

# Mental Health at Work Website Evaluation

Analysis of Survey, User Interviews and Process Interviews

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**MENTAL  
HEALTH  
AT WORK**

# Introduction and Methodology

This report summarises the results of an evaluation of the Mental Health at Work website.

The analysis here is based on:

1. A survey of registered users of the Mental Health at Work site, conducted online between May and September 2019. A total of 373 users responded.
2. Results of a series of survey questions asked via pop-up feedback forms completed by website users during the period October 2018 – September 2019. Questions were targeted at repeat visitors, those remaining on the site for more than a set period of time, or those who downloaded resources. Sample size for these questions varies, and is indicated on these slides where results are reported.
3. Twelve qualitative in-depth interviews conducted by the Mind research and evaluation team with website users across the UK, conducted by phone during September 2019.
4. Three qualitative in-depth process interviews with internal project leads and funders, conducted face-to-face and by phone during October 2019

The primary objectives of the user elements of this study were to understand the primary motivations for using the site, the degree to which the site answered user needs and expectations, to generate actionable suggestions for refining and developing it, and to understand any broader impacts experienced by users. The primary objectives of the process interviews were to identify what went well and less well in terms of internal process, and any key learnings relevant to future Mind initiatives.

The survey findings detailed here are based on those responding to the invitation. As a formal process of random sampling was not conducted, they should be regarded as indicative of user opinion, rather than formally representative.

# Key learnings and recommendations

**Maintain the primary focus of the site as an expertly-curated portal for resources on mental health in the workplace.** This is clearly what users value most, and what keeps them coming back. While users are encouraged that the site shows that organisations working in the MH field are working together for the benefit of the public, there is little evidence that users see the site chiefly as a community – they do not appear to be looking to interact with each other or Mind on the site.

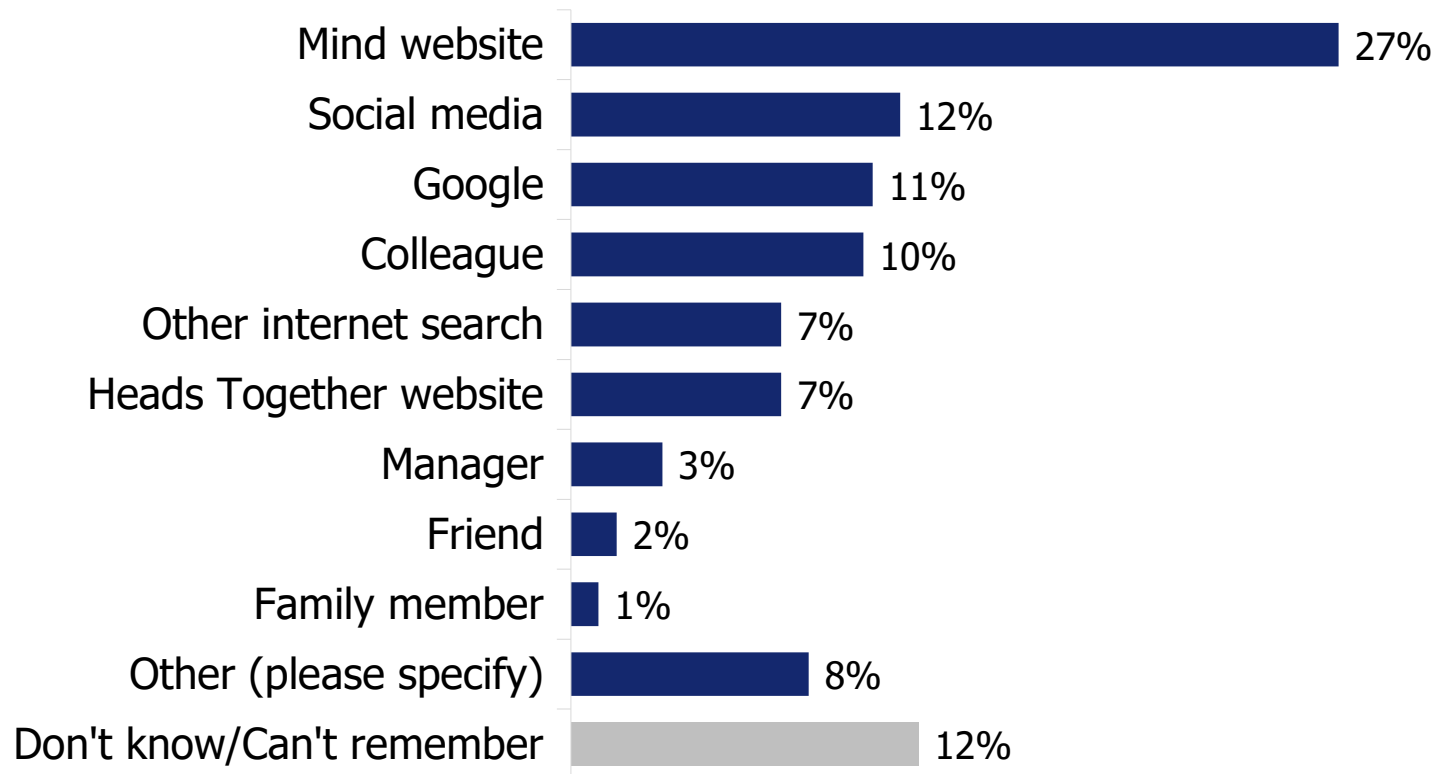
**Maintain the distinctive look and feel of the website, and its independent branding.** Overall, users find the layout of the site and the variety of different resources available a refreshing change from what some feel can be the text-heavy approach of the main Mind website. The absence of Mind branding does not appear to concern users – the site comes across as authoritative and trustworthy.

**Develop the sector-specific resources on the site.** While they acknowledge that many documents referenced on the site are of wide relevance, many users are looking for resources that relate specifically to their organisation's own sector. The more sector-specific that resources or recommendations are, the easier it may be for users to get their colleagues and senior management to embrace them.

**Refine the way that geographic filtering works.** At present, the geographic filter built into the search engine is a somewhat blunt instrument – selecting a particular region excludes many documents that may still be highly relevant to that area.

**Continue to develop the site as a resource for committed MH advocates, but ensure it is signposted from other resources for those that are newer to the field.** Most of those visiting the site have a designated role as MH lead within their organisations. Other sites may be a better place for those just starting to engage with the topic of mental health – but the team should look to ensure that these sites contain prominent links to the Mental Health at Work site.

