



Design for Care Virtual Launch

Wed 27 October | 12.00pm - 1.30pm (AEDT)



Design for Care is funded by 

Insurance and Care NSW

Welcome - Housekeeping

- Please mute your microphones & turn off cameras
- All questions for speakers to be submitted via Slido (see below, or link is in the Webinar Teams chat)



Use the code **#sd4c**
slido.com

- Please note that this will be recorded

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Design for Care

Overview



Aim & Structure of Design for Care



Hear from icare – Raashi Kumar (5 min)




Keynote – ARC Laureate Fellow Sharon Parker, Centre for Transformative Work Design (20 min)
Followed by Q&A (5min)



Guest Speakers: Karn Nelson & Jacky Hopwood from Whiddon (8 min)



Guest Speaker: Paula Holden from Key Assets (8min)
Followed by Q&A for Whiddon & Key Assets (5 min)



Research Process & Community of Practice: Profs. Anya Johnson & Helena Nguyen
University of Sydney (15 min) (Followed by 10 min Q&A)



Broad aim of the project

Practical Research Question:

How can we leverage work design as an intervention to reduce/prevent psychological injury in the NSW Healthcare & Social Assistance Industry?



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Research Project Structure



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Centre for
Transformative Work
Design (Curtin)

University of Sydney

Monash University

THE P.A.R.R.T.H TO 
Work Design.

**Industry Analysis & Rapid
Literature Review**



Meet the project team



**Professor
Sharon Parker**

Curtin University



**Associate Professor
Anya Johnson**

University of Sydney



**Associate Professor
Helena Nguyen**

University of Sydney



**Professor
Alex Collie**

Monash University



Dr Shanta Dey

University of Sydney



Dr Shannon Gray

Monash University



Dr Giverny de Boeck

Curtin University



Dr Anu Bharadwaj

Curtin University



Dr Jess Gilbert

Curtin University



Meredith Carr

Curtin University



Cheryl Yam

Curtin University



Asmare Gelaw

Monash University



Guest Speaker



Raashi Kumar

Strategic Investments and Innovations



- Why this project is needed in the Health Care and Social Assistance (H& SA) industry
- Why icare is funding this project?





ARC Laureate Fellow Sharon Parker

Keynote Speaker and Director



A work design approach to improving staff mental health and well-being

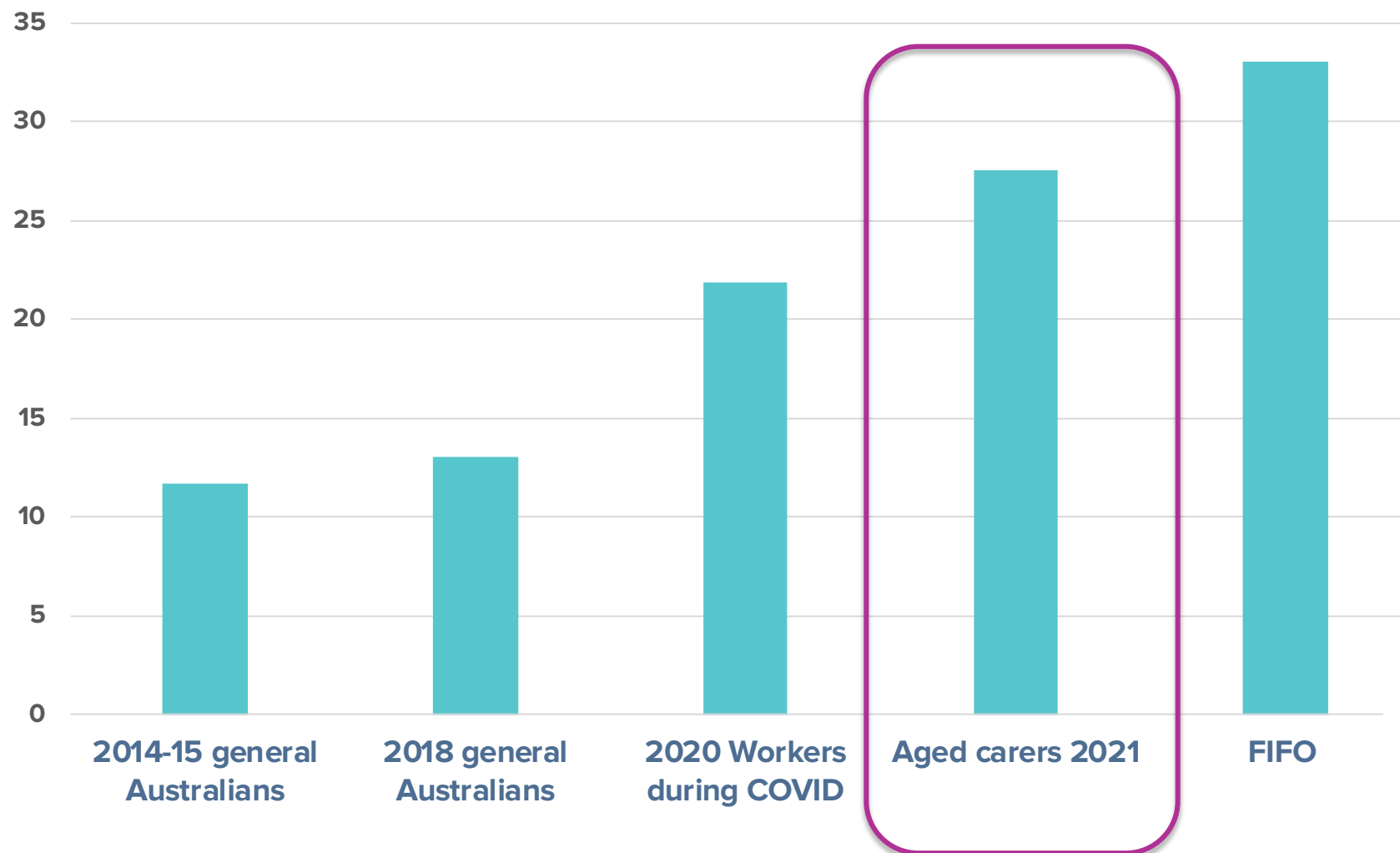


Please submit all questions for Sharon to:
Slido.com | Code #sd4c



Levels of mental ill-health

Percentage experiencing high/very high psychological distress (K5/10)



27.5%
distressed

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Care Sector

**UNTREATED
mental health
conditions**



- Need to prevent work-related psychological harm and improve employee mental health
- We know funding & other government-level change needed... but what can we do now?
- Can we improve mental health by changing the work design?

