

SEE ME

WORKPLACE

THREE YEAR PROGRAMME EVALUATION
NOVEMBER 2016 - OCTOBER 2019



Mental Health
Foundation

See Me
End mental health
discrimination

HYDRAULICS



The sign features a computer monitor icon with a yellow 'e' on the screen. Below the icon, the text reads 'N WORK PARTNER'. To the left of the main text is a logo with the letters 'ch' and 'olutions' below it. To the right is the 'See Me' logo, which consists of three overlapping circles in red, yellow, and blue. Below the 'See Me' logo, the text reads 'End mental health discrimination'. A small 'See Me' logo is also pinned to the woman's shirt.

N WORK PARTNER

ch
olutions

See Me
End mental health
discrimination



SEE ME - SOCIAL MOVEMENT PROGRAMME EVALUATION

Outcomes aligned to See Me in Work programme

- Diverse leaders and organisations champion the elimination of stigma and discrimination and take relevant action themselves.
- Negative stereotyping is reduced in targeted settings

Reach of See Me in Work programme (November 16 – September 19)

Within this funding period:

- **67** workplaces signed up to programme
- **89,806** potential employees reached
- **1,834** participants engaged with e-Learning programme

All time data (inclusive of WEF):

- All organisations engaged – **94**
- Orgs carried over from phase 1 included in the below numbers – **27**
- **32** workplaces at initial engagement

- **17** workplaces at baseline stage
- **24** workplaces at action plan stage
- **3** workplaces at activities stage
- **7** workplaces at one year follow up stage
- **11** workplace partners

Summary

- e-Learning evaluation indicates this resource is the right length, with relevant content that inspires employees to change their own behaviour and that in broader workplace
- Organisations value the level of engagement and support they receive from the See Me in Work team
- Some organisations feel that the focus on stigma and discrimination is too narrow and would prefer a focus on broader mental health wellbeing
- A more focused single outcome for organisations appeared to be beneficial for those who engaged with the Workplace Equality Fund
- Organisations that engaged with the pilot of the Starter Pack found the process to be engaging and helpful.

1.0 Introduction

See Me in Work aims to support employers to create a working environment that encourages an equal and fair recruitment process for those seeking employment; where people feel safe and able to talk openly about mental health in work, and where those returning to work following ill-health are fully supported back into the workplace. By doing this, it is hoped that employees who are experiencing mental health problems will be supported and where possible can stay well and in work. Implementation of the programme incorporates the following aspects:

- Conduct a baseline Mental Health Check survey with staff
- Create an action plan to tackle mental health stigma, including promoting the e-Learning resource to staff
- Showcase this work to other employers
- Repeat the Mental Health Check survey to show any change.

The e-Learning resource is promoted to employers when they develop their action plan. It is also accessible to the wider public via the See Me website. It is an education-based programme designed to promote mental health and reduce the stigma of mental illness in a workplace setting. The training includes videos of scenarios in which stigma may occur and stories of people who have experienced mental health problems in the workplace. All of the stories are informed by people with lived experience of mental health conditions.

Programme Developments

To assist employers progressing through the programme an in-house review by See Me was completed proposing four main priorities:

- Client management
- Flexibility of the programme
- Main-streaming and de-cluttering the process
- Sustainability and future proofing

As a result of the review an employer 'Starter Pack' has been created and piloted. This tool aims to help organisations self-assess their current practice in relation to:

- identifying improvement areas to improve equality; reduce discrimination for employees experiencing mental health problems, and remove any barriers to employees seeking or guiding others to help and support, should that be needed
- embedding a focus on mental health stigma and discrimination at all levels of the organisation, including organisational strategies, operational plans, policies and procedures, and training needs assessments.

It is anticipated that a 'Do It Yourself' will also be developed on the back of the Starter Pack. This will further help with sustainability and allow the See Me in Work team more capacity to work deeper with fewer organisations.

An independent review of the e-Learning programme with a view to redeveloping the tool was undertaken in Autumn 2018 culminating in early 2019. It was decided to leave the tool as it is for the time being.

See Me received additional funding from the Workplace Equality Fund in October 2018 until March 2019. See Me formed partnerships with four Scottish businesses offering bespoke consultancy support to each based on organisational needs and informed by evidence and experiences from See Me in Work.

1.1 Methods

A mixed methods was applied to the evaluation of the See Me in Work programme. Both qualitative and quantitative data were gathered to assess whether the medium-term outcomes relevant to the See Me in Work programme are being met.

Qualitative data collection included face-to-face, semi-structured interviews and focus groups. Quantitative data collection included an evaluation survey of the e-Learning training and the data from the e-Learning programme. An adapted version of this report will include Mental Health Check data. Table 1 below summarises data collected and a further breakdown of data can be found in the relevant findings section.

Focus groups were carried out separately with staff and managers in workplaces. Focus groups lasted between 30 and 60 minutes depending on the availability of staff and how long organisations could accommodate the evaluation process. Semi-structured interviews were carried out with senior staff members, usually the lead contact for the See Me work, and specific post-holders. Each interview lasted between 30 and 60 minutes depending on the availability of staff and how long organisations could accommodate the evaluation process.

1.2 Ethics

For the qualitative data collection all participants gave verbal and written consent to take part in the interviews/focus groups and to have these audio-recorded. Participants were given an information sheet and asked to sign a consent form once they had time to consider if they wished to take part in the evaluation (minimum of 48 hours before data gathering). In addition to this at the end of the each interview/focus group each participant was presented with a list of support numbers to call if they were in any distress.

Table 1: Summary of Research Methods

Programme	Qualitative	Quantitative	Secondary data
Workplace	e-Learning participants (n=1,834) e-Learning evaluation survey (n=334)	23 interviews 27 focus groups (n=127)	Mental Health Check baseline responses (n=269) Mental Health Check follow-up responses (n=381)

For the quantitative data collection, participants were provided with information about the purpose of the survey and the contact details of researchers at the Mental Health Foundation if they required any further information. Participants were then explicitly asked if they would like to take part in the survey. If they declined to take part, they were excluded from the analysis and advised this would have no impact on any See Me activity in which they part took.

1.3 Analysis

The interviews and focus groups were audio-recorded. Following the interview/focus group, the recordings were transcribed verbatim. The qualitative data was analysed using a thematic analysis approach. Each interview transcript was read in its entirety a number of times to look for themes within the data. When themes were identified, these were separated into process and impact themes. Large themes were further broken down into sub themes. Direct quotes are shared throughout the findings section of the report, under their assigned themes to offer depth to the findings.

All quantitative data was analysed descriptively using Microsoft Excel. In the e-Learning evaluation survey participants were asked to rate their agreement with a number of statements on a scale from strongly agree to strongly disagree. The following numbers were assigned to the answers for analysis purposes: strongly agree (5), slightly agree (4), neither agree nor disagree (3), slightly disagree (2), strongly disagree (1). The mean for each statement was calculated for the pre and post surveys. A mean closer to 5 is more positive than a mean closer to 1. A similar method was used for the analysis of the Mental Health Check data.

1.4 Limitations of Data

Limitations with the data collection and methodological approach, a common feature of real life evaluation, will inform further evaluation stages, in particular: the sampling strategies used for the collection of both quantitative and qualitative data could be improved to reflect more diverse experiences. The data from the Mental Health Checks was secondary data generated as part of the See Me Workplace programme, as such the evaluation team have no control over how the data is collected.

1.5 Report Structure

The sections 2, 3, 4, 5 and 6 provide information from the analysis on the process and impact data collated across the See Me in Work programmes. These sections are:

- Rurality and Mental Health
- Follow-up
- Local Authority case study
- e-Learning
- Workplace Equality Fund
- Starter Pack

Discussion on the implications of these findings and what the data tells us about the extent the See Me in Work programme is meeting its outcomes is provided in Section 7.

2.0 Rurality and Mental Health

2.1 Context

This section provides insight into the experiences of staff working within a rural local authority area where See Me are applying their See Me in Work programme across the entirety of the workforce. This is the second local authority area to sign up to the See Me in Work programme. This work started in March 2019. The data reported in this section is based on two in-depth interviews with a Director of the Council and the Staff Welfare Officer and nine focus groups with staff (n=43).