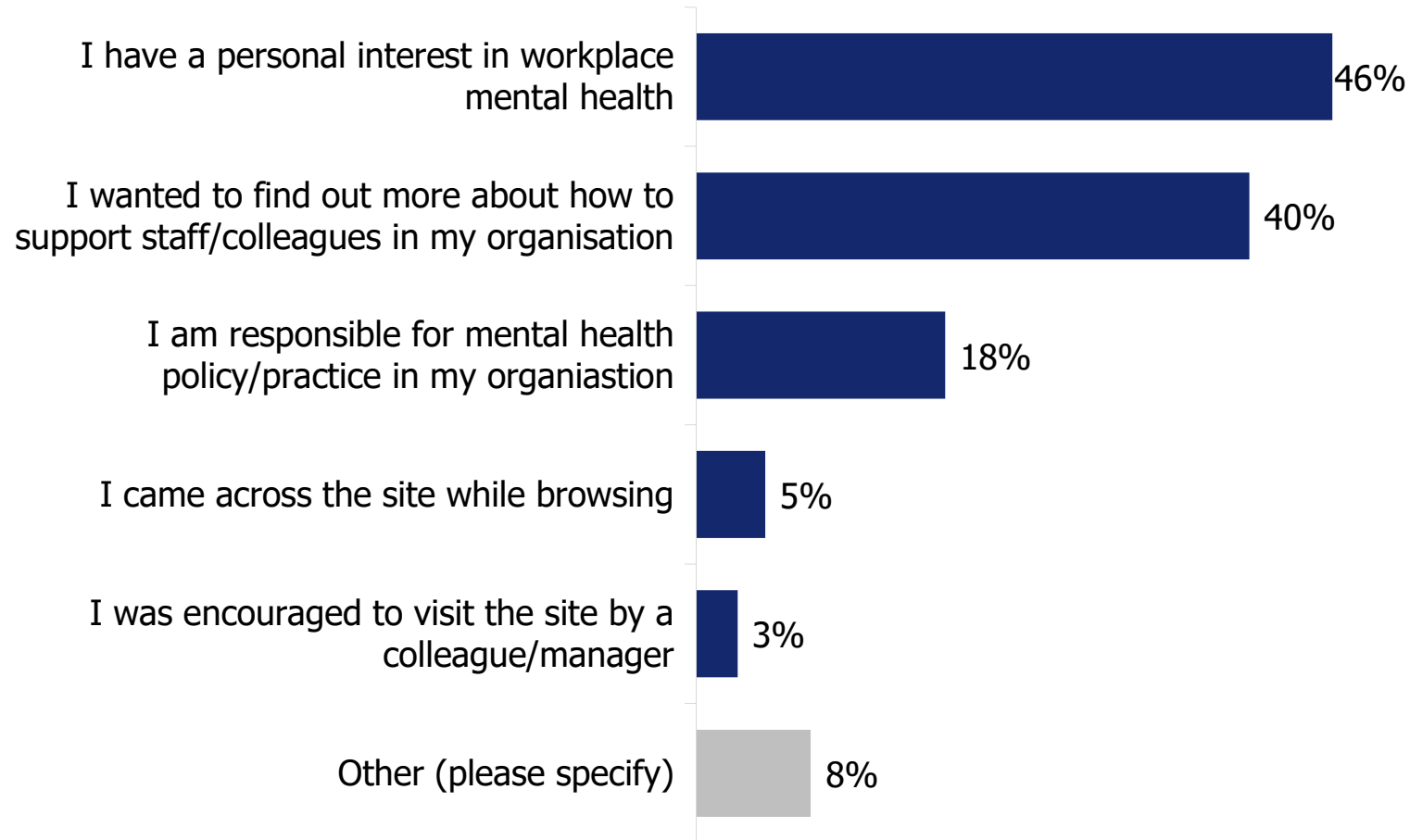
# Initial source of information about Mental Health at Work



The Mind website is the biggest single source of information about the Mental Health at Work site. However, encountering the site thanks to an interaction with another person (colleague, manager or friend) or through a web search is also common.

Q *How did you hear about Mental Health at Work?*

# First prompt to visit website



The reasons given by users for first visiting the website reflect the fact that it is a site mostly used by those who already have a well-established interest in mental health at work or an existing remit to lead on mental health within their organisation.

It is worth noting that the question did not differentiate between interest in mental health on a personal level, or because of job role.

Q *What first prompted you to visit the Mental Health at Work website?*

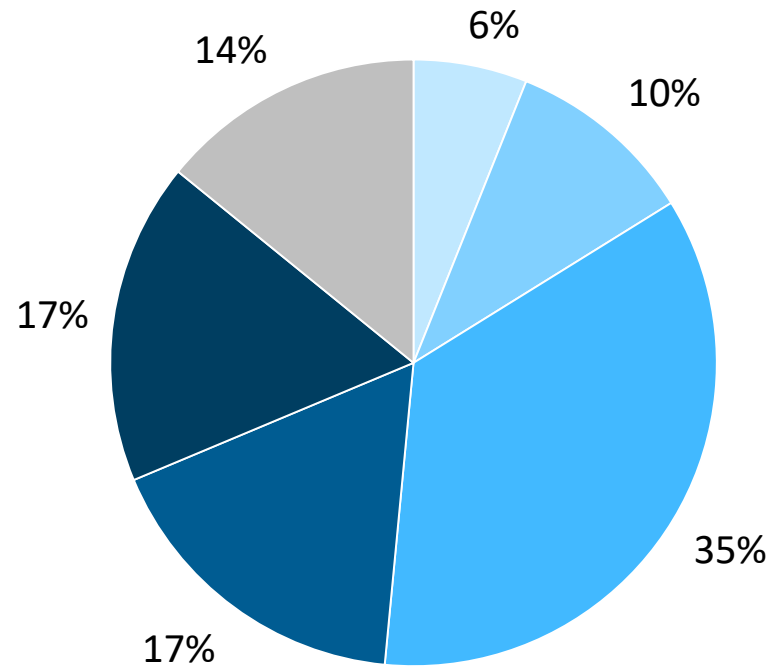
# Prompt for initial use

**Reasons for initially using the site** varied somewhat depending on individuals' job roles. However, several were looking for resources to help them raise awareness of mental health in their workplace and support employees. In several cases, even as MH leads within their organisation they did not necessarily have dedicated time or budget to generate their own MH resources, so they were looking for existing content they could use directly or minimally customise. As one user pointed out, the reality was that mental health was 'a side-of-the-desk thing' for their organisation, so they were reliant on what they could find with minimum effort.

As the results of the quantitative research make clear, existing interaction with Mind itself was a frequent means by which users first became aware of the site – they may have either seen it signposted from within the Mind website, via the Mind Twitter feed or had had in-person interactions with Mind staff who had drawn their attention to it. The launch with the Duke of Cambridge was mentioned by several respondents – for some, this conveyed that it was a serious initiative that was likely to have some longevity and commitment behind it.

Others had happened upon the site through 'random Googling' for resources on the topic of workplace stress.