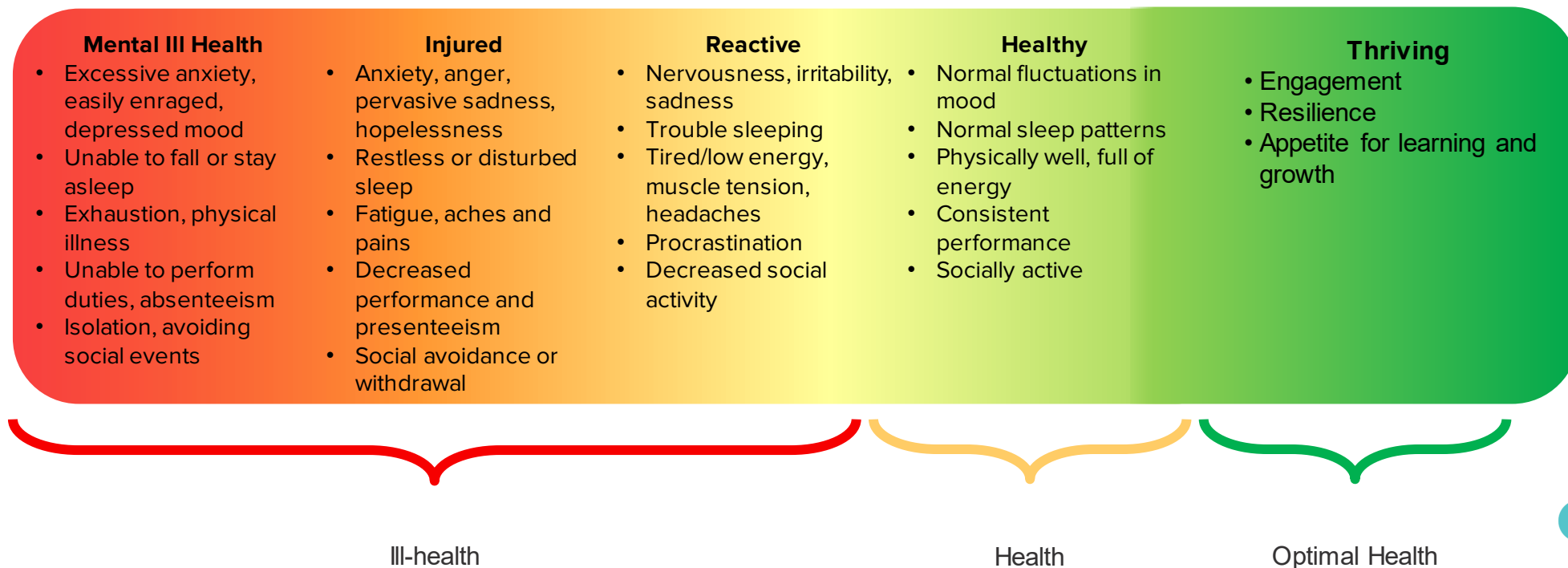


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Mental health isn't just ill health!

“A state of well-being in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community” (World Health Organisation)



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Thrive at Work Framework for Mentally Healthy Work



Mitigate Illness

Monitor, accommodate, and treat illness, ill-health and injury.



Prevent Harm

Minimise harm and protect against risk.



Promote Thriving

Optimise wellbeing and generate future capabilities

Ill-health & injury
Focus on 20% unwell
Compliance
Individual- fix person
Reducing costs

Mental health & well-being
Focus on 100%
Strategic commitment
System - fix work
High performance



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Pillar	Building Block	Key Strategies
 Mitigate Illness Monitor, accommodate, and treat illness, ill-health and injury.	✓ Detect Illness	→ Build capacity to monitor & identify illness → Create HR systems for monitoring and detection
	✓ Support and Accommodate Illness	→ Provide appropriate support → Remove barriers to support → Manage crisis & injury → Provide effective return to work processes
	✓ Increase Individual Resources for Managing Mental Ill-health	→ Raise awareness of personal mental health → Build individual willingness to seek help → Build individual capacity to recover
 Prevent Harm Minimise harm and protect against risk.	✓ Increase Job Resources	→ S Provide stimulating work → M Provide mastery resources → A Provide agency → R Foster relational resources
	✓ Ensure Tolerable Demands	→ T Create tolerable job demands: load & time, emotional, role, cognitive, environment & physical, and relational → Create tolerable organisational demands: organisational change, organisational justice & job security
	✓ Increase Personal Resources for Preventing Harm	→ Foster resilience and coping → Support job crafting & other strategies to prevent stress → Support appropriate after-work strategies
 Promote Thriving Optimise well-being and generate future capabilities.	✓ Promote Purpose & Growth	→ Provide visions & foster purpose → Foster confidence & learning → Support career progression & lifelong development
	✓ Promote Connection	→ Value connections & diversity → Foster work connections & linkages → Enable diversity and inclusion
	✓ Increase Personal Resources for Thriving	→ Support job crafting for personal growth → Foster positive psychology practices → Support community engagement

Organisations often need most help here...
addressing psychosocial risks to prevent harm...

WORK DESIGN



Work Design.

SMART

STIMULATING

Task variety

Skill use

Task significance
(meaning)

Job complexity

Information
processing

MASTERY

Job feedback

Role clarity

Doing a “whole” job

AGENCY

Control over work
timing

Control over work
methods

Involvement in
decision making

RELATIONAL

Social contact

Connection with
end-user

Support from
supervisor & peers

Being part of a
team

TOLERABLE

demands

Work load

Emotional
pressure

Work hours

Performance
monitoring

Conflicting role expectations

Parker, SK & Knight, C. Higher order factor structure of work characteristics. Under review.