2.2 Rurality

The concept of rurality was something that was discussed in all the focus groups and interviews. There were a number of different facets about rurality that were discussed. There were discussions about how rural, and in particular island, life can create barriers to disclosure of mental ill-health and about how it can restrict a person's access to services.

2.3 Rurality and disclosure

Approximately **25%** of the working age population of this local authority worked for the local authority. It was felt from staff that this intimate connection between work and community was something that could negatively impact somebody seeking to disclose mental ill-health:

Yes, because in a community the size of [X], it's fairly normal for most folk to know most folk, and people make connections, and inappropriate connections at times, so information does tend to get around, which sometimes can be okay, but other times can be quite damaging.

Director of Service

It's just like a big village, that it gets spread around really quickly, and if they don't know, they make it up.

Focus Group Participant

Within this culture was a fear that if you were off work and somebody saw you out in the community they might start to ask questions as to why you were not at work:

I think so, especially with social media, as well. What I've picked up on is, like, staff that I know who are off with mental health problems, you get the comments where, 'Oh well, look, they were out on a night out, and they were doing this, that, and the next', or, they were having this, and they've posted that on Facebook, and whatever.

Focus Group Participant

So quite often, members of the staff team will say exactly that, 'They're out on a Saturday night, but they're off work. They can't be at their work, why are they not there?', and we can't say, as managers, why they're off. What we've got to remind staff is that there may be very genuine reasons why they're off. We can't go into it, but they have a right to a personal life, and a life outside of work as well.

Focus Group Participant

2.4 Rurality and Access to Services

Another rural barrier that was highlighted was the lack of access to mental health services:

You could maybe speak to your GP but then there's any other support service help with that and you'd probably have to be referred to [other NHS Health Board].

Focus Group Participant

It was also highlighted by one staff member that it could be uncomfortable accessing services if you know the person who is delivering the service personally:

But I think my main thing was that I didn't want it to be someone I knew. So that was a wee bit tricky.

Focus Group Participant

Furthermore, it was highlighted that an overall lack of services on the islands could also lead to a build-up of stress on individuals:

The rural thing has another issue, because it can add to the stress as well, in that I live on an island, I am a carer but I'm also working full-time, but if ever there's a problem, I'm seen as the problem because to get my mother to a doctor or something like that, it has to be within working hours. But if you want working hours to deal with an emergency, you're letting the team down because you're not going to work. So everything, the stress just builds on itself in ever-increasing circles. That is not something unique to me, but it is unique, I think, to this area, because you can't get healthcare outwith working hours, you can't get any sort of help or information outwith working hours, but if you're wanting to do it within working hours then you're a problem.

Focus Group Participant

2.5 Line Management

It was also highlighted that some staff knowing their managers from having grown up with them might have an impact on them:

I feel like personal prejudices come into it as well. I've noticed certain relationships in our department, and it's like our line manager obviously knows some of the people in our department personally and they go back years, and I feel like there's prejudices there, and that impacts on their mental health because they're treated differently, because there's maybe a personal history. I think that's really, really unfair, and I think that's really stressful for colleagues.

Focus Group Participant

We certainly have the Welfare Officer, I think went around possibly to all of the schools...and spoke directly to people about the fact that she existed and that she was available. As far as I know, there was a big take-up of that, and including myself; that wouldn't probably have happened if I hadn't seen the person and realised that yes, you can go and speak to this person and there is somewhere to go.

Focus Group Participant

I think it's one of the most valuable posts in this council.

Focus Group Participant

However, it was noted by some members of staff that there is only one part-time Staff Welfare Officer and this cause some consternation:

2.6 Staff Welfare Officer

The local authority have one part-time Staff Welfare Officer. This post deals exclusively with providing assistance for staff. The majority of staff in the focus groups were aware of the Staff Welfare Officer and those who had encountered the post holder were generally very positive about the post:

I think it's an incredible service that is provided with regard to that and I don't think they have enough time for the workload with regard to that.

Focus Group Participant

There's only one of them, so I wonder what would happen if they went off sick?!

Focus Group Participant

3.0 Follow-Up

3.1 Context

This section includes data collected from two follow-up interviews with organisations who started the See Me in Work programme in previous years of this Phase of See Me. Both organisations had completed the baseline Mental Health Check prior to the Year 2 Evaluation Report. To date neither organisation has completed the follow-up Mental Health Check although both still consider themselves to be engaged with the See Me in Work programme.

The section also contains an overview of the results of five of the six organisations who have, to date, completed a baseline and follow-up Mental Health Check.

3.1 Barriers to Delivery

One interviewee indicated that they have stalled slightly with the programme as they struggled to get internal acceptance about what would constitute the See Me in Work Action Plan:

The next step for us was to turn that into an Action Plan, consistent with the See Me approach. And that is probably where it stalled a little bit. We are starting to pick up on that now, we are starting to get more impetus to really create the action plan and resource it, but it really took us a while to get from the organisational acceptance that the outcomes were reasonable to then turning that into something we could then commit to deliver. So, it was very difficult to get to that point.

Interviewee

An additional issue for this interviewee has been internal resource:

The Mental Health Network is formed of volunteers, we all have day jobs, we don't have the capacity, we don't have the budget for example to deliver training for the whole organisation or raise awareness or review policies or put in place the kind of arrangements we think would make a difference.

Interviewee

3.2 Stigma and Discrimination

The two interviewees had slightly differing views on the focus of stigma and discrimination. One organisation felt that the benefit of the See Me in Work programme was that it allowed the promotion of workplace wellbeing as opposed to solely a focus on stigma and discrimination:

So, for us, it's looking about how to overcome and how to turn temper that, and how to adopt and how to promote a mental - promote wellbeing in the workplace. And that's where the target is. ...So everything about See Me really lends itself to that, to actually that promotion in the workplace about wellbeing, and it's been ideal for us. We've taken as much to that focus as possible.

Interviewee

However, the other interviewee felt that the focus on stigma and discrimination has been incredibly beneficial in allowing them to target problem areas:

Yes, absolutely. I don't think it has been unhelpful at all for that focus See Me has brought on barriers like stigma and discrimination because if you target that and eradicate that then by necessity you need to have inclusive policies, you need to have arrangements such as recruitment and training and enabling conversations that prevent people from feeling like there is a barrier to talking about mental health. So, I think that is actually a good place to start to look at where stigma and discrimination might exist or that there might be a risk that it might exist where it could prevent people from being open about their experience.

Interviewee

3.3 Working with See Me

Both interviewees found the process of continued working with See Me to be a positive experience and the brand of See Me had allowed them to get continued buy-in within their organisations:

I think our response rate was really good. It was about 70% [for the Mental Health Check] or something which I don't think we would have got if we had been gathering the data ourselves. It helped that it was a well known organisation or a well known campaign backed by SAMH which gave some credibility to what we were doing. There was a confidence that it was anonymous that it wasn't going to go somewhere where it would be misused.

Interviewee

There was an appreciation of what See Me bring to their working relationships and the effort that is required from them to make the relationships work:

We look at them, they're the experts, and it's something that I feel that with them, it's the reliability. I can rely on them... They don't take you anywhere that you don't want to go, and everything in dealing with them - there's a reassurance in everything that you're dealing with them as well. You don't have to do anything that really you don't want to, and that's always been clear at every time and everybody's comfortable with everything going forward, so, aye, very positive. Very, very positive.

Interviewee

See Me have been great, the staff have been really supportive, right from the start. I know they have been extremely busy and they have been stretching themselves very thin but they've always been there to offer advice when we've needed it, nothing but appreciation for their efforts.

Interviewee

3.3.1 Peer Network

One interviewee highlighted the See Me in Work Peer Network as a particular positive of their experience of working with See Me:

You see the successes of the others. You, kind of, get the understanding of how other people are doing things, so, no, it's good. It does what it says on the tin. It is really, really good work, and the people who support that, the people who put it together - you couldn't speak highly enough of them. But, I mean, everything was there. The way that they support you and help you to support others is fantastic.