# Number of times visited site

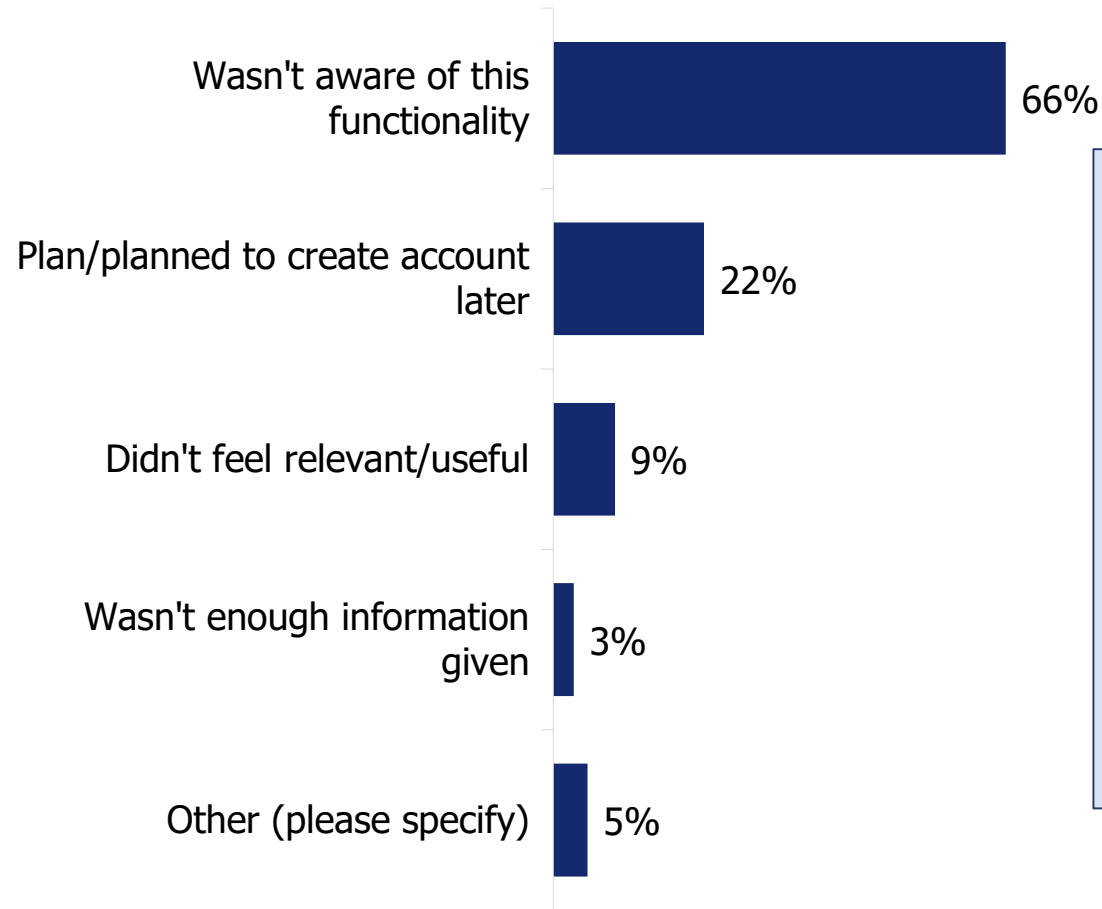
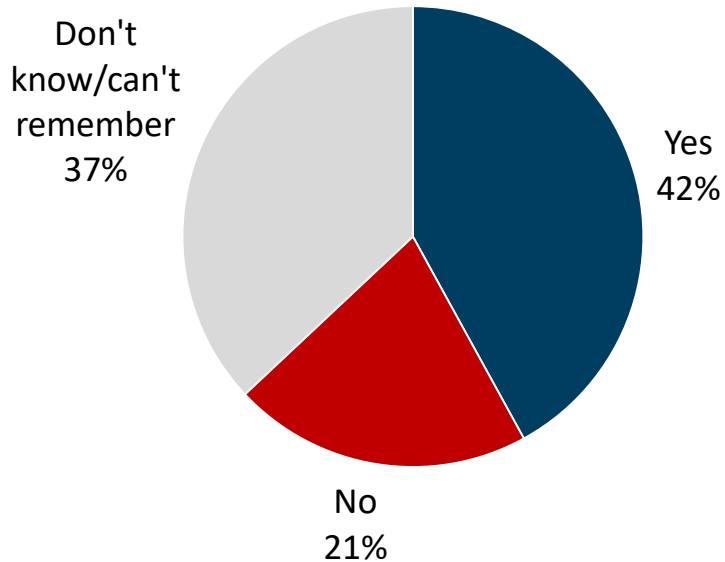


A large majority of these users are multiple visitors to the website. Nearly 70% have visited it three times or more, and around one in six have visited it more than ten times.

- Once
- Twice
- 3-5 times
- 5-10 times
- More than 10 times
- Don't know/can't remember

Q *How many times have you visited Mental Health at Work?*

# Whether registered on site, and reasons why not



Around two in five users say they registered on the site, with lack of awareness of the registration function was the main reason given for not doing so. A minority took an active decision not to register, or planned to do so later.

Q Are you registered with an account on the site?

Q Why haven't you registered for an account on the site?



# Users' feelings about registering on the site

Whether or not website users had actually **registered**, doing so appeared to be a low priority for them. Even those who had taken the time to register often said they did not always bother to log in. They were either not aware of the benefits of being logged in – the ability to save searches, preferences and articles – or they did not see the value in doing so, given how easy it was to use the filtering and search functions whenever they used the site. One user commented that it was just ‘another password’ to remember.

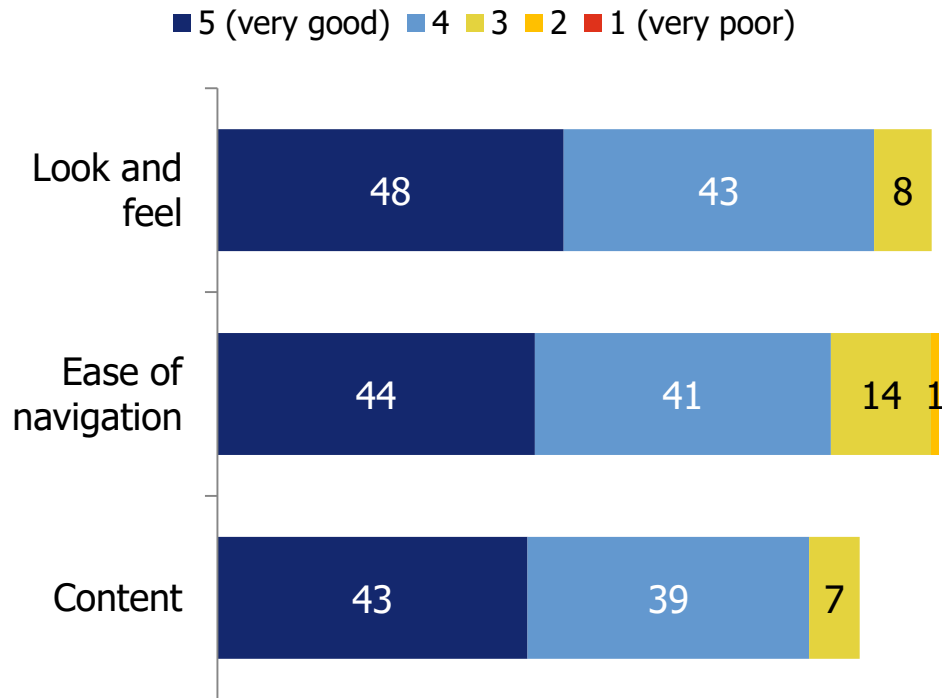
*“It’s another password, isn’t it? And surely everything that I need is there in front of me, so that’s good.”*

Other said it depended on how they were using the site – while for an extended series of searches it might be worth logging in, for a quick one-off search, it was probably not worth it.

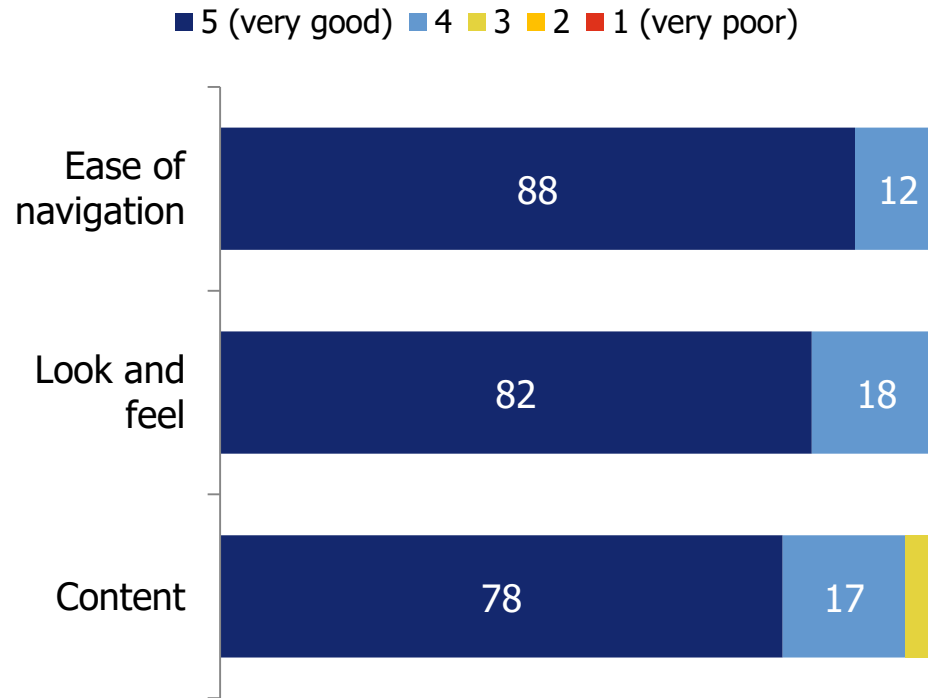
*“If I’m starting a piece of research I might because then I can store what I’ve been reading and I know it’s all kept in the one place rather than having to save and then forget where I’ve kept it. If I’m just looking for a one off piece of information I might not log in.”*

# Ratings of different elements of the website

User survey (n=373)



Feedback form (n=18)



Q How would you rate the following aspects of the website?

# Feedback on website look and feel

Users were broadly very positive about the website **look and feel**. They felt generally that it created a good impression: that it was easy to see whether what you were looking for was there or not, that it was presented in digestible, easy-to-understand language, that the homepage was clean-looking and logical, and that it was not 'clunky' or difficult to navigate. Some also compared it favourably to Mind's own main website, and found it more accessible in comparison, while others who had been involved in early testing praised way the design had evolved.

*"Although Mind has got a load of really interesting stuff, it is very text-heavy, and I think, kind of, quite dark as well, so although there's loads of interesting stuff on there, I found the mental health at work one a bit easier to navigate, and it had a bit more of a mix of, like, audio-visual material and, kind of, separated the different things out a bit better, maybe."*

*"[It was really good when] you changed it with the filters because usually, when you had to...scroll through and go down to the bottom, to look for things, that was tricky."*

A minority disagreed: one felt that the homepage still conveyed a sense of 'information overload', while another did not feel that the 'doodle' on the homepage felt authoritative. But these were minor quibbles: in both cases, these users had been thoroughly won over by the quality of the content.

# Feedback on site branding

The Mental Health at Work website is not Mind-branded. Broadly speaking, users seemed able to grasp that it had a different brand identity from Mind's usual output. They tended to like the distinctive branding: it underscored the purpose of the site as a central resource for information from a number of sources, not just from Mind. This conveyed that it was the result of different MH organisations coming together to collaborate for the benefit of the broader public and their mental health, which was welcomed.

*"I expected it to be a bit more like some of the other websites are. Intended in just having its own set of resources and information rather than it being that central portal for pointing you to other places so you can see what's going on elsewhere. Which was a pleasant surprise actually, because you can spend a lot of time looking at different websites trying to find where you can get this different information, and you kind of go down a rabbit warren with loads of them, going here and going there. It was a pleasant surprise, that it wasn't another site like that."*

*"It's good to see a collaboration between the organisations now. Let's all, kind of, work together. We can have our take on things, we'll have our initiatives, but at the end of the day what's important is people's mental health, and we're all working together to try to achieve that. So I like the fact that that's happening in the workplace."*

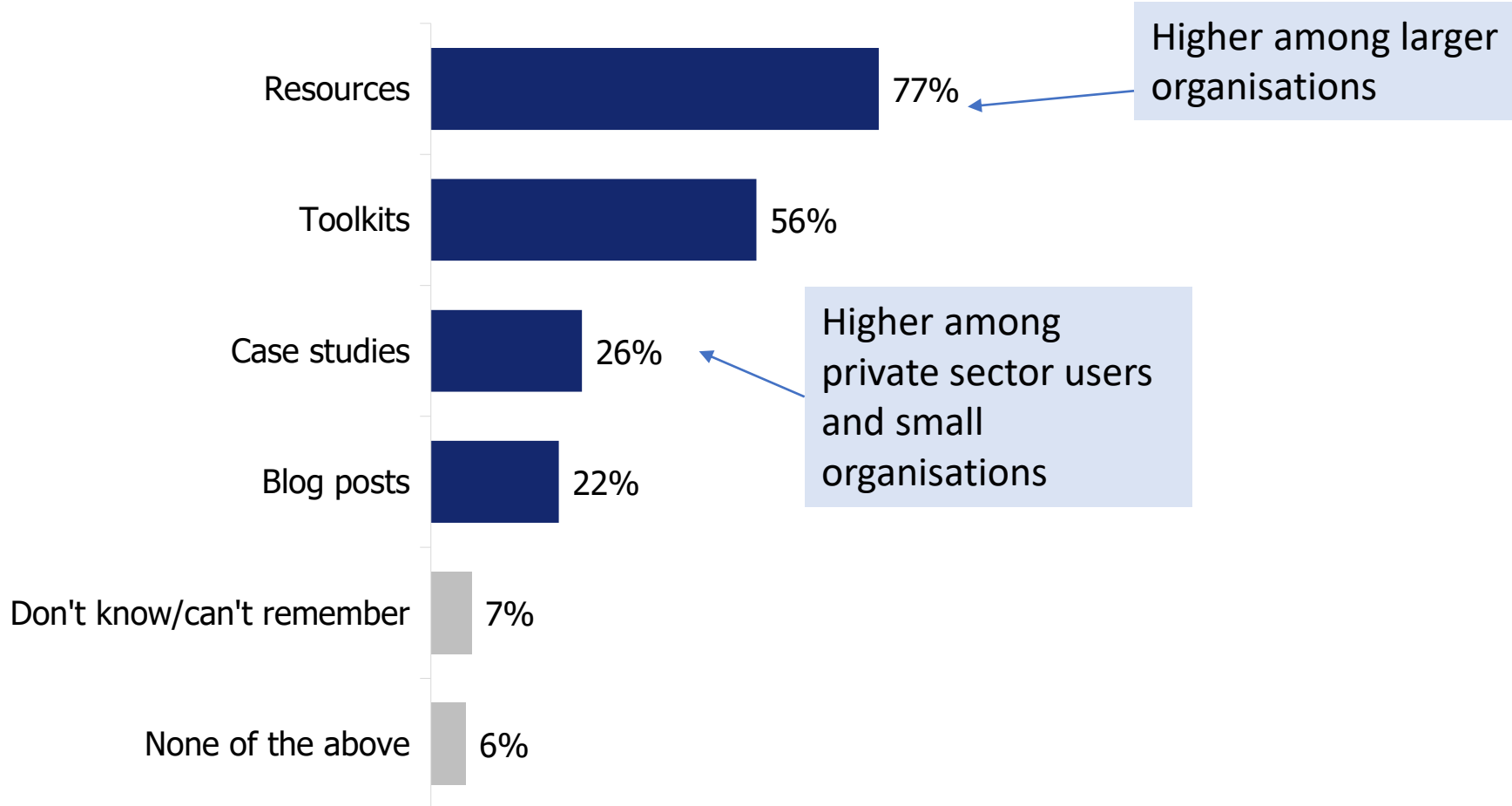
# Feedback on website navigation: Filtering

Ratings of the different elements of the site were very positive overall, with no negative assessments from any of those surveyed. The main element of the site that prompted some nuanced criticism was the **filtering** tool. Users liked it, and found it a useful way to focus down their search to a manageable number of documents. However, some were critical of the regional filter. They may have been looking for documents that were relevant to businesses or organisations in their particular region, and so applied the filter to show only documents tagged with their region's name. But in some cases, this then meant that they then saw very few documents, and only later realised that they were excluding resources that might have been potentially relevant, despite not being explicitly tagged with their region's name.

*“It took a little bit of time to work out what filters I wanted put on and if I put certain filters on, it did actually mean that I missed out on some of the information that I maybe wanted, and that sort of thing. I did a filter of, you know, things about workplace...I get 44 bullet resources, if I click on Scotland, it gets reduced down to three.”*

*“It feels like sometimes it's over filtered, but it might just be that I'm not using it as well as I could be. Sometimes I'm worried that I'm filtering things out that I don't want to filter out, that I'd quite like to see anyway, but I realise that filters in themselves can be quite useful... if you choose London, you don't really get very much, I suppose because nothing's really labelled as London.”*

# Elements of the site accessed



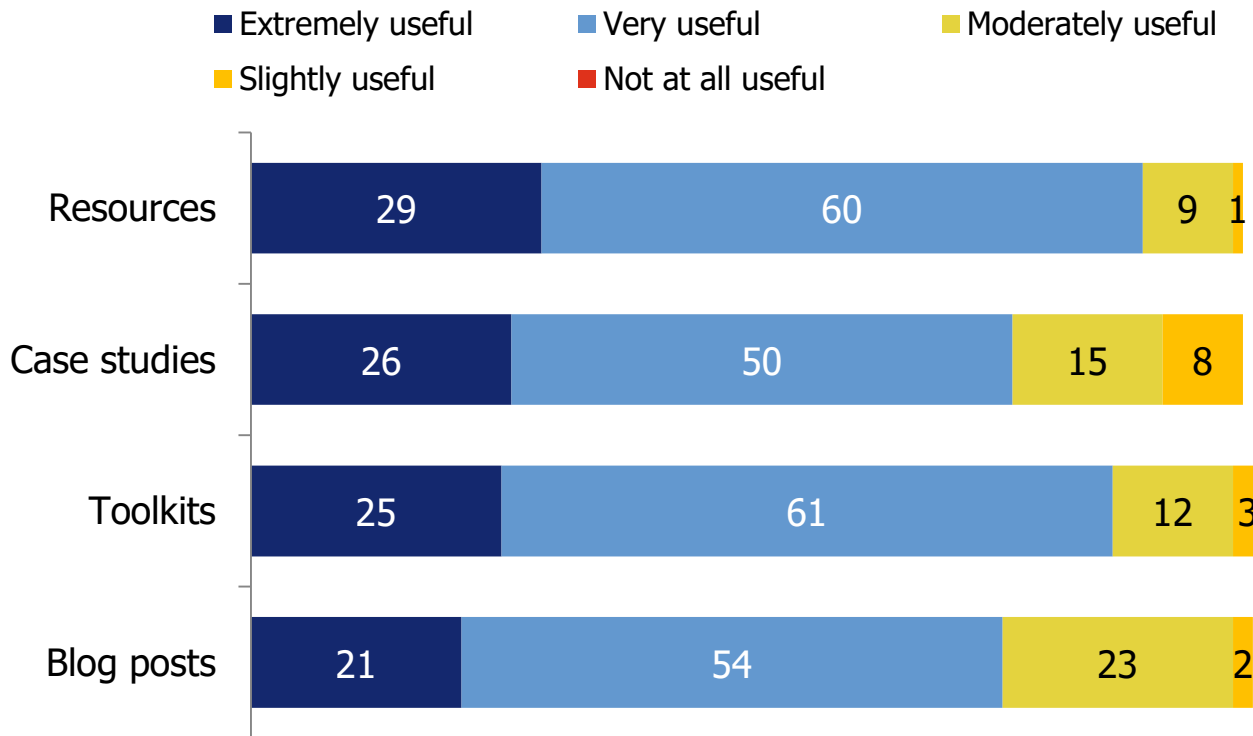
Resources are the most frequently accessed element of the site, particularly by users in larger organisations. Case studies and blog posts have been accessed only by a minority, but are more popular among private sector users.

The predominant reason given by users for *not* having accessed site elements was that they were just browsing, and planned to come back later.

Q Which of the following have you accessed through Mental Health at Work?

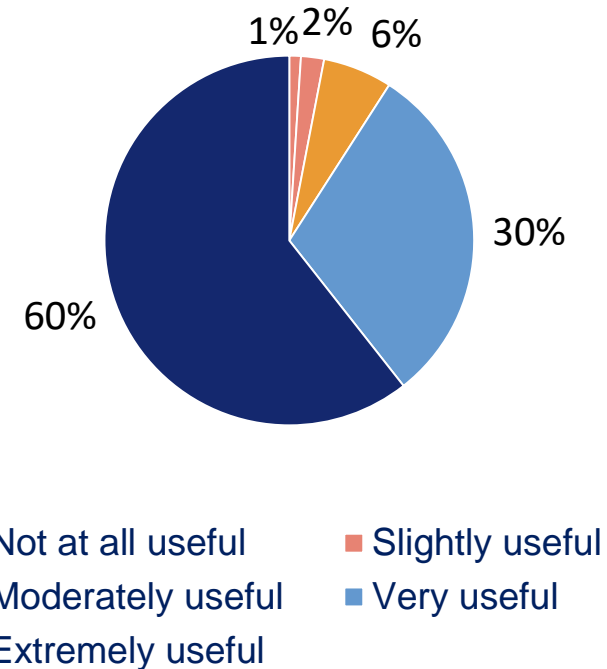
# Usefulness of different elements of the site

User survey (n=373)



Q How useful have you found the resources available to access on this site?