Example



“Regular appraisals help you to improve or to give you feedback if you did well”



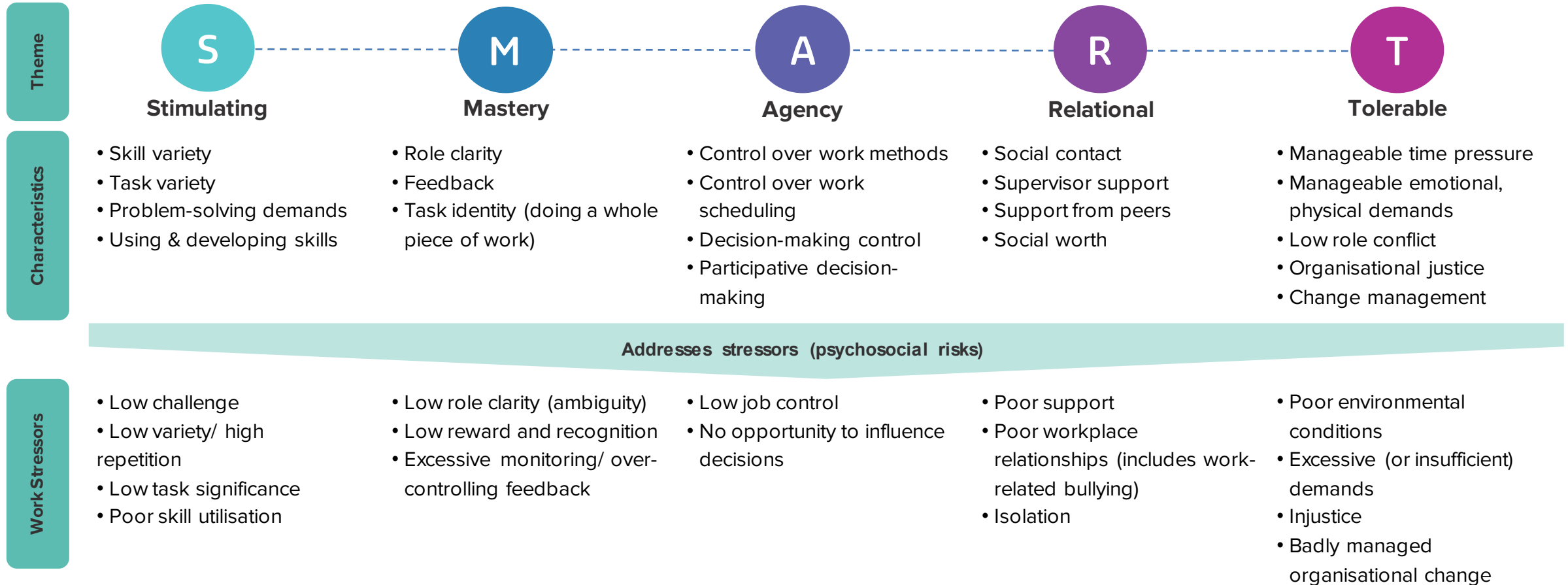
Aged-care assistant

“Sometimes when you feel tired, you get emails or stars to tell you thanks. You feel appreciated”



SMART Covers the Main Psychosocial Risks

“the content and organising of tasks, activities, relationships, and responsibilities within a job or role” ~ Prof. Sharon Parker



See smartworkdesign.com.au

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Why does work design matter?

S M A R T

Over 5000 articles- inc. meta analyses, longitudinal intervention studies etc

Parker, S. K., Morgeson, F. P., & Johns, G. (2017). One hundred years of work design research: Looking back and looking forward. *Journal of Applied Psychology*, 102(3), 403.

