

Title: Using implementation frameworks to explore the barriers and facilitators to mental health and wellbeing initiatives at work

Authors: Louise Thomson, Craig Bartle, Juliet Hassard, Holly Blake

Background: There has been a significant rise in the adoption of mental health and wellbeing (MH&W) initiatives within UK organizations (Deloitte, 2020). However, research indicates that their effectiveness may depend more on the implementation process than the intervention itself (Egan et al., 2009). Key factors influencing successful implementation include sustained efforts beyond initial delivery, visible support from senior and middle managers, and careful consideration of scheduling, location, and timing of the MH&W initiatives (Daniels et al., 2021; Yarker et al., 2022). Contextual factors play a vital role across various organizational levels and phases in determining outcomes (Yarker et al., 2022). To better understand these influences, we will present results from a qualitative collective case study approach (Crowe et al., 2011; Yin, 2009) to investigate MH&W practices in ten UK organizations. We will also describe the role of implementation theories in helping to systematically explore these factors.

Method: In-depth interviews with leaders, managers and employees are being conducted to identify implementation barriers and facilitators. 20 interviews have been conducted so far, with more planned. The Consolidated Framework for Implementation Research (CFIR) (Damschroder et al., 2022) is being used to support a deductive approach to thematic analysis (Braun and Clarke, 2012). All qualitative data will be analysed using interpretative and thematic approaches to coding, and adopt the framework method (Gale, 2013), which will allow the domains and constructs of the CFIR to be used in the deductive interpretation of the data, whilst permitting a more inductive approach to allow for any unexpected responses emerging from the data (Redwood et al., 2012). As suggested by Crowe et al (2011), data relating to the individual case studies are being analysed first, before making comparisons across cases.

Results: Analysis is ongoing, but initial case study analysis has identified the importance of specific roles of leaders and managers in providing a cultural context and infrastructure which prioritises mental wellbeing and supports a participative implementation approach.

Conclusion: This session will highlight findings and provide actionable recommendations for organizations aiming to implement effective MH&W initiatives.