Feedback form (n=480)



Q How useful have you found the resources available to access on this site?

# Overall feelings about the site

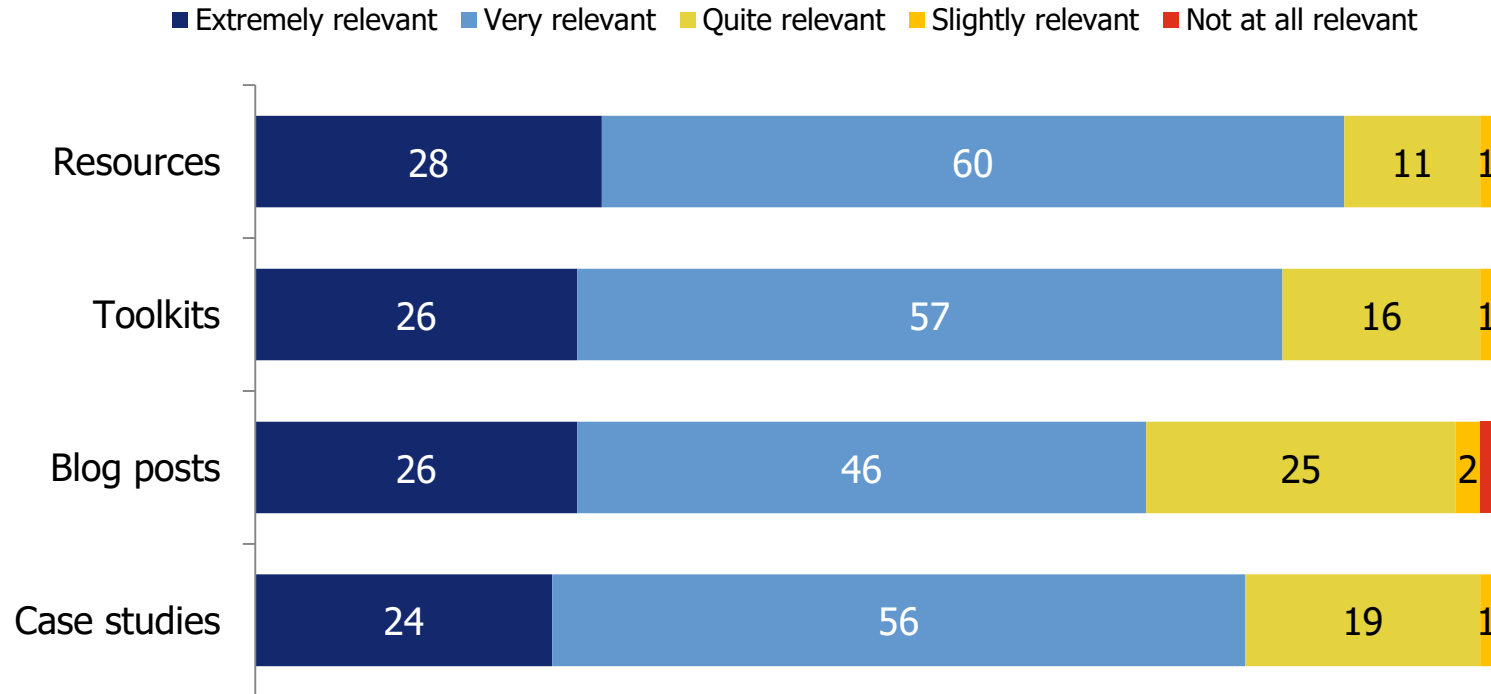
Overwhelmingly, users were highly complimentary about the Mental Health at Work site. What they most valued about it was that it is a thoughtfully curated portal to a wide range of credible MH resources. While they needed to be able to signpost their colleagues towards – preferably – free sources of support, it was important to them that this content was high-quality and well-researched. They did not necessarily feel qualified to evaluate the reliability of the many other MH resources and advice that they would find through a Google search – and so the fact that MH experts like Mind had done this work for them on the Mental Health at Work site was much appreciated.

Users reported that they were now regular visitors to the site – perhaps every week or two. Some reported that they were now visiting the site more than before, to check for updated content.

*“It’s a really good place to go for information that you know is a good-quality resource. I mean, for me, it stops me Googling stuff. It will be the first place I’d go because I know that it’s been properly curated, I know that it’s valid and quality assured, that it’s been authored by people who know what they’re talking about. I know that it’s up to date as well, and that for me is quite important, because, previously, I would Google stuff and you just don’t really know how reliable some of these sources are..”*



# Relevance of different elements of the site



All elements of the site were felt to be relevant by a majority of users. Only when it came to blog posts was there more ambivalence.

Q *How relevant have you found the [...] to access from Mental Health at Work?*

# Relevance of different elements of the site

The **resources** and the **toolkits** emerged as the elements of the site about which users were most enthusiastic (though it was not clear that users' definition of 'toolkits' was always the same as the site's designers). The extensive range of resources curated often represented what users were hoping to find when they first found the site. This was the credible content that they were looking to signpost their colleagues towards.

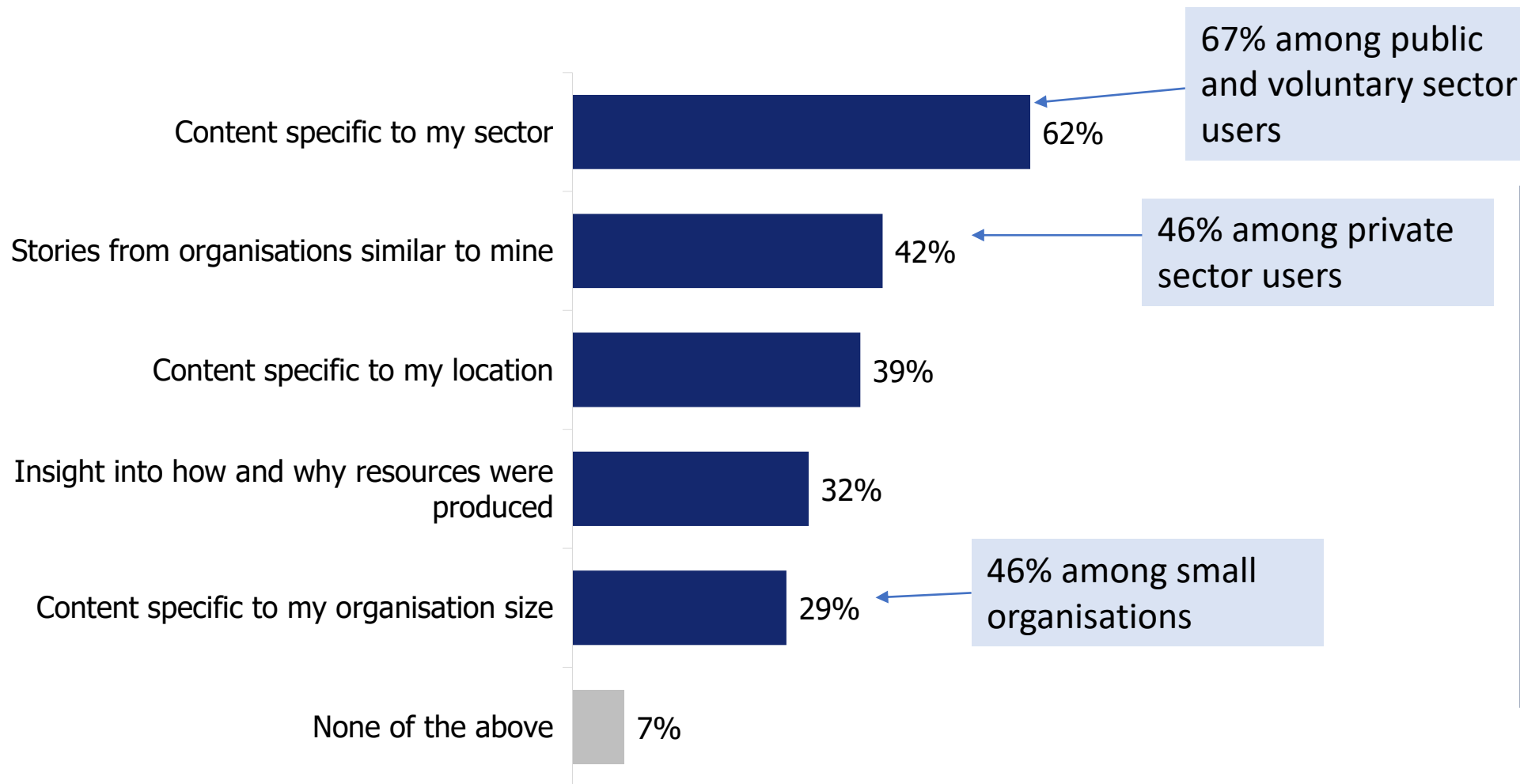
Some reacted positively to the more 'quick-hit' solutions, particularly those in a corporate environment who may be time-poor, when compared to longer or more discursive resources that might take longer for a reader to digest.

