

# GETTING UP TO STANDARD

IN YOUR WORKPLACE

MARCH 11, 2019

BOTTOM LINE CONFERENCE, VANCOUVER BC



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Health Association  
Association canadienne  
pour la santé mentale



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# ABOUT YOUR FACILITATORS



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# INTRODUCTIONS



# THE STANDARD 101



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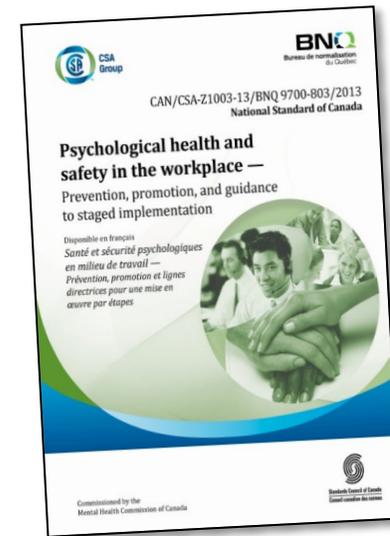
# ANOTHER STANDARD?

## The National Standard of Canada for Psychological Health and Safety in the Workplace

Specifies a process to achieve the desired outcome of safe systems of work for all employees.

### Guiding Principles

- Continuous quality improvement
- Involvement at all organizational levels
- Leadership buy-in to shift culture



# THE STANDARD: TWO CONCEPTS

PROTECTION



PROMOTION



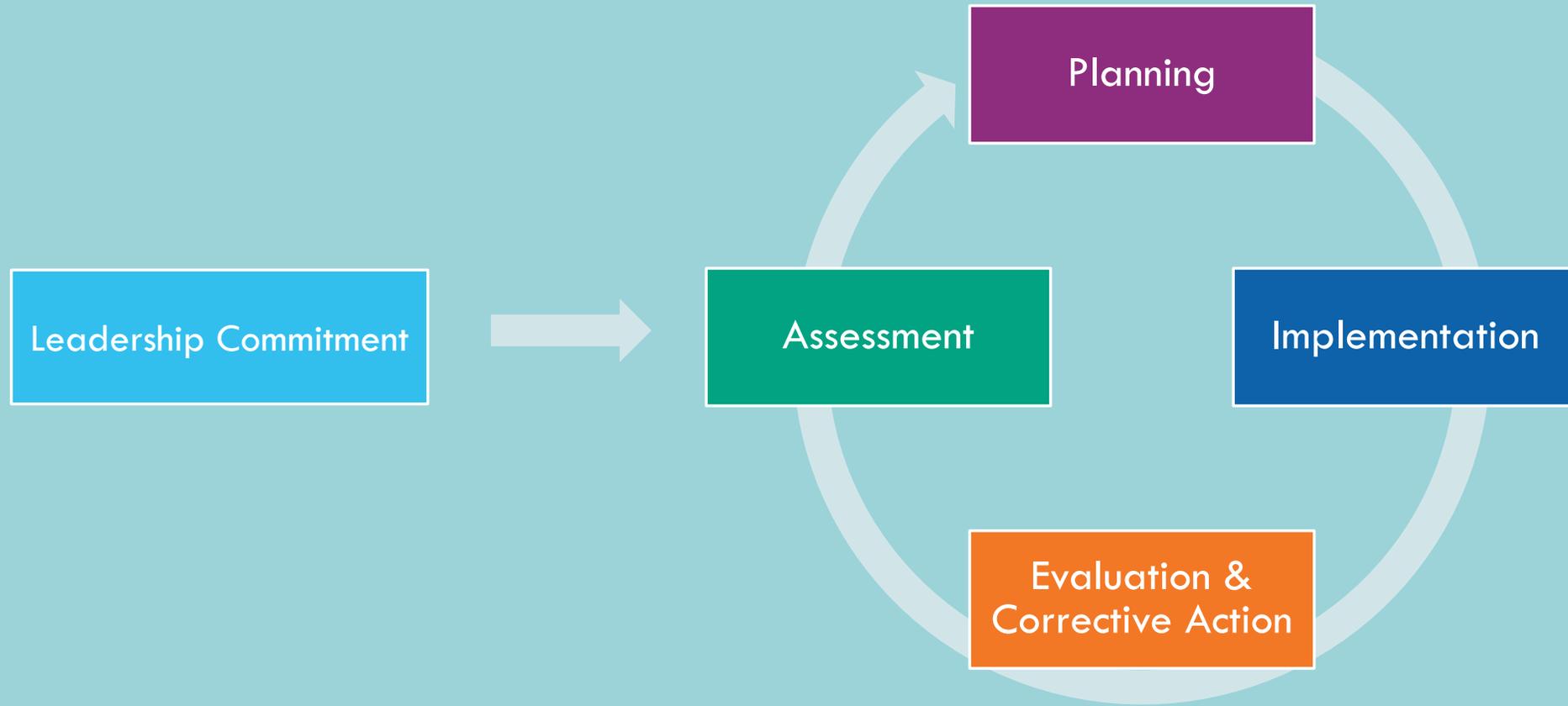
# THