The Science of Wellbeing Conference, Adelaide, 24 February 2012

Employee Wellbeing in a Click!

An online cognitive behavioural program

Chelsea Todd, Ann Roche, Malcolm Bond

fare
Foundation for Alcohol
Research & Education

NCETA
Australia's National Research Centre
on AOD Workforce Development

Flinders
UNIVERSITY

What is Psychological Wellbeing?

- **Pleasure** - feeling good
- **Engagement** - being in 'flow'
- **Meaning** - doing good

(Csikszentmihalyi, 1990; Peterson, Park & Seligman, 2005; Vella-Brodrick, Park, & Peterson, 2009).

Happiness... something to do, someone to love, something to hope for.

— *Immanuel Kant*

PERMA

- Pleasure
- Engagement
- Relationships
- Meaning
- Accomplishments

(Seligman, 2011)

We'd just shared the last beer and slung the empty can out the window at a stop sign and were just waiting back to get the feel of the day, swimming in that kind of tasty **drowsiness that comes over you after a day of going hard at something you enjoy doing** —half sunburned and half drunk and keeping awake only because **you wanted to savor the taste as long as you could.**

One Flew Over the Cuckoo's Nest, Ken Kesey

Impact of Work on Employee Wellbeing

- Lack of autonomy

- Role overload

- Emotional demands

- Lack of support

- Work-life demands

(Bakker & Demerouti, 2007; Dollard, LaMontagne, Caulfield, Blewett, & Shaw, 2007; Heuven, Bakker, Schaufeli, & Huisman, 2006; Pocock, Williams & Skinner, 2007; vanVeldhoven, Taris, de Jonge, & Broersen, 2005; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007).

Stress & Work Engagement

Stress linked to:

- Turnover intention
- Organisational commitment
- Job satisfaction
- Physical health
- Alcohol consumption

(Lee & Ashforth, 1996; Schaufeli & Enzmann,1998)

Work engagement linked to:

- Turnover intention
  (Schaufeli & Bakker, 2004)
- Organisational commitment
  (Hakanen, Bakker, & Schaufeli, 2006)
- Extra-role behaviour
  (Bakker, Demerouti, & Verbeke, 2004)
- Performance
  (Salanova, Agut, & Piero, 2005; Xanthopoulou, Bakker, & Demerouti, 2009)

Elevated Risk, Lack of Interventions

- Elevated risk of stress and burnout in health & community services

  (Bamber, 2006; Dollard, LaMontagne, Caulfield, Blewett, & Shaw, 2007; Dollard, Winefield, & Winefield 2003)
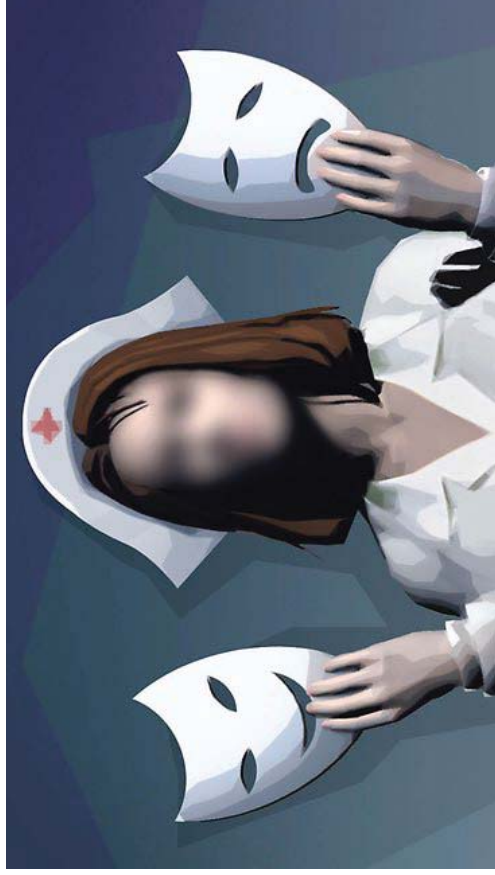
- Need for more **rigorous intervention research**:

  Sound measurement

  Longitudinal RCT designs

  (Caulfield, Chang, Dollard & Elshaug, 2004; Michie & Williams, 2003; Murphy & Sauter, 2004; Seligman, 2007; Semmer, 2004)