SMART Model Used in Major Organisations Across Australia

e.g., PWC, Australian Tax Office, Department of Water & Environment, Microsoft, Woolworths

Mental health

e.g., depression, burnout



Motivation & performance

e.g., job satisfaction creativity, core task performance, proactivity



Learning & growth

e.g., skill development, use of talent



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Burnout	Turnover	Job satisfaction
-0.184	-0.340	0.407
0.084	-0.133	0.118
-.106	-.341	.326
-0.371	-0.416	0.462
-0.213	-0.176	0.246
-0.298	-0.282	0.417
-0.273	-0.236	0.337
-0.321	-0.395	0.391
-0.467	-0.419	0.548
-0.329	-0.403	0.471
-0.208	-0.189	0.283
-0.127	-0.147	0.176
-0.395	-0.464	0.550
-0.240	-0.263	0.351
-0.322	-0.410	0.418
-0.276	-0.255	0.332
-0.294	-0.319	0.364
-0.242	-0.280	0.300
-0.298	-0.282	0.306
0.476	0.229	-0.302
0.460	0.379	-0.479
0.288	0.074	-0.125
0.472	0.109	-0.138
0.208	0.137	-0.209
0.451	0.554	-0.622

Example Research Data

>500 employees from an aged care institution



Design for Care

S
STIMULATING

M
MASTERY

A
AGENCY

R
RELATIONAL

T
TOLERABLE DEMANDS

	Burnout	Turnover	Job satisfaction
Skill variety	-0.184	-0.340	0.407
Task variety	0.084	-0.133	0.118
Possibilities for development	-.106	-.341	.326
Goal clarity	-0.371	-0.416	0.462
Process clarity	-0.213	-0.176	0.246
Feedback from the job	-0.298	-0.282	0.417
Feedback from colleagues	-0.273	-0.236	0.337
Feedback from manager	0.321	0.395	0.391
Having information & equipment	-0.467	-0.419	0.548
Decision-making autonomy	-0.329	-0.403	0.471
Autonomy over hours	-0.208	-0.189	0.283
Autonomy over location	-0.127	-0.147	0.176
Consultation about change	-0.395	-0.464	0.550
Social contact	0.240	0.262	0.251
Managerial support	-0.322	-0.410	0.418
Colleague support	-0.276	-0.255	0.332
Bullying	-0.294	-0.319	0.364
Interpersonal conflict	-0.242	-0.280	0.300
Isolation	-0.298	-0.282	0.306
Time pressure	0.476	0.229	-0.302
Role conflict	0.460	0.379	-0.479
Cost-responsibilities	0.288	0.074	-0.125
Emotional demands	0.472	0.109	-0.138
Job insecurity	0.208	0.137	-0.209
Organisational injustice	0.451	0.554	-0.622

Example Research Data

>500 employees from an aged care institution

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Your views

What do you see as the most critical work design issue for carers/employees in your organisation?