Interviewee

The only issue raised about the Peer Network was it being based in Glasgow:

They all take place in Glasgow. In my case it is not just going to a meeting, it is taking half day out of work to go through and back. I know it isn't too far away but there has just been too much going on to make it through unfortunately.

Interviewee

3.3.2 Culture Change

One interviewee indicated an understanding of long-term culture change and that it is not something that can happen quickly or be forced:

And it's not something you're saying, 'Right, we're gonna embark on a - there's gonna be a programme for two years and we're gonna do this and we're gonna do that.' What you're actually talking about is the sustainability and everything. You're putting the structures in place forever. You're changing that organisational culture forever. It's never gonna go back to the way it was because of the structures that you are gonna put in place, the policies, the procedures, everything, so that people... So that it is, as I say, that you get to that point down the road that you're looking at wellbeing. You're not talking about picking up the pieces or the things that go wrong, but you're actually putting a structure of wellbeing in place that people feel comfortable about.

Interviewee

4.0 Local Authority Case Study

4.1 Context

This case study is based on a See Me Workplace pilot that was undertaken by a department within a large, mostly urban, local authority. The local authority started work with See Me in August 2017. Between May and July 2018, the local authority completed the baseline Mental Health Check. The baseline survey had **269** responses (**45%** response rate). In addition to the Mental Health Check there were six baseline focus groups (n=28) with staff, carried out by MHF, that were reported as part of the Year 2 Evaluation Report. The follow-up Mental Health Check was carried out between October and November 2019. The follow-up survey had **381** responses (**63.5%** response rate). In addition to this there were five follow-up focus groups (n=16) and one follow-up interview with staff, carried out by MHF.

The organisation ran events and sessions including: wellbeing roadshows; a variety of training opportunities (including: SafeTalk; Mental Health First Aid; Mindfulness taster sessions; Resilience; Healthy Working Lives, Mentally Healthy Workplace Training for Managers); and Time To Talk Day activities.

It is also important to note that the department merged with another department of the organisation during the pilot period. This means that there may have been greater numbers of staff answering the follow-up survey without having answered the baseline survey than would normally be expected in staff turnover. This may be highlighted by the fact that only 19% of respondents stated that they recalled responding to the baseline survey in 2018. A further 36% stated that they

did not remember responding to the baseline survey and 45% stated that they did not know if they responded to the baseline survey.

4.2 Findings

An important finding of this case study is that the local authority did not follow the traditional See Me in Work model of: undertake baseline survey, create an action plan based on the results, implement the action plan and then complete the follow-up survey. This organisation did not create a formal action plan and thus did not implement a formal action plan. It is important to bear this finding in mind throughout this section.

4.2.1 Mental Health Check

The Mental Health Check is an online survey which helps organisations understand how they are performing in key areas relating to the mental health of their staff. The survey is controlled by See Me and the data contained here is secondary data, with additional analysis conducted by MHF.

The questions are separated into the following categories: Pre-employment (formerly Recruitment), In Work, Returning to Work and Organisational Culture. Participants were asked to rate their agreement with a number of statements in each of the above categories on a scale from strongly agree to strongly disagree. The following numbers were assigned to the answers for analysis purposes: strongly agree (5), slightly agree (4), neither agree nor disagree (3), slightly disagree (2), strongly disagree (1). The mean for each statement was calculated for the pre and post

surveys. A mean closer to 5 is more positive than a mean closer to 1.

The findings of the baseline and follow-up Mental Health Checks are shown on the graph below. The data presented here are cross sectional snapshots of the organisation at two specific timepoints.

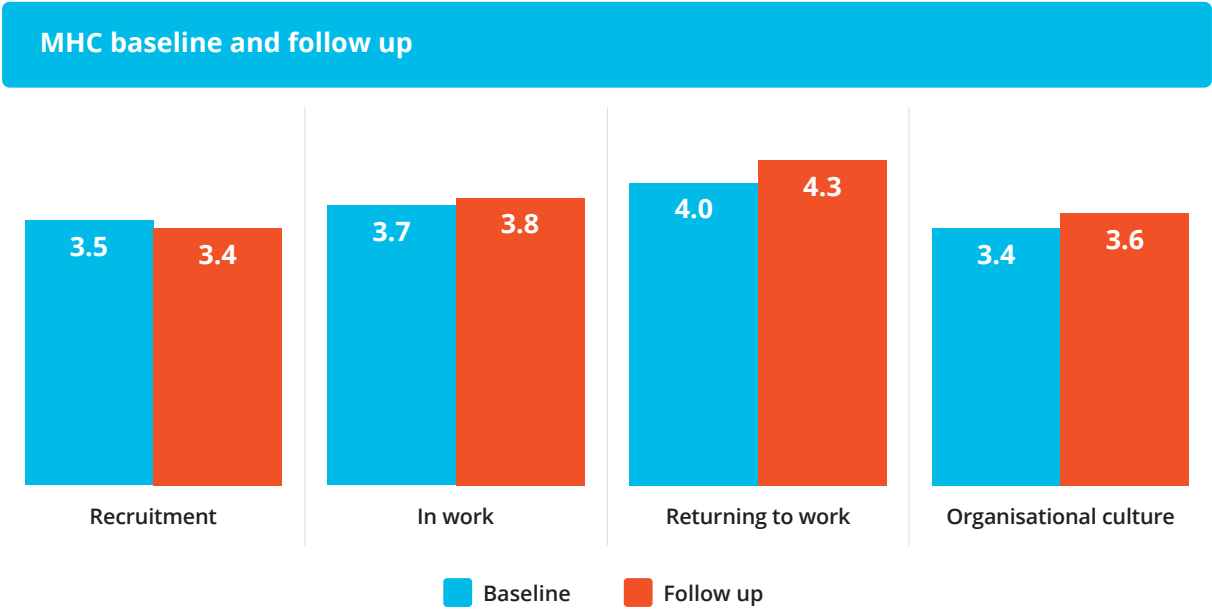
There was a reduction in each of the questions aside from 'Organisational Culture' which had a small increase from 3.1 to 3.3. The biggest decrease was in 'Returning to Work' which fell from 3.9 to 3.7. The merging of departments and the low levels of respondents who stated that they remembered responding to the baseline survey mean the results should be interpreted with caution. There would have been greater value in the data were it possible to track respondents from the first survey to the second but that has not been possible due to a lack of an identifier in the survey. It would, therefore, be more accurate to view the baseline and follow-up surveys as snapshots of different populations within the organisation.

4.2.2 Qualitative Findings

The baseline focus groups highlighted that there were issues with a lack of training, a lack of understanding of policies, a lack of trust and a fear of disclosure, an in-depth discussion of this can be found in the Year 2 report. The follow-up focus groups sought to speak to the same participants who took part in the baseline focus groups, this was broadly successful. All but one of the participants in the follow-up groups had taken part in the baseline focus groups and interview but the overall number of participants dropped from 28 to 17. There was a difficulty in gaining access to non-office-based staff within the organisation for the follow-up focus groups.

Training

A lack of training was highlighted in the baseline findings and was an area of focus for the pilot. Across the focus groups and interview there was a mixed response to whether there had been any training, mental health specific or otherwise, delivered since



the initial engagement. There was also a clear divide between office-based staff and non-office-based staff.

Some office-based staff members highlighted that they had been on some mental health awareness training:

I think I have been on a mental health awareness training course and it just told you about different types of illnesses.

Focus Group Participant

Whereas in the non-office-based staff there was a sense that there had not been any training:

Not that we are aware of.

Focus Group Participant

Within the discussion of training it became apparent that there were frustrations from staff, particularly, but not exclusively, in the non-office-based staff, that a lack of general training was impacting the mental health of staff:

There is no training, there is no man-to-man training at all. They take you into a room with 50 guys and go de-de-de-de, highlights on a screen and that's them shown you how to do something. The first time something goes baws up they we showed you how to do this. The pressure on us is unbelievable.