The Intervention

AOD Worker Wellbeing
A Program for the Alcohol and Other Drug Workforce

- 5 x cognitive behavioural sessions, delivered online
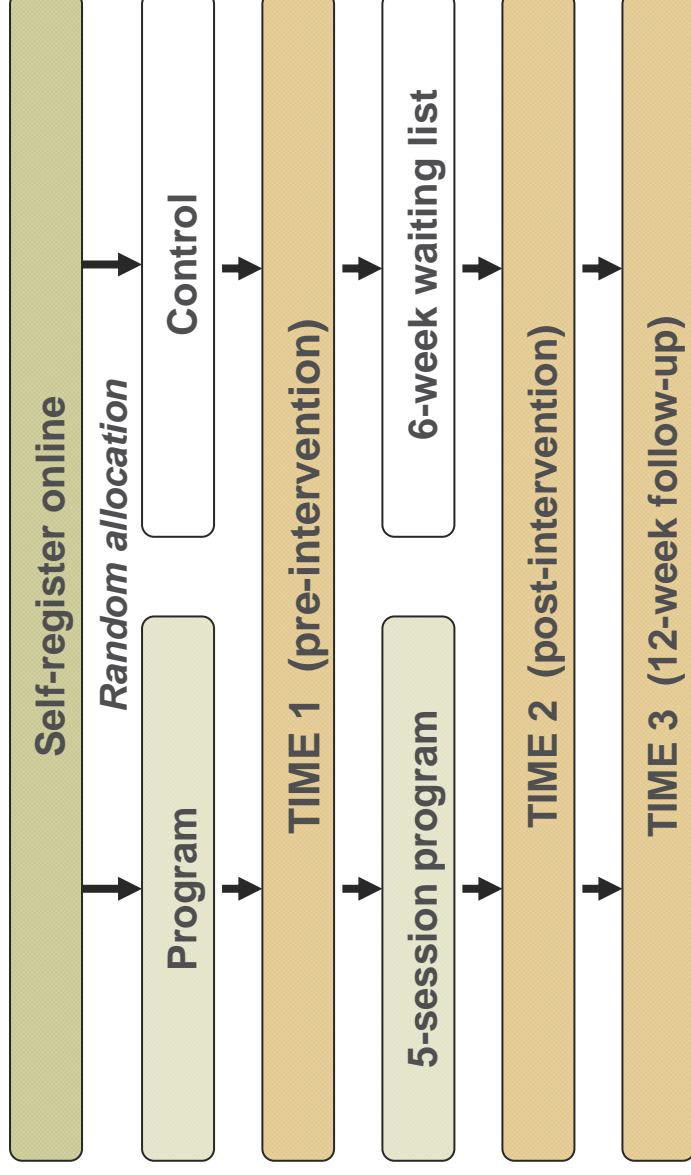- Tailored to address client, workload, and work-life demands

  - Accessible
  - Anonymous
  - Self-paced
  - Email reminders
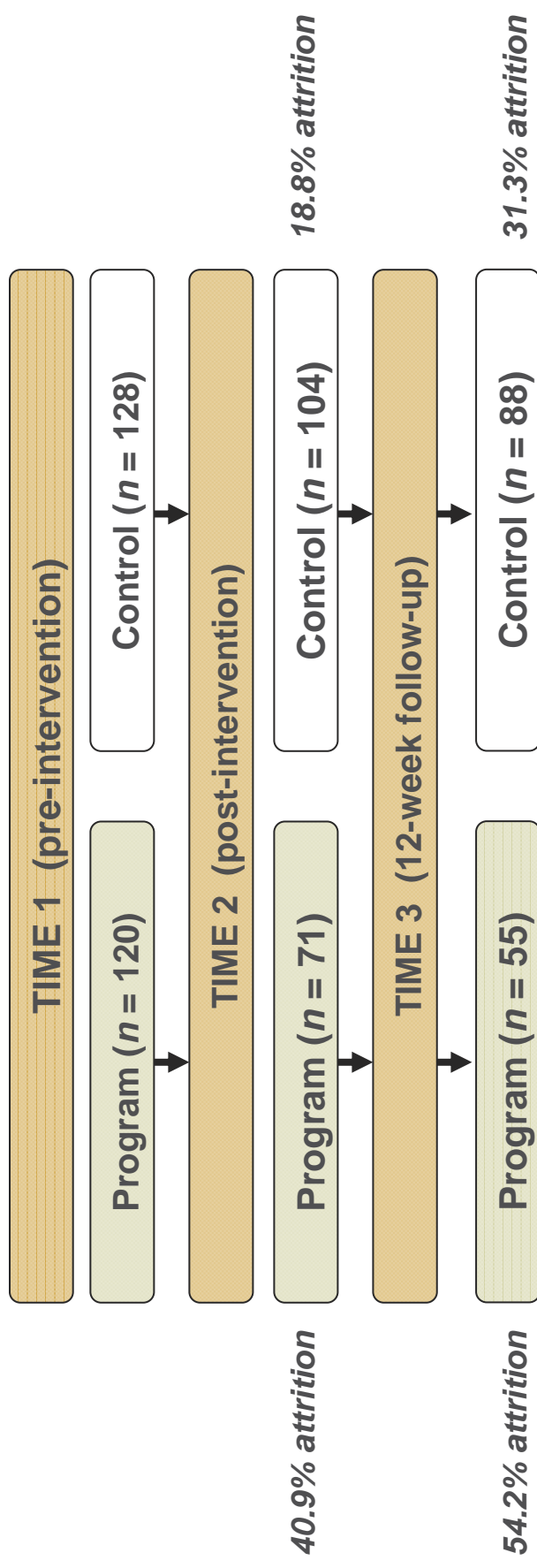
Cognitive Behavioural Stages