Join poll at
slido.com
#sd4c



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KPI

feeling undervalued

feeling undervalued

feeling undervalued

feeling undervalued

link to profession dvlpmn

silos-no collaboration

trust

Work design

Tolerable

Carers fatigue

repeating projects

risk awareness

variety in job & tasks

Support

work load

excessive workload

feeling undervalued

Carers fatigue

repeating projects

dealing with emotions

involvement

voice

silos-no collaboration

Staffing

Work design

Tolerable

manager support

Carers fatigue

repeating projects

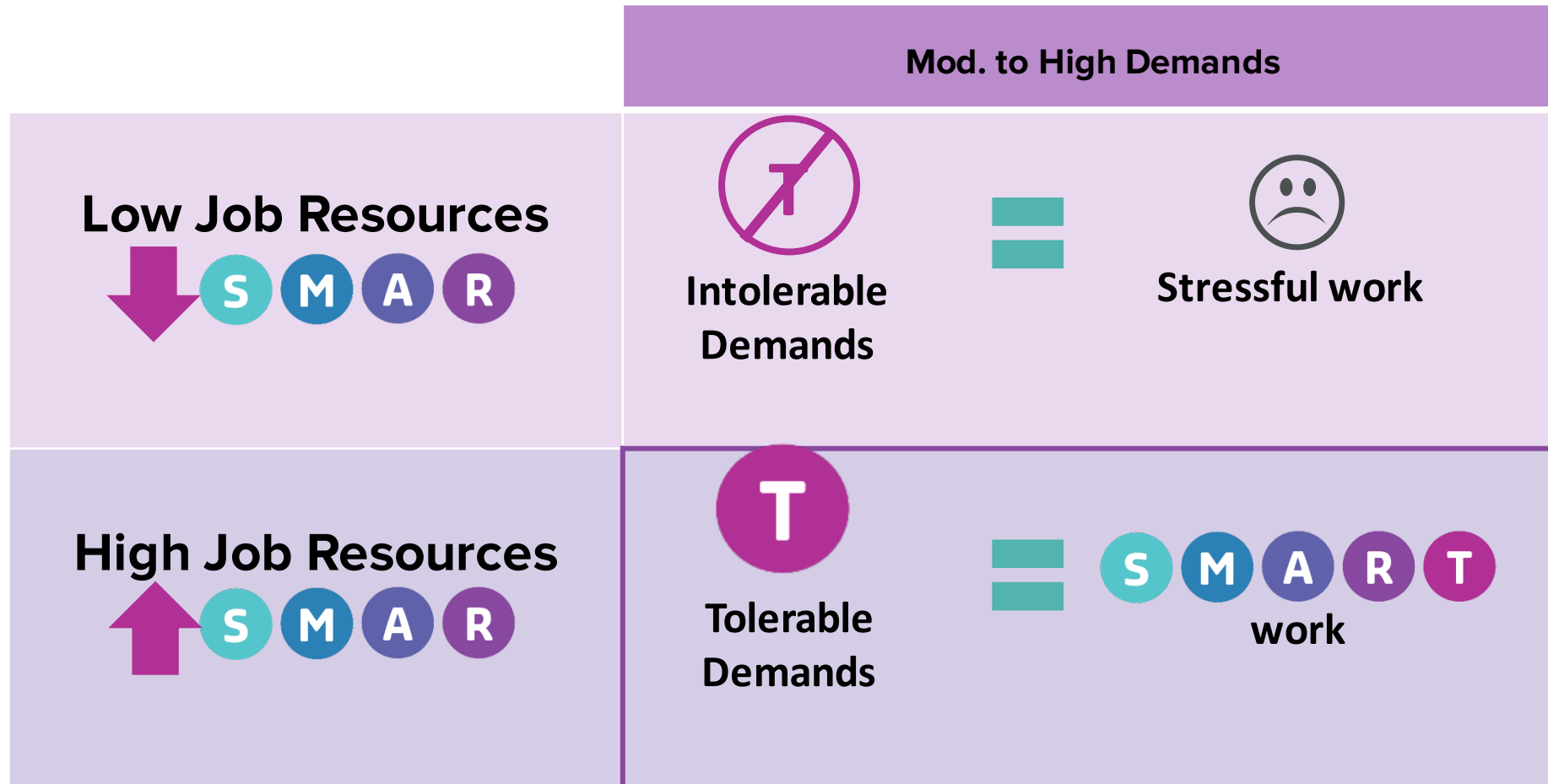
risk awareness

capacity

feeling undervalued

link to profession dvlpmn

Job resources help make demands Tolerable



Examples

Police harassment
Paramedics
FIFO workers
Farmers



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Examples of Evaluated Intervention Studies in The Sector

S

Stimulating

Skill development of social workers in Israel to increase self-efficacy, stimulation & motivation.
Burnout reduced.

Cohen, M., & Gagin, R. (2005). Can skill-development training alleviate burnout in hospital social workers?. *Social Work in Health Care*, 40(4), 83-97.