*"If I am putting together training, or for learning and development, there are a lot more, kind of, tips or actionable things that people can do. In the corporate world, people are so time-poor they just want, kind of, quick tips that they can apply to do it."*

Opinion was more divided on whether **case studies** were relevant. Some felt they were harder to distil into a Powerpoint slide in order to share with colleagues: on the other hand, others felt that, particularly when they dealt with actions taken by organisations comparable to their own, they could be a potent tool for persuading senior internal stakeholders to approve a particular MH-related initiative.

**Blog posts** were generally less used. There were no critical comments about them, but some responses suggested that this kind of first-person opinion-driven content was less distinctive than the other content on offer.

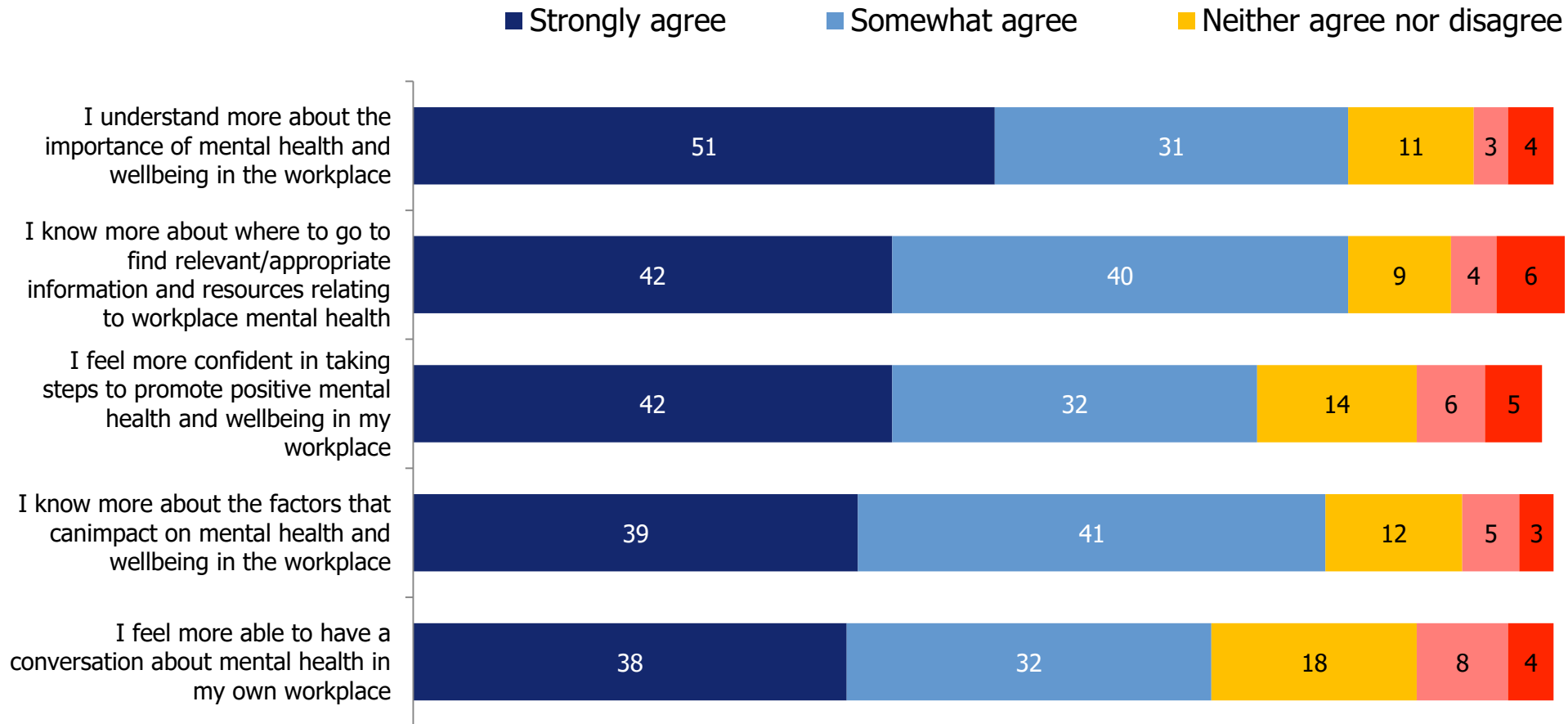
# Interest in different types of extra content



More sector-specific content is top of most users' wish-list. However, smaller organisations (10-49 employees) are also more likely to want to see content about other small organisations.

Q *Would you like to see more of any of the following on Mental Health at Work?*

# Impact of using the website



The impact of using the website was clearly positive overall. However, if many tended to 'somewhat' agree this may be because they already felt well-primed in these areas.

Q To what extent do you agree or disagree with the following statements?

# Impact of using the site – user comments

Although the site was almost universally praised by its users, its direct **impact on users' behaviour and actions** with regard to mental health in the workplace appeared to be relatively modest. This is chiefly because those using the site tend already to be highly engaged with mental health issues in the workplace, and/or to have a role that requires them to champion it and raise awareness. The fact that they had taken on this role led them to engage with the Mental Health at Work website, rather than the other way around.

Instead, the site has reinforced what they already knew, armed them with more information and resources and made them more confident and able to be effective in their role as a mental health champion.