Awareness

Psychoeducation

Activating events, beliefs, consequences

Unhelpful beliefs, automatic negative thinking

Cognitive restructuring

Modifying unhelpful negative thoughts

Maintenance

Problem solving and stress management

(Bamber, 2006; Beck, 1976; Ellis, 1962; Giaratanno, 2004)

Method

Self-register online

Random allocation

| Program | Control |

TIME 1 (pre-intervention)

| 5-session program | 6-week waiting list |

TIME 2 (post-intervention)

TIME 3 (12-week follow-up)

Results – Attrition

TIME 1 (pre-intervention)

TIME 2 (post-intervention)

TIME 3 (12-week follow-up)

Control (n = 128)

Control (n = 104)

Control (n = 88)

Program (n = 120)

Program (n = 71)

Program (n = 55)

18.8% attrition

31.3% attrition

40.9% attrition

54.2% attrition

Results – Program Completion Rate

- 83.3% - 2 sessions
- 45.8% - 4 sessions
- 37.5% - 6 sessions

■ Program ■ Control

Session

n

© Chelsea Todd 2012
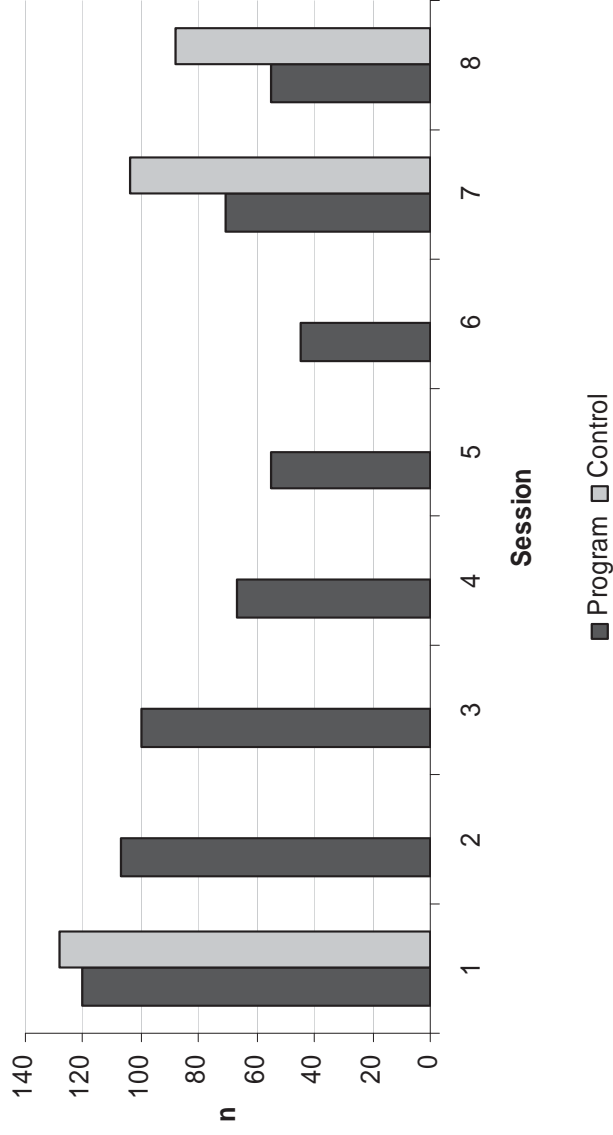
Results – Preliminary Analysis

- Groups were comparable at baseline

  = *randomisation successful*

- No significant differences at baseline for 'low' (0-3 sessions) and 'high' (4-6 sessions) program completers

 = *attrition not explained by work or psych. factors*

Results – Intervention Effects

☑ **Personal accomplishment (MBI)** *p* < .05

☑ **Work-related burnout (CBI)** *p* < .05

☒ Psychological distress (GHQ-12)
☒ Work engagement (UWES-9)
☒ Job satisfaction (MOAQ)
☒ Turnover intention (MOAQ)

} **Non-significant**

Group x Personal Accomplishment

- Interaction between group and personal accomplishment over time
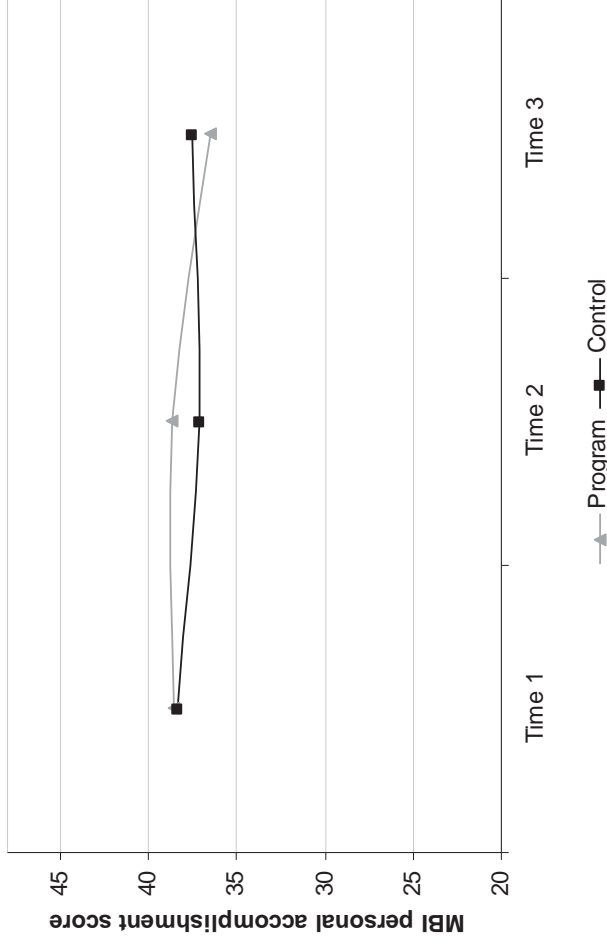
Increase in personal accomplishment over time for program group.

Note. High scores indicate low personal accomplishment.

© Chelsea Todd 2012
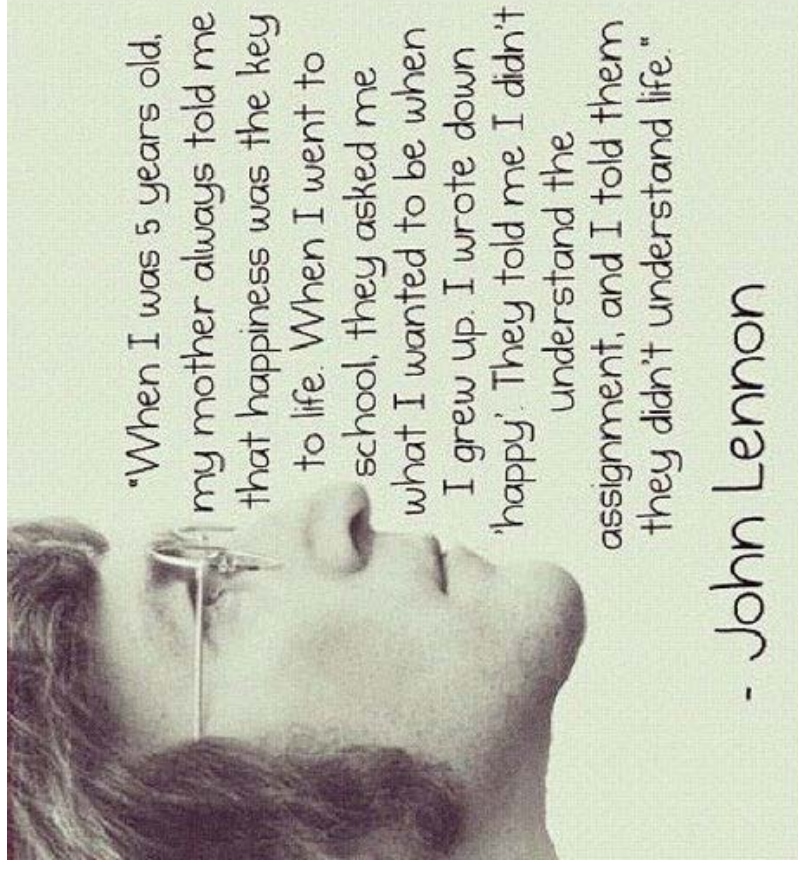
Group x Work Burnout