M

Mastery

A

Agency

R

Relational

T

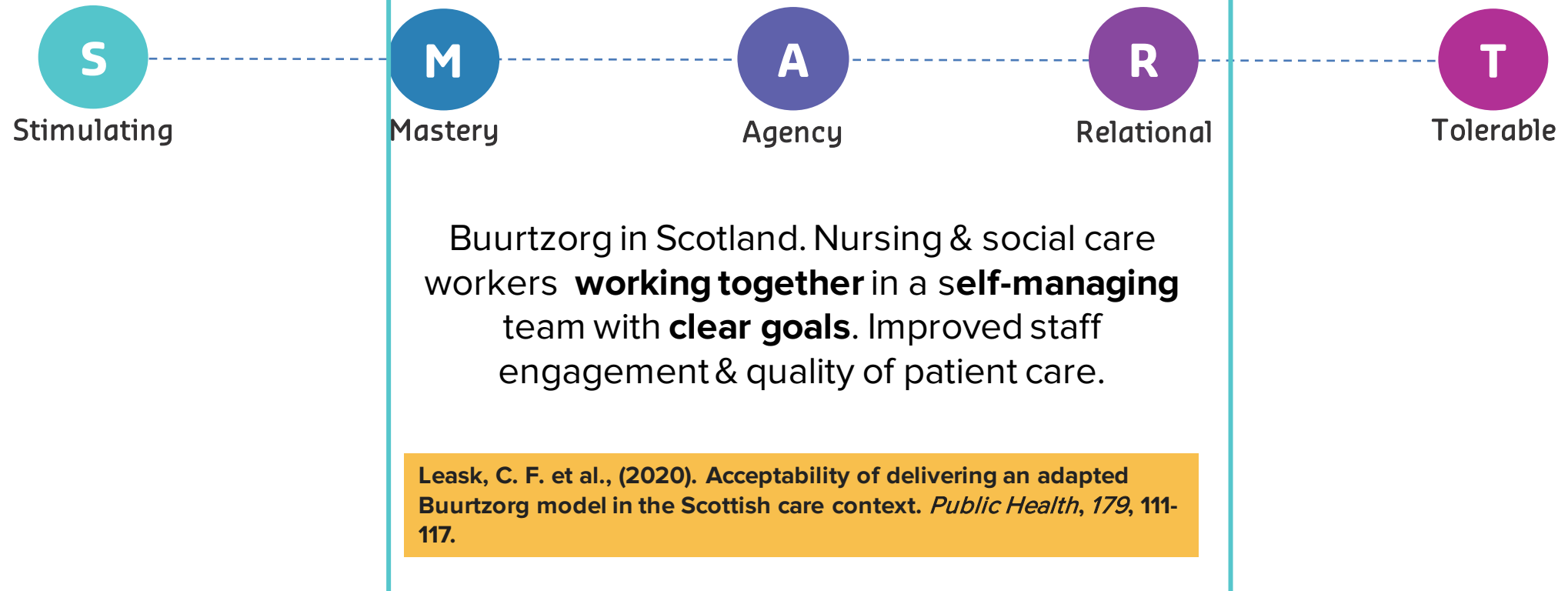
Tolerable

PLUS other work practice
innovations across Australia

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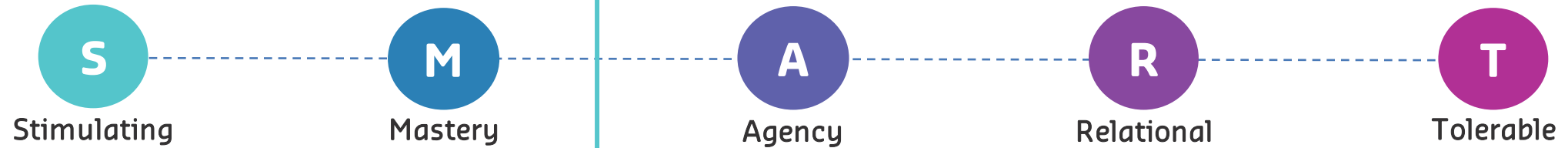
Examples of Evaluated Intervention Studies in The Sector



PLUS other work practice
innovations across Australia

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Examples of Evaluated Intervention Studies in The Sector



Participatory work-redesign (like PARRTH) of hospital staff to increase agency/ support, improve demands etc. Intervention improved (control group worsened) most aspects of work design and **reduced burnout**

Bourbonnais, R., et al., (2011). Long-term effects of an intervention on psychosocial work factors among healthcare professionals in a hospital setting. *Occupational and Environmental Medicine*, 68(7), 479-486

PLUS other work practice
innovations across Australia



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Summary

- Mental health/well-being is strongly affected by work
- Go beyond “mitigate illness” to “prevent harm”
- The SMART model can be used to design better work with fewer psychosocial risks
- Evidence shows that work *can be made SMART* to improve mental health and well-being
- We invite you to join us on this challenging journey!



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Questions?