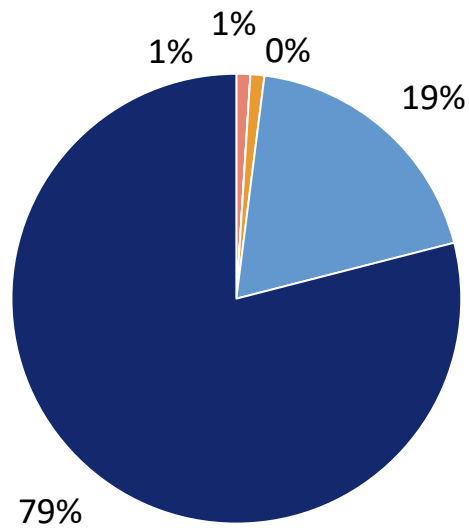
*“Everyone thinks they have a, kind of, general handle on mental health, but I certainly didn’t and know far more now than I did before.”*

*“I can’t say I’ve done anything differently to be honest. Because of the experience I had beforehand I was already in the mindset that, you know, mental health is important, as important as physical health. That’s been my kind of pet subject, so I knew that was important, certainly in mental health over the last five or six years, has become more of a interest to me.”*

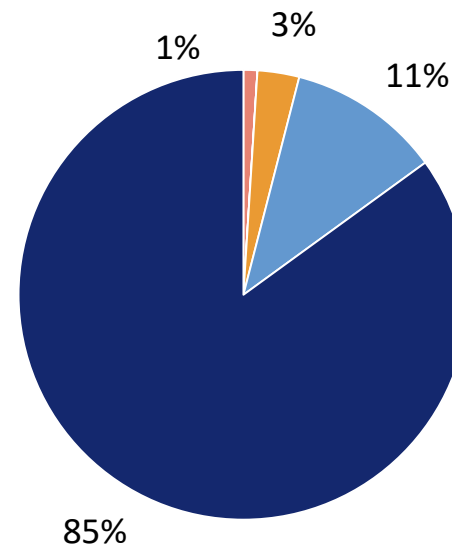
*“I had a pretty good understanding about it. If anything, it’s helped to reinforce some of the things. I think possibly where it’s given some better ideas, is around the line management training, and helping to make that more aware to our senior management than giving more case studies on that.”*

# Likelihood to recommend site to friend/colleague

User survey (n=267)



Feedback form (n=373)



Significant majorities of users – both those in the user survey and those completing feedback forms – say they are very likely to recommend it to others. Almost no one says it is unlikely that they will do so.

- Very unlikely
- Somewhat unlikely
- Neither likely nor unlikely
- Somewhat likely
- Very likely

- Very unlikely
- Somewhat unlikely
- Neither likely nor unlikely
- Somewhat likely
- Very likely

Q How likely are you to recommend this site to a friend or colleague?

# Suggestions for improving the site

Overwhelmingly, users felt the site was highly valuable as it stands. However, there were some suggestions for further tweaks to improve its usefulness:

- 1. More content specific to particular sectors.** Many users are looking for solutions that are as appropriate as possible for their own sector, both because they feel these are likely to be more effective, and because they are more potent in internal advocacy. One user, for example, wanted to see resources that were relevant specifically to management consultancy firms.
- 2. A more obvious 'Just added' feature.** Users report that the sites they come back to frequently are those that are frequently updated. The more obvious that content which is 'new in' since the last time they visited is flagged, the better. Emails could be sent out to registered users alerting them to the presence of new content in key areas.
- 3. Editable/customisable posters.** Some users said they did not use the posters flagged on the site because they were not able to customise them – for example, with a company logo, or to include the name of key members of staff to contact for further information. Sourcing posters that are at least partially editable could solve this.
- 4. Clearer prompts to register or log in.** As already noted, users were unclear of the benefits of logging in. However, in some cases, they just forgot to do so. Clearer prompts to log in might address this.

Findings from internal process interviews

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# Reflections on background and purpose of the initiative

Internal stakeholders were all agreed that the primary purpose of the Mental Health at Work initiative was to **respond to the growing profile of mental health as an issue within the workplace**, with an estimated 300,000 people losing their job each year because of mental health challenges. This was an issue that was increasingly being raised by employers themselves.

Mind-based team members pointed out that the primary impetus for the website had come from the Royal Foundation itself, which in 2017 was in the midst of its Heads Together campaign, aimed at **reducing mental health stigma**. Royal Foundation saw its key aim as mainstreaming mental health within the workplace, making it acceptable to talk about the issue and ensuring that employers know what to do to support their staff.

There was a clear intention to **focus on the end user** – businesses themselves; to provide them with a gateway to a range of trusted resources on mental health in the workplace, all of which were vetted and credible, rather than to have users needing to individually evaluate many documents from a range of unknown sources.

# Key successes - 1

All the key project leads were fully satisfied that the initiative had been a big success.

- Mind staff felt that it had **demonstrated a new way of working**, beyond the boundaries of Mind itself and taking in experts working in the field across a number of different organisations. This had felt like a risk at the time, but had been fully vindicated.
- The freedom and leeway that working in this way brought had allowed it to **make the issue of mental health more accessible to businesses**, and present a more straightforward face to them. The tone of Mind's own content, they felt, was 'expert and unimpeachable' – but that there was a risk that people could find this off-putting, which might inadvertently exacerbate the stigma around mental health.
- They also felt that the initiative had **built up a 'surprisingly large reputation'** given the small size of the team. It was felt that this presented opportunities for ongoing peer interaction with the networks that had been formed, which could take various physical or virtual forms, with Mind acting as convenor.

## Key successes - 2

- In concrete terms, the team were proud of the **wide range of resources** that had been assembled, which had grown over the course of the initiative, and was beginning to build up a growing and dedicated user base. It had also given the opportunity to showcase high-quality content that local Minds had produced, and bring them to a wider audience. The way of working, bringing in other respected organisations, had also meant that the range of resources had reached a critical mass, which the team doubted could have been achieved otherwise.
- The team felt that **the existing model was certainly sustainable**. It has the capacity to be absorbed back into Mind if external funding opportunities do not present themselves. There were possibilities for corporate funding and sponsorship to be secured for particular elements, without compromising the impartiality of the site. However, they also felt that there was a debate to be had about the degree to which it should be put under the Mind brand, with advantages and disadvantages to different options.

# Key challenges and lessons learned

Some procedural hiccups were identified that had caused temporary problems, while there were some more structural challenges relating to marketing and communications.

- The **brand name chosen – Mental Health at Work - turned out already to exist**, and to belong to another London-based company. However, this was quickly resolved with the company in question and did not turn out to be a major obstacle.
- There were also some issues in managing stakeholder **expectations of what the technology powering the website would be able to do**. Certain desired elements of functionality came with a pricetag that meant they were not able to be implemented.
- **Some specific KPIs that were set for the website were not achieved**. A goal of one million unique users had been set, which turned out to be ‘vastly too high’, with the website currently having reached around 180,000 unique users.
- There were some questions raised as to **whether the site’s users were the decision-makers that had been targeted**. The objective had been to engage those within organisations that were able to lead a sea-change in the way mental health is dealt with, whereas users appeared to be mental health champions rather than those necessarily able to mandate change.