMME **AT THE ENTERPRISE LEVEL**
CONCLUSIONS AND RECOMMENDATIONS

✓ PLACE OF THE PSS PROGRAMME IN THE ENTERPRISE'S ORGANIZATIONAL CULTURE

The PSS programme must be integrated in regular change management practices of the organization and become part of a general policy on occupational safety and health.

✓ MANAGEMENT SUPPORT

The initiative group should enjoy support from management: moral, material, financial, to mitigate the risk of demotivation, emotional and professional burn-out.

PRECONDITIONS FOR SUCCESSFUL IMPLEMENTATION AND DELIVERY OF THE PSS PROGRAMME **AT THE ENTERPRISE LEVEL**
CONCLUSIONS AND RECOMMENDATIONS

✓ PSYCHOLOGICAL SAFETY AT THE WORKPLACE

For the psychosocial support policy and programme to be successful, employers and their teams should concentrate on building a psychological safety culture. It needs encouraging open communication, using active listening skills, and creating psychologically safe conditions for feedback and proposals.

✓ FOCUS ON WORKERS' PRIORITY PSYCHOSOCIAL NEEDS

A programme is effective when it addresses and tackles workers' priority needs. It is important to assess psychosocial risk factors and identify psychosocial needs of workers at the systemic level.

PRECONDITIONS FOR SUCCESSFUL IMPLEMENTATION AND DELIVERY OF THE PSS PROGRAMME **AT THE ENTERPRISE LEVEL**
CONCLUSIONS AND RECOMMENDATIONS

✓REGULAR EFFECTIVE COMMUNICATION

Promotion of mental health support should take place by means of regular communication: through conversations; through various information and training activities to raise psychological awareness; through encouraging to share personal experience of self-help and psychotherapy; through an opportunity of creating resource groups at workplace and a psychological first aid team. All this works to reduce stigmatization of mental issues and promotes early application for professional mental health care.

PRECONDITIONS FOR SUCCESSFUL IMPLEMENTATION AND DELIVERY OF THE PSS PROGRAMME **AT THE ENTERPRISE LEVEL**
CONCLUSIONS AND RECOMMENDATIONS

✓ REGULAR REVIEW AND EVALUATION OF THE PROGRAMME

It is important to review and improve the policy and programme periodically through a regular monitoring and evaluation system. The programme success depends on how much the leaders hear their teams and listen to their feedback, and how much the programme is developing. It is important to introduce innovations, consider new risks and changes emerging both inside and outside the organization, adopt good practices and share experience among enterprises.

PRECONDITIONS FOR SUCCESSFUL UPSCALING OF THE PSS PROGRAMME
<u>AT THE COUNTRY LEVEL</u>
RECOMMENDATIONS

✓ *Make psychosocial support of workers an integral part of the general occupational safety and health policy*

✓ *Approve guidelines on development and implementation of the PSS at workplace programme*

Develop guidelines and have them approved by a competent authority. Doing that, it is important to take consideration of regional and sectoral specifics and enterprise size. In particular, the policy and programme for small business can have a sectoral format whereas resources such as psychosocial risk assessment, information and training activities, and professional mental health aid can be outsourced.

PRECONDITIONS FOR SUCCESSFUL UPSCALING OF THE PSS PROGRAMME
AT THE COUNTRY LEVEL
RECOMMENDATIONS

✓ *Elaborate an evidence-based database of the PSS at workplace programme tools*

Develop or adapt existing global tools for assessment and management of PS risks in the world of work, assessment of psychological safety at work, and assessment of workers' psychosocial needs.

Enterprises with bad working conditions and high insecurity are much more likely to encounter psychosocial problems in their staff.

In view of that, the WHO recommends that employers should implement organizational measures aimed directly at working conditions and working environment.

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PRECONDITIONS FOR SUCCESSFUL UPSCALING OF THE PSS PROGRAMME
AT THE COUNTRY LEVEL
RECOMMENDATIONS

✓ *Build a system for training of instructors on provision of psychological first aid at workplace*

There should be an accredited training programme and an information campaign aimed to inform employers of benefits of such trainings. It is important to approve model regulations on the team of psychological first aid providers and on an authorized person for psychosocial support of staff at the enterprise.

PRECONDITIONS FOR SUCCESSFUL UPSCALING OF THE PSS PROGRAMME
AT THE COUNTRY LEVEL
RECOMMENDATIONS

✓ *Create a platform for experience exchange, dissemination of information, and support of best practices*

Mental health ambassadors can be not just individuals but also enterprises, organizations or institutions. To improve mental health at work, business coalitions can involve as many employers as possible in making a proactively essential decision – to make psychological well-being of their workers an organizational priority.

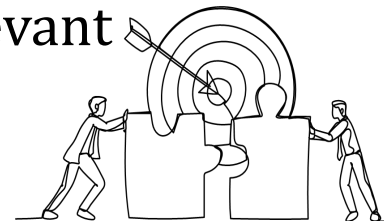✓ *Establish regional monitoring and training centres on psychosocial support at workplace*

PRECONDITIONS FOR SUCCESSFUL UPSCALING OF THE PSS PROGRAMME
AT THE COUNTRY LEVEL
RECOMMENDATIONS

✓ *Use guidance of the ILO Convention No. 190 and Recommendation No. 206 concerning elimination of violence and harassment in the world of work*

This international labour standard provides for assessment of psychosocial risk factors, creation of a psychologically safe working environment, and organization of support of affected workers.
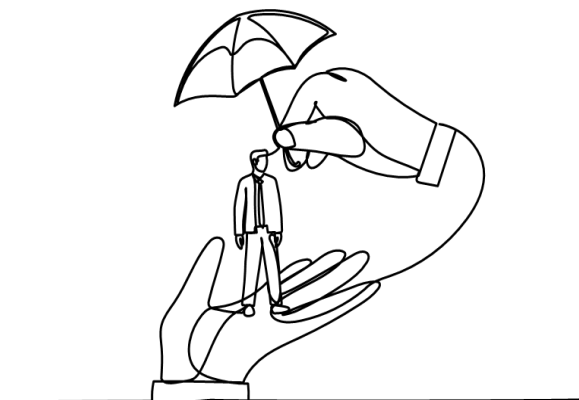
✓ *Advocating for psychosocial support at workplace*

Conduct systematic information campaigns as part of sectoral, regional and state programmes, and use social dialogue to strengthen the opportunities for not only talking more about mental health at work but also developing relevant recommendations at all decision-making levels.

DEVELOPMENT AND PROMOTION
OF PSYCHOSOCIAL SUPPORT PROGRAMMES AT WORKPLACE

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Psychosocial support at workplace in war and post-war times

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Psychosocial support at the workplace policy and programme help preserve workers' mental health and business resilience in war and post-war times. To advocate their development and implementation, the ILO Project's contribution is as follows:

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