Focus Group Participant

Mental Health First Aid Training

One member of staff indicated that they had been sent on Mental Health First Aid Training and whilst this was something positive, the experience they had was not necessarily positive. They were approached for the course because they were somebody who had previously disclosed mental ill-health and they felt that they could have been given more information about the course. Furthermore, they felt that some members of staff who were on the course did not engage with the course:

Somebody came and said to me, I think you'd be good for this cause you understand these things. I think they meant, you've had mental health issues, so you'll get it. I went, I thought it was a one day course but it was two days, it was way more than I was expecting. I feel I should have been given a bit more warning than I was. I was in a group that was told to go, as in managers, who were not suitable to be on the course. Who laughed and joked about things. There were some people who left the course no different.

Focus Group Participant

Since completing the training the person felt that there had not been a thorough consideration of the Mental Health First Aider role within the organisation:

What is the expectation of me as a Mental Health First Aider? I've been told the plan is to put my name on the board with the First Aid people, where is my support for that? I've had an email about mental health workshops, open days, those types of things, I go along and I'm told 'well, last time we had one we didn't have a mental health first aider and somebody was suicidal, so it is just so that you can deal with that. I'm not equipped to deal with that.

Focus Group Participant

Roadshows

All staff members across the focus groups and interview were aware of the roadshows that had been run in the organisation over the course of the pilot and most people were broadly positive about them, in and of themselves:

It has definitely raised the profile of it and [non-office-based-staff] definitely seem to be more aware of it. Participation in the last one was definitely very good.

Focus Group Participant

I found the roadshows beneficial but some other staff probably just think it is lip-service. Take a leaflet away with you and that's it.

Focus Group Participant

There was a difference in communication experience between the office-based staff and the non-office-based staff regarding the roadshows. The office-based staff were

typically were made aware of the roadshows in advance whereas the non-office-based staff were not. There was also some feeling that there was no lasting benefit to the roadshows as nothing happened after them and there was little follow-up:

Aye, I just think sometimes it was good, and they left leaflets out and I took some but I just wonder after that is done what next? You don't hear anything about it. I don't feel that if you were depressed or something that there is somebody in here you could talk to, I'm not really sure.

Focus Group Participant

If people felt not right mentally, would they phone in and say that? Would they just use the excuse that they had the cold or the flu? I still think that would happen. I don't think the roadshows would persuade people to say they have a mental health issue.

Focus Group Participant

Breakout rooms

A number of breakout rooms were put in place for office-based staff and included activities such as yoga and table tennis for staff to take part in during their lunchbreaks. Within the office-based staff these were generally viewed as a positive thing in and of themselves, but some staff indicated that whilst they were good things they did not do enough to combat a demotivated staff. However, there was an appreciation that the organisation was trying:

They set up table tennis tables you can use at lunch time, they set up yoga you could do at lunch time, breakout rooms. I think that was a mental health thing. I think some people used them but most people probably didn't. So to be fair to them, they have tried things.

Focus Group Participant

The breakout rooms are good but if you are having a shit day at work or in the house then a game of table tennis isn't really going to do anything and you need to book it. I would say council staff, with cuts and that, are demotivated, so it is hard to change that.

Focus Group Participant

Furthermore, a number of staff who were relocated to a smaller office in felt that whilst these breakout rooms were available at Head Office it was not possible to get there and back within your lunchbreak.

Performance Coaching Review

There was confusion amongst the focus group and interview participants about the Performance Coaching Review (PCR) within the organisation. Some staff were not aware that they existed and others, who were aware that PCRs replaced Personal Development Plans (PDPs) approximately three years ago, did not think there was significant value to the PCRs:

We give the boys PCRs, Performance Coaching Review, and it is basically a lot of nonsense. It used to be PDPs which were put forward to try and help develop people, to be honest it was pie in the sky because then it was seen as a cost and it was never going to happen. They got rid of PDPs and brought in PCRs, PCRs are a green and a red and the same six questions, about timekeeping etc. You put what they are good at in the green and what they aren't good at in the red and how is that helping them? I don't know. The boys just don't give a monkeys anymore because they just don't get anything from it. It is just a paper exercise from the people above.

Focus Group Participant

Although not strictly a policy that relates directly to workplace mental health, the lack of available training and development was highlighted by some staff members as a reason for why the morale is low amongst staff in the organisation. Ultimately, this does impact the mental health of the staff within the organisation.

Organisational Culture

There was an appreciation that the culture was starting to change a bit within the organisation as a result of the pilot. Staff felt that people were starting to be more open about discussing mental health at work, however they did not feel as if this had started to translate into people disclosing mental ill-health to the organisation:

I think mental health has been much more visible in the department in the last year or so. In terms of things with individual staff or managers or reporting, I don't think there has been much change at all.

Focus Group Participant

I think there is a better awareness but whether the help is coming is another thing.

There were some conflicting views from staff, particularly but not exclusively, supervisors about mental ill-health at work:

I think at times we are maybe a wee bit cynical as well because while we appreciate there are guys there who are genuine and do need help but trying to split them from the guys who are trying to use it for something else can be difficult.

Focus Group Participant

Are some of them charlatans, yes, yes 100%. Are some of them genuine? Yes but I would say the more genuine ones are the ones that haven't come forward at all.

Focus Group Participant

There is, perhaps, unsurprisingly a perceived unwillingness from staff to then disclose within this environment:

If people felt not right mentally, would they phone in and say that? Would they just use the excuse that they had the cold or the flu? I still think that would happen. I don't think the roadshows would persuade people to say they have a mental health issue.

Focus Group Participant

I agree, if people were feeling stressed they are not going to feel like they can phone in and say they aren't coming in because they are feeling stressed. So they are going to come up with an excuse because they are going to think that is not really an acceptable reason to be off.

Focus Group Participant

5.0 e-Learning

5.1 Context

See Me in Work online training is an education-based programme designed to promote mental health and reduce the stigma of mental illness in a workplace setting. It aims to encourage employers and employees to create a culture where talking about mental health in work is acceptable without fear of consequences. The training is delivered online through a website which participants can log into. The training includes videos of scenarios in which stigma may occur in the workplace and stories of people who have experienced mental health problems in the workplace. All of the stories are informed by the experience of people with lived experience of mental health conditions. See Me conducted a review of the e-Learning programme in 2018 and it was decided that the programme would remain the same for the time being.

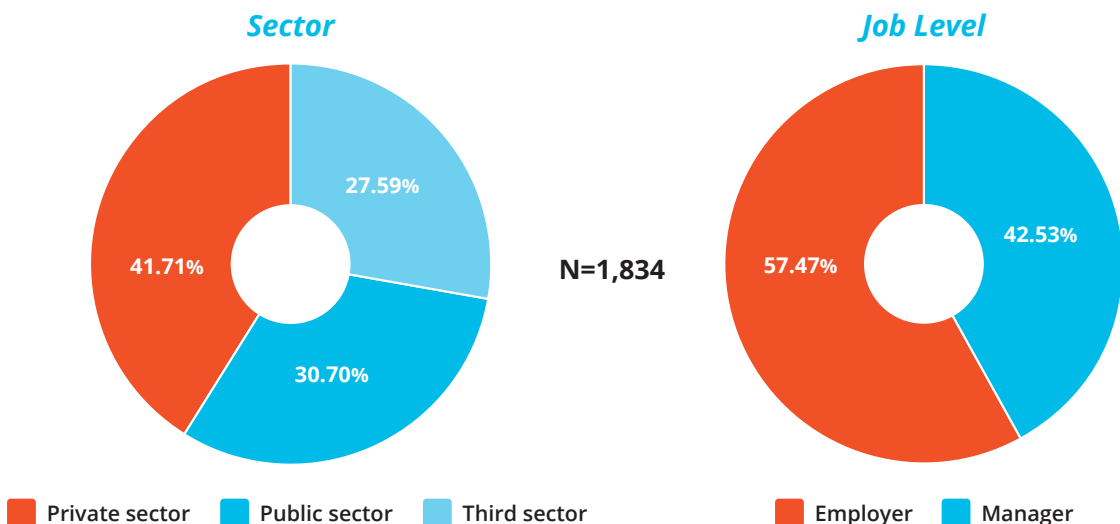
Participants were asked to rate their agreement with a number of statements

on a scale from strongly agree to strongly disagree. The following numbers were assigned to the answers for analysis purposes: strongly agree (5), slightly agree (4), neither agree nor disagree (3), slightly disagree (2), strongly disagree (1). The mean for each statement was calculated for the pre and post surveys. A mean closer to 5 is more positive than a mean closer to 1.