Please submit all questions for
the next speakers at:
Slido.com | Code **#sd4c**



**ARC Laureate Fellow Sharon
Parker**

Keynote Speaker and Director



Guest Speakers



Karn Nelson

Executive General Manager (Strategy and Innovation)

Whiddon



Jacky Hopwood

Executive General Manager (People and Culture)

Whiddon

- **What are your experiences in the H&SA Industry?**
- **What problems do you see?**
- **What value do you think the Design for Care research project will bring to the industry?**

Guest Speaker



Paula Holden

Chief People Officer



- What are your experiences in the H&SA Industry?
- What problems do you see?
- What value do you think the Design for Care research project will bring to the industry?



Q&A – 5 mins



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Karn Nelson

Executive General Manager (Strategy and Innovation)

Whiddon



Jacky Hopwood

Executive General Manager (People and Culture)

Whiddon



Paula Holden

Chief People Officer



Research Process & Community of Practice



Associate Professor Anya Johnson

Deputy Head of Discipline in Work and Organisational Studies



Associate Professor Helena Nguyen

Co-Director of the Body, Heart and Mind in Business Research Group





Broad aim of the project

Practical Research Question:

How can we leverage work design as an intervention to reduce/prevent psychological injury in the NSW Healthcare & Social Assistance Industry?



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CREATING A SUSTAINABLE INTERVENTION

THE P.A.R.R.T.H TO **Work Design.**

Existing Situation



Prepare

- Leadership
- Logistics
- Local team



Assess

- Interviews
- SMART Survey
- Practice & Policy Audits
- HR data
- Observation



Reflect

- Understand findings
- Digital Platform



Redesign

- Collective (team) crafting
- Leader-driven initiatives
- Technology
- HR policies/practices
- Organisational Design



Track

- Interviews
- SMART Survey
- Practice & Policy Audits
- HR data
- Observation



Habituate

- Embed change
- Align systems
- Larger scale changes



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An example of research collaboration with South Eastern Sydney Local Health District



SMART
Design for Care



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How to get involved

Recruiting research partners

To partner with us —we are looking for enthusiastic and willing partners within the H&SA industry to participate in the **PARRTH process**.

Design for Care Community of Practice (CoP)

- To advise the project team on the unique challenges and issues faced in the H&SA industry
- Help the project team connect to organisations in the H&SA industry
- Assist with the dissemination of research findings.

Design for Care Community of Practice

Expressions of Interest Open Now

- Maximise impact by ensuring that what we learn reaches / informs the broader diverse H&SA industry.
- Individuals, and representatives from committed organisations who would like to contribute to better support mental health and well-being in the health care and social assistance industry.
- Visit our website for the expression of interest form.



Benefits

- Help build and exchange knowledge
- Access to experts
- Professional development and networking
- Connect with others on a common meaningful purpose



Commitments

- Attend 5x quarterly meetings (starting in December 2021)
- Engage with H&SA industry network
- Contribute to and disseminate information to assist organisations in supporting workers mental health

Q&A – 5 mins



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Associate Professor Anya Johnson

Deputy Head of Discipline in Work and Organisational Studies



Associate Professor Helena Nguyen

Co-Director of the Body, Heart and Mind in Business Research Group



Q&A: 5 min – all speakers



**Professor
Sharon Parker**



Raashi Kumar



Karn Nelson



Jacky Hopwood



Paula Holden



**Associate Professor
Anya Johnson**



**Associate Professor
Helena Nguyen**



Please submit all questions at:
Slido.com | Code #sd4c

Get involved!

Interested in being a Design for
Care Community of Practice
Member?

Want to register interest for
participating in the PARRTH
process of the Design for Care
Research?

*I want to
get
involved!*



Head to our new website

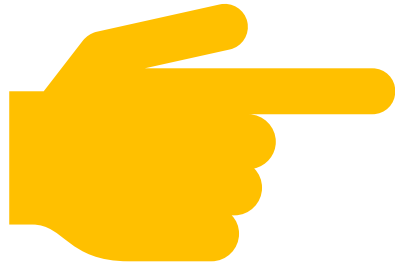
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Please give us some feedback on this event



Use the link in the Teams chat or scan the above QR code – all responses are confidential

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Thank you

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