- Interaction between group and work-related burnout over time

Decrease in work-related burnout over time for program group

Increase over time for control group.
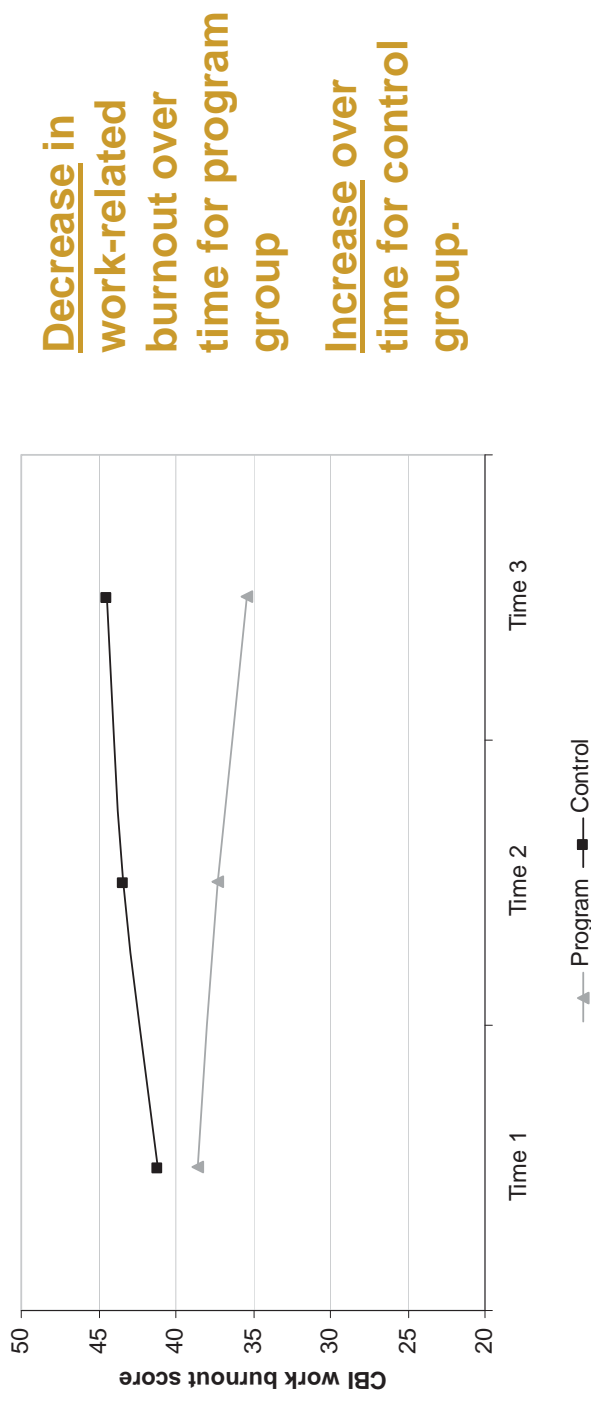
Impact of Other Activities?

Conclusions

Significant improvement on some psychological outcomes

Future Challenges

- Engaging employees in greatest need
- Assessing between-session learning and cognitive skills
- Controlling other activities
- Promoting engagement

"When I was 5 years old, my mother always told me that happiness was the key to life. When I went to school, they asked me what I wanted to be when I grew up. I wrote down 'happy'. They told me I didn't understand the assignment, and I told them they didn't understand life."

- John Lennon

chelsea.todd@agd.sa.gov.au