5.2 Findings

1,834 people engaged in the See Me in Work e-Learning programme between November 2016 and September 2019. Participants were spread across sectors (see below), with the highest proportion being private sector employees (**41.71%**). **30.70%** were public sector employees and **27.95%** were third sector employees. A higher percentage of employees (**57.547%**) undertook the training than managers (**42.53%**).

Figure 1: Characteristics of participants taking part in the e-Learning programme



Results from the pre- and post e-Learning questionnaires demonstrate improvement across all areas. The largest improvement is observed in relation to rights; staff feel they have a greater understanding of their rights about disclosing a mental health problem when applying for a job and feel increasingly confident to talk about their rights when discussing mental health and wellbeing in the workplace.

e-Learning Pre and Post Training Means



■ Pre ■ Post 1 = strongly disagree and 5 = strongly agree

The evaluation questionnaire for the e-Learning programme is undertaken by the Mental Health Foundation research and learning team via an online survey that participants are asked to complete following completion of the programme. **334** people have completed the survey. Key findings from this are:

- Over half (**56.1%**) respondents had lived experience of mental health problems
- **92.8%** of participants felt the length of the training was about right, with 6.0% feeling it was too long.
- **85.6%** of people strongly agreed that the training was relevant to their workplace
- **51.6%** strongly agreed that the training inspired them to make changes to their own behaviour at work
- **44.7%** strongly agreed that the training inspired them to suggest or make changes in their workplace.

Respondents in the e-Learning evaluation survey felt that the most useful aspect of the training was the lived experience inputs via video. This is consistent with findings from the year one report.

Listening to real people talking about issues, made it more interesting.

e-Learning Participant

When asked what was least useful, respondents specified that they found it all relevant and useful. A minority of participants felt the videos laboured the point, and a few participants felt that the questions were too simple:

The questions were a little easy and giving unlimited chances to get the right answer without further training makes it a bit easy.

e-Learning Participant

In terms of what participants felt was missing, there were some suggestions about having additional information about dealing with a disappointing experience of disclosing a mental health problem, reasonable adjustments and good practice examples of return to work. Also, one participant noted that there could have been more information about Human Rights in the workplace.

6.0 Workplace Equality Fund

6.1 Background

See Me formed partnerships with four Scottish businesses (APEX Hotels, Babcock, Burness Paull LLP and ScotRail), offering bespoke consultancy support to each based on organisational needs and informed by evidence and experiences from See Me in Work. This work was funded by the Workplace Equality Fund. This pilot programme was conducted, initially, over a six month period from October 2018 to March 2019. The programme was based on seven 'building blocks':

- Mental health awareness
- Commitment of senior leaders and managers
- Creating a stigma free culture and ethos
- Confident and informed line management
- Safe, effective and pertinent disclosure
- Understanding and adopting reasonable adjustments
- Effective approaches to training.

Each organisation had their own individual outcome to achieve which was negotiated between the See Me in Work Consultant and the individual organisation. This allowed the organisation to have a much narrower focus on a single outcome and this helped encourage buy-in from the organisations. The outcomes were:

- Staff has greater awareness of mental health support
- Staff and managers are better informed about mental health in the workplace
- Improved communication for staff
- Improved disclosure environment for staff

The data in this section came from four interviews with lead contacts and three focus groups (N=18).

6.3 Initial Engagement with See Me

Overall the organisations found the initial engagement stage with the See Me Consultant to be very helpful in gaining momentum with the Mental Health Check and in gaining buy-in from both staff and senior leadership:

They came in, just prior to the launch of the survey, we did a session in each of the offices just about See Me and what the survey was about, because again, there is always a sort of sense of distrust when you are conducting a survey. We wanted people to realise that it wasn't us who was conducting the survey and we weren't going to be seeing individual responses.

Lead Contact

A lot of the things we already wanted to do but See Me came in and that gave us a platform so that really did help. Whilst we already wanted to do these things it definitely has been done quicker with the Consultant being involved.

Lead Contact

Additionally, the initial engagement allowed one organisation to realise that areas of their business that they had previously thought were "pockets of excellence" still needed more work to be done.

6.3.1 Mental Health Check

Prior to the launch of the Mental Health Check the Consultant held engagement sessions with staff which helped organisations with buy-in with both the staff body and Trade Unions:

In terms of the survey, I think the consultant going out and speaking to people, the unions and all the seniors that really helped. And the consultant speaking to the unions really reinforced that we did want to something and that has been an issue before. I think the unions don't think we want to do anything but the consultant speaking to them has really kind of bridged a gap that was there. So that has helped with the whole situation, I think.

Lead Contact

I think the Consultant coming in and the staff being able to put a face to the name and they knew that they weren't HR driven. I think that helped with the response rate rather than it just going out cold in an email.

Lead Contact

6.4 Activities/Improvements

Based on the findings of the Consultant's initial engagement with each organisation an Action Plan was created that contained activities and improvements for them to undertake. These activities and improvements were to help with the overall outcome for each organisation. At the time of the interviews some of the Lead Contacts felt that they had not advanced as far as they would have liked with their Action Plan.

A lot of our Action Plan was focussed quite predominately about maintaining and sustaining and providing the services that we continually have. It was also on the back of that a timing issue, because we already had an established base, the consultant wanted to push us to the next level. To have safe disclosure spaces, breakout areas. We have a plan in place to deliver that and we are just waiting for the contractual change in April and once that happens we will be able to roll that out to our staff in place.

Lead Contact

We pulled together an action plan. There are a few things we have not pushed on as far as we would have liked to. We did a Time to Talk day in February that was really successful. And we've got things that are just nearly ready to launch. I think the Time to Talk thing was pretty well publicised in the firm. I think that was the biggest thing that we've done.

Lead Contact

6.4.1 Time to Talk Day

Each organisation hosted a Time to Talk Day event in February 2019. Generally each organisation felt that their Time to Talk Day event was successful although staff in some organisations did not feel the events were as inclusive as they could have been:

It went successfully well.

Lead Contact

We did it in all three offices, we did a Walk a Mile, we got everyone into the boardroom first, two of the offices had volunteers come in, we couldn't unfortunately get one for in here, so we just did the Power of Okay video, which I absolutely love.

Lead Contact

I don't remember anything about it at all. I'm not based here, I'm based in the workshop. So unless I got it by email then I wouldn't have any knowledge of it.

Focus Group Participant

The Time to Talk Day was a big thing that was really good. We got people involved going out on trains, giving out leaflets, our catering staff were giving out freebies.

Lead Contact

6.4.2 Employee Assistance Programme (EAP)

Presently one organisation has an EAP offering that they are not particularly satisfied with and as part of their engagement with See Me they have sought to improve this offer.

We are going to beef up our EAP offering; our EAP service is not great at the minute, it is an add on to a group insurance policy.

Lead Contact

Additionally, one member of staff felt that one of the positive messages to come from the engagement with See Me was that mental health issues are widespread and that an EAP is for people who are dealing with more serious issues:

I think, I've never used it, but I have been aware that it is there. In my head it would need to be quite an extreme situation to get to that stage. And one of the interesting things I found about this campaign was how widespread they take on mental health issues and I think you would need to be quite far into something to get to the stage of phoning that number.

Focus Group Participant

6.4.3 Managers' Toolkit

Another organisation created a Managers' Toolkit that was intended to detail to managers how to have conversations about mental health, this was identified as a need from the Mental Health Check:

The Managers' Toolkit is out. It is pretty much a booklet designed about how to have a conversation, the support services available, about how to make a good OH referral. I know some of the referrals to Occupational Health are not the best and then the feedback they get is not the best because of that. It gives you information about, a glossary of terms about certain conditions. So this is out and are is being used, which is very good.

Lead Contact

6.5 Future and Sustainable Improvements

There were a number of sustainable improvements that the organisations are looking to implement on the back of the work with See Me.

6.5.1 Leadership video

One organisation was seeking to create a video with the Operations Board of the organisation that will tackle mental health at work and talk about lived experience:

We are getting the operations board to record a video, we are not at the stage yet of people who volunteer to tell their story yet, that's something we are working on.

Lead Contact

6.5.2 Z-card

A Z-card is currently in the process of being designed by one organisation and they hope to launch it for staff soon. The Z-card will contain advice on where to receive information and support about mental health for staff:

The Z-card is going to be very beneficial and you won't need to talk to a manager. It is going to be a little card that you can keep in your pocket all the time.

Lead Contact

6.6 Leadership

Generally, lead contacts felt that they had sufficient buy-in from Senior Leadership to engage with See Me. Although, in some organisations it felt that continued Senior Leadership buy-in could be slightly trickier due to the nature of the performance-based work the organisations are involved in:

The buy-in can be hard because everything in [X] is about performance, which understandably so because it is required. It always feels like you can be going with something really important and then there is [work issue] and that issue comes on top and that is understandable, but I think Exec need to buy into for it to work.

Lead Contact

Leadership in some organisations were also keen to be involved with the Mental Health First Aid training:

Quite a few of the senior partners have put their name forward for the Mental Health First Aid training and they have mentioned that it is because of their own story.

Lead Contact

6.7 Outcomes

6.7.1 Awareness levels

One primary outcome was for an organisation to have better informed staff about mental health in the workplace. Both the lead contact and the staff in the focus group were aware that a marked increase in awareness levels was difficult to measure, particularly in such a short period of time, but there was a sense that things were moving in the right direction:

That's a very, very difficult question because mental illness or injury is a very, very difficult thing to identify. It manifests itself in everybody in very, very different ways. As an industry and nationwide there are only very, very crude measures in identifying mental ill-health or discrimination in the workplace. For us the only way of measuring your success could be measuring, crudely, the increase of reports or events, people feeling comfortable actually telling you what the issues are or the increase of absence statistics or decrease in absence statistics, depending on how you look at it, associated with mental ill-health.

Lead Contact

I'd say more people talk about it in a positive way and talk about it rather than what has been said before of it being a subject that isn't talked about.

Focus Group Participant

6.7.2 Communication environment

The primary outcome for an organisation was to improve the communication environment for staff. Both the lead contact and the staff in the focus group were aware that a marked increase in the communication environment was unlikely in such a short period of time but acknowledged that things were moving in the right direction.

I think they are making all the right noises. I don't mean that to sound as cynical as it sounded but they are making all the right noises. It's a start, that's all it is.

Focus Group Participant

I mean, I'd very surprised if anybody said they didn't know we were working with See Me. We are laying the foundations, it is only four months since we did the survey, so generally we are raising awareness at the moment and letting people know where we are. But I don't know that somebody who wasn't ready to disclose four months ago would know be ready to disclose but hopefully we are moving in the right direction.

Lead Contact

6.7.3 Disclosure environment

Another primary outcome for an organisation was to improve the disclosure environment for staff. Both the lead contact and the staff in the focus group were aware that a marked increase in the communication environment was unlikely in such a short period of time but acknowledged that things were moving in the right direction:

I think that two of the people who spoke at the fireside chat they would never have spoken about this before; it is because they can see we are trying to push this forward and make it okay. When we were doing the MHFA applications forms these were people who were happy to be speaking about certain things. So, I think for me, I see a switch. It is getting there but it is going to take a lot of time. But people are wanting it to change. So many people want it to change. But it is going to take time.

Lead Contact

And there was some discussion about whether or not this was something that was organisation-led or indicative of a larger societal shift or a combination of both factors:

There has been a campaign to raise awareness. We've had posters up, we've had something in Weekly Whistle. For the last two years some of the managers have done a pilot on headtorch, mental health modules. I think we can safely say it is probably a combination of both. We are doing work to raise awareness and reduce the stigma but society also is catching up as well.

Focus Group Participant

6.8 Working with See Me

On the whole organisations found the consultancy offered to them by See Me to have been successful.

6.8.1 See Me in Work Peer Support

The organisations found the peer support with the other Workplace Equality Fund organisations to be particularly helpful and it is something they would have liked to start earlier in the process of working with See Me:

We did a half day Mental Health First Aid training for Line Managers which we felt was a bit light touch. We spoke to people at the See Me peer network meeting about different providers for Mental Health First Aid.

Lead Contact

Yeah, definitely. I got a lot from them. Now we are on emails and bouncing ideas off of each other. The managers toolkit could have all been done together but we spent a lot of time on that toolkit and I don't begrudge giving it out because I've taken stuff from them but if we all did it together then it could have saved a lot of time.

Lead Contact

6.8.2 Lived Experience

There was a dissemination event in March 2019 about the initial feedback from the pilot and organisations felt that the role lived experience played in this event was very positive. There was a fireside chat that focused on lived experience voices:

It was great. I was one of the people speaking for the fireside chat. It was marvellous. It was enlightening. Even though I was speaking about lived experience, it was really enlightening... We provided people willing to talk about mental health and I think that speaks volumes. We ended up on stage, all eyes on us, in a room full of 90 people, some of my colleagues' courage was admirable. We had [a staff member] there whose experience was still very raw and he was amazing. Absolutely amazing. And I think that was more powerful than any of the other stuff that was going on. It really makes you think you just don't know what is going on in people's day to day life.

Focus Group Participant

One organisation had a senior staff member taking part in the fireside chat and it was felt that was positive for the organisation but there needed to be more senior lived experience voices:

We have one gentleman who is an advocate for it, he's a head. He is very vocal. He did the fireside chat. We need more we don't have enough speaking about it.

Lead Contact

6.8.3 Overall Support

The biggest challenge for some organisations was staff time:

I think probably for us it is time. We don't have a dedicated health and wellbeing resource, we are doing it on top of our daily job, which hasn't changed any, it's coming in as an addition.

Lead Contact

This had some impact for organisations engaging with the Peer Support Network:

I think I've had an email for that but I don't think I've accepted anything at the moment. I think because I just went to that thing in Edinburgh, I don't know if I can fit that in.

Lead Contact

Another organisation indicated themselves that the biggest barrier to the work in the first instance was them thinking as an organisation that they were in a stronger position than they actually were, due to the previous work with See Me.

I don't think we made it very easy for the consultant to get access to us, to be fair. And what we realised really, really quickly is that we are business that is split into three areas. And we had a significant level of maturity within [one sector] that we naturally assumed would be mirrored in [our other sectors] but through the engagement workshops we found very, very quickly that that was not the case.

Lead Contact

This made them appreciate that the work that has been needs to be built upon and continued:

And we almost, in essence, when I was sitting here my level of arrogance to say 'We've got this, we've done this, we're really good' when we did the engagement surveys we actually found out that pockets of the business, for varieties of reasons, had either been completely missed, overlooked or failed to engage. So it was almost starting from the beginning again. And that was very enlightening.

Lead Contact

But on the whole the organisations were happy with the process of working with See Me and the support they received from See Me; from the initial engagement throughout the process. At the beginning of the process the brand was invaluable for engagement and credibility with staff:

Also, the fact that it was a recognised charity and I suppose a lot people were, and a lot I suppose weren't, familiar with them. And if we had somebody like that, a brand, working with us as well, I think it would look good visually as well that the company is trying to do something and we are taking proactive steps to do it.

Lead Contact

Yeah, it definitely helped with getting that survey piece delivered, that was invaluable and I think as well for us keeping us on track. It is easy to put it to one side so seeing the consultant regularly meant we were checking what we were doing. So that has helped with the momentum. The peer group support has been invaluable.

Lead Contact

7.0 Starter Pack

7.1 Introduction and background to the Starter Pack

Due to limited capacity, See Me are unable to meet the demands of the number of employers looking to engage in the programme. As such, steps have been taken to develop resources that distils the knowledge from the programme to allow employers to take action to tackle mental health stigma and discrimination within their workplaces with limited (or no) input from the Workplace Team.

This tool aims to help organisations self-assess their current practice in relation to

- identifying improvement areas to improve equality; reduce discrimination for employees experiencing mental health problems, and remove any barriers to employees seeking or guiding others to help and support, should that be needed
- embedding a focus on mental health stigma and discrimination at all levels of the organisation, including organisational strategies, operational plans, policies and procedures, and training needs assessments.

Employers will self-assess existing organisational policies and practices against the seven building blocks (detailed in Section 5.1), identified by the evidence base and reinforced by learning from the See Me programme, for creating a workplace environment inclusive of mental health, free from stigma and discrimination. The tool provides a self-assessment grid for each building block, setting out specific indicators and activities based on good practice to help

organisations take stock and identify gaps to focus improvement efforts on. This section is based on data collected from four one-to-one interviews and one focus group (n=8).

7.2 Reasons for engaging with the Starter Pack

The organisations that engaged in testing the Starter Pack were involved for a number of different reasons and were at a variety of different stages in their journey with See Me. For some organisations this was their point of entry of their relationship with See Me and others were further along the line but felt that this was an opportunity to be involved in helping to shape a program and gain access to in-depth assistance from a national charity.

For the organisations who were just beginning their journey with See Me they found the opportunity to test the Starter Pack a very natural place to begin the work.

Yeah, it's a really, a really positive, positive experience and it came from, this particular Starter Pack came from conversations between myself and See Me to say, 'As you're testing things, as you're piloting things, as you're developing your resources then I'm more than, I would want to be involved to help pilot it.

Focus Group Participant

I view it as free resource from experts. So whatever good ideas that any agency organisation have that I don't need to invent from nothing is brilliant

Interviewee

7.3 Senior Leadership buy-in

Most of the organisations stated that they had senior leadership buy-in to their engagement with the Starter Pack and that this buy-in was essential for the engagement to be successful:

I'm a part of the senior managers and they are all on board because that is where See Me said I had to talk it through with senior managers first to get them on board. It absolutely starts at the top, so yeah.

Interviewee

I've been grounded in doing lots of improvement activity through business and I've always realised senior sponsorship is key to success and it's sustaining which is also the most challenging thing in any improvement, so I approached senior leadership. I had two sponsors, very high level, one at the executive level and then one at an operational director level, to support it.

Focus Group Participant

However, one organisation felt that although there was senior leadership buy-in that if they stopped doing the work nobody would ask about it.

It's been left to me. Even though there's buy-in from senior management I still get the impression that if I stopped doing it nobody would come and say, 'How are we getting on with See Me?' cos it's a kind of add-on to my role, rather than my day-to-day role. If I start to get overwhelmed with my normal day-to-day job, I'll be told to park that and it would just go away.

Focus Group Participant

7.4 Starter Pack Positives

There were a number of positives that the organisations took from engaging with the Starter Pack pilot. The case studies and the self-assessment tools were the sections most commonly complimented by the organisations:

I think the self-assessments are invaluable, I think put on my feedback form, they just give you a clear pathway really to what you need to be working on and I was very pleased to have an improvement plan format at the end, I'm good on those. But I thought it was excellent, it is a bit long but there is nothing wasted.

Interviewee

The case studies, so within the pack they contain case studies. And I'd said that they were extremely helpful to read real-life examples, to put it into context when you're evaluating your own organisation. There were sometimes when you look at something and it asks you a question, you're just... You're like, 'What do they even mean?' So then to be able to read a real-life case study, it was really beneficial, so I would say that was definitely one of the good things about the pack.

Interviewee

I was stunned at the amount of material, 'Oh God, this is available for free! Why? Why do more people not know about stuff like this?' Like the amount of work that's gone into it and the information there's just astounding.

Focus Group Participant

7.5 Stigma and Discrimination in Starter Pack

There were mixed reviews about the focus of Stigma and Discrimination within the Starter Pack from the organisations involved with the evaluation. Some organisations felt that the Pack did cover Stigma and Discrimination in enough depth, others felt that it did not and some felt that the Pack introduced Stigma and Discrimination as concepts but had much more value as a general mental health wellbeing pack:

So the outcome would be more selfish for the business, which would be, 'How can I make it a happier, healthier workforce?', rather than trying to think am I addressing stigma or discrimination in business. Because the starter pack covers more the concepts of mental health rather than trying to specifically address discrimination.

Interviewee

I'll be honest, to me the pack ended up being more, 'This is a really good starting point for mental health as a whole' rather than, 'This is designed to help tackle stigma and discrimination' That's going to be far too narrow a focus to be able to have an impact.

Focus Group Participant

I think the language is the language of stigma and discrimination might be more kind of abstract to people but I think there's still very much a role around education about that...I think that's why it's important it is, it is part of in reference to is part of the Starter Pack because in my experience of working with other organisations as well is that they won't necessarily know that something that they're doing within their organisation is potentially discriminatory because they don't have the knowledge of mental health to understand what it is.

Focus Group Participant

The introduction to the building blocks for me was quite clear in terms of if you have these things in place, then you'll have an organisation that's free from stigma and discrimination, so I found that useful to explain in real terms if you've got an organisation with stigma and discrimination it might look like this.

Focus Group Participant

A feedback session for the Starter Pack pilot hosted by See Me was very well received:

But one of the immediate feedbacks I had was how well structured it was. So it was almost hour by hour, minute by minute, was very well thought of. The networking side of things, getting to meet similar minded individuals was fantastic. It felt open and honest. I think [they] really had put a lot of thought into it and it was very clear they were taking a lot from it as well. So from my perspective it was value-added.

Interviewee

7.6 Working with See Me

All the organisations that engaged with the evaluation of the Starter Pack pilot found the experience of working with See Me to be a positive experience. They appreciated that they were given the opportunity to test a new tool and felt that their feedback was listened to.



8.0 Discussion and Recommendations

The findings presented in this report provide the See Me in Work programme with useful insights into the challenges facing both the organisations they work with and themselves. These in turn can help influence how See Me work with organisations and in the future.

Rurality and Mental Health

The findings from the work done with the rural, island Local Authority has given insights about how rurality can impact stigma and discrimination. The issues that can stem from being a small community and suffering from mental ill-health are numerous. There are issues of rurality surrounding: disclosure and people feeling that information gets out because 'everybody knows everybody'; access to services and people having to leave the islands to get services and people knowing their GPs personally; and line management, in that people may have grown up with their line managers and maybe do not have a positive personal relationship with them and this has then stemmed into the workplace. It is important for the See Me in Work team and the evaluation team to continue to engage with this Local Authority and capture more learning.

Stigma and Discrimination

The findings from the follow-up data, the Workplace Equality Fund (WEF) data and the Starter Pack data share a number of components as well as highlighting aspects that are individual to each area. One of the common themes from these data was the focus of the See Me in Work programme and tools on stigma and discrimination. Some organisations that have engaged with these

programmes and tools felt that a workplace initiative with a sole focus on stigma and discrimination was a very narrow focus and there could be issues with sustainability within organisations if they solely focused on stigma and discrimination. A number of the organisations noted that they used the See Me materials as an entry point to a more general discussion about general mental health wellbeing or health and wellbeing. This can sometimes lead to frustrations in the advancement of the See Me in Work programme as some organisations can feel what they are doing may not necessarily tackle stigma and discrimination. However, other organisations who have engaged with See Me at different levels have found that the focus on stigma and discrimination has been beneficial and allowed them to gain buy-in internally to continue with the programme.

Barriers to Change

The follow-up data highlighted that some organisations struggle to get to the Action Plan stage and beyond with the See Me in Work programme. For most organisations this is an internal issue, usually to do with resources (i.e. staff time in engagement) or senior leadership commitment to sustained engagement. This can cause some organisations to take a step back from their engagement with See Me because they feel that they are not ready for or cannot commit to the next stage. This unfortunately makes it difficult to capture some of the work, and the impact of that work, these organisations do in the interim periods as they feel that the work they are doing does not directly contribute to the overall work with See Me when it is likely that it does contribute.

See Me in Work Peer Network

The See Me in Work Peer Network has been highlighted across the traditional See Me in Work programme and the WEF pilot as a positive of engaging with See Me. Organisations valued the opportunity for shared learning with other organisations involved with See Me. The organisations who had engaged with the Peer Network felt that one of the biggest positives of the Peer Network was hearing how other organisations had tackled certain issues and how they may be able to implement that learning in their own organisations. The only real area of improvement that is suggested in the data is that the meetings could be held outwith Glasgow sometimes as at least one organisation highlighted that the meetings being in Glasgow precluded them from attending. This would need to be reviewed with consideration of the demographics of the Peer Network. It would seem appropriate for the evaluation team to capture learning from the Peer Network in the coming year.

Starter Pack

The Starter Pack pilot has been a positive step to help manage the demand for the programme and the resources available to the See Me in Work team. The organisations who engaged with the pilot all found the experience to be positive both in the sense of the material of the pack and that they felt they were listened to during the pilot process; that their involvement was not tokenistic. There were some improvements to the material offered during the evaluation process however they had to started to be incorporated during the reporting period and it did not feel necessary or appropriate to present those improvements here. Given how highly organisations speak of the process

of working with See Me and the See Me in Work team it is important that that element of the programme is not lost with the further rollout of the Starter Pack. There may be sustainability issues with the current model of delivery for the programme, but it is important to highlight that organisations value the service afforded to them by the See Me in Work team. Striking a balance satisfying the demand for the programme and working with available resources will be tricky and might be worth reviewing.

Support from See Me

Another common theme across all elements of the programme was how positive each organisation found the process of working with See Me. Given that the traditional See Me in Work programme, the WEF pilot and the Starter Pack pilot all take different approaches to tackle stigma and discrimination in the workplace it is impressive that the feedback on the process of working with See Me has been so positive. Organisations felt continually supported throughout their engagement with See Me and felt that See Me were responsive to their needs and were accommodating. It is important that it is not understated how much work needs to be undertaken by the See Me in Work team to get organisations to even the Mental Health Check stage. That, to date, there has been a challenge in getting engaged organisations to move beyond the Action Plan stage to implementation and follow up appears to be due to both internal pressures within organisations and potentially systemic issues with the programme design and outcomes in spite of the work being done by the See Me in Work team.

Consultancy Approach

The WEF pilot highlighted the benefit of organisations working to a more clearly defined focus, in that each organisation only had one outcome to report to. This decision was in part made due to the very limited timescale the programme ran to. This single outcome was negotiated between the See Me in Work Consultant and the organisation. This allowed organisations to focus their attention on very specific activities and improvements. As highlighted above one of the biggest positives of the WEF pilot was the engagement and support organisations felt that they had from See Me. It is important, again, to highlight the value organisations place on the direct engagement that they have with See Me and ensure that this is not lost in any future re-developments of the overall See Me in Work programme.

Screening for organisations

The local authority case study highlighted the need for organisations to be screened to ensure that they are ready to engage with See Me. During the evaluation it was apparent that there were issues that meant any engagement with See Me was potentially diminished in impact from the beginning of the pilot. The organisation had issues that should have been tackled before any engagement with See Me as these issues go beyond mental health stigma and discrimination issues. In addition to this during the evaluation process it was difficult to keep participants on the topic of mental health stigma and discrimination. The participants were keen to discuss the lack of morale and opportunities within the organisation which meant that any organisational attempts to tackle mental health stigma and discrimination were seen as being lip-service by staff. The creation of the

Starter Pack and the forthcoming DIY pack will hopefully be positive steps to ensuring that organisations are ready to engage with See Me so that they gain the full benefit from their engagement.

Working with large organisations

The local authority case study also highlighted the real-life practicalities and challenges of See Me working with large organisations, particularly public sector organisations. These practicalities and challenges manifested themselves in a number of different ways. Firstly, See Me were working with a department within the organisation, not the whole organisation. This can make it difficult for any policy changes or changes to roles or working practices to be implemented within the department as there would then be disparity across the organisation. This is particularly true of large public sector organisations which can often be heavily unionised, meaning there has to be parity across staff in similar roles. Secondly, the local authority in this case study elected to frame this process of working with See Me as a pilot, and they would then take the findings of the pilot to SMT and develop an action plan from there. This is not the way that See Me would traditionally suggest an organisation would engage with the Workplace programme. Typically, the second Mental Health Check survey would be completed after a sustained period of implementation from the organisation. This highlights that flexibility may be needed of the Workplace programme if they are to continue to engage with large organisations.

e-Learning

The pre and post evaluation of the e-Learning resource shows a positive impact on learning across all of the 11 statements. Within the qualitative findings participants single out the lived experience videos included in the e-Learning resource as having a specific impact on staff practice and workplace culture. This is important to acknowledge due to the importance of social contact theory on the See Me approach. It would be interesting to explore whether this change is accelerated or enhanced through direct social contact or whether proxy contact (as currently) is sufficient.

Lived Experience

The lived experience voice at the WEF dissemination event was regarded as very positive by both attendees at the event and those who were sharing their stories. As outlined above the lived experience component of the e-Learning has been regarded across the three years of Phase 2 as being the most impactful component of the e-Learning. Organisations have, to date, struggled get senior leadership lived experience voices to help promote the work they are doing with See Me. One of the organisations in the WEF pilot specifically identified making a leadership video that focused on lived experience, but the contact felt that the organisation was not yet mature enough to create this video at the time of reporting. One area that has struggled to gain traction over the course of Phase 2 is that of formal 'Workplace Champions'. In some organisations the lead contact can be somebody who has personal experience of mental ill-health but they are not formal 'Champions' in the fashion of the other See Me Champions.

A longer term approach to research and evaluation with follow up built in will provide further some insight to these findings.

Outcome 5: Diverse leaders and organisations champion the elimination of stigma and discrimination and take relevant action themselves.

All the organisations that have engaged with the various elements of the See Me in Work programme have attempted to embrace that leadership visibility and commitment is key to the success of the programme. Most organisations indicate that getting the initial commitment from senior leadership to engage with See Me is relatively easy and this can be evidenced by the demand the programme is experiencing. The issues lie in sustained commitment to resources and time to help eliminate stigma and discrimination and getting staff beyond feeling like senior leadership commitment is just 'lip-service'. It may be that this outcome is too narrow and does not capture the realistic learning and successes from the See Me in Work programme.

Outcome 6: Negative stereotyping is reduced in targeted settings

Mental Health Check pre and post data will be presented in a later draft of this report and will give an indication as to whether negative stereotyping has been reduced in targeted settings. It may be that this outcome is too narrow and does not capture the realistic learning and successes from the See Me in Work programme.

8.1 Recommendations

- Review the outcomes attached to the See Me in Work programme
- Continue to engage with the rural local authority to ensure evidence is captured on how to tackle stigma and discrimination in a small community
- Review the programme structure and design to tackle a drop-off in user engagement at the Action Plan stage
- Ensure that the development of the Starter Pack and future DIY pack incorporates the benefits organisations feel comes with one-to-one engagement with See Me
- Consider the framing of the See Me in Work programme with regards to the focus on stigma and discrimination. There is evidence to suggest some organisations feel they benefit from a broader focus on mental health wellbeing rather than mental health stigma and discrimination. This could mean aligning the work of See Me to other organisations that provide more general inputs on mental health and wellbeing in the workplace.
- An in-depth evaluation of the See Me in Work Peer Network to be carried out for future reports.



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Author:

Chris Maguire, Research and Evaluation Officer, MHF Scotland

Contributors:

Julie Cameron, Head of Programmes, MHF Scotland

Jo Finlay, Research and Evaluation Manager, MHF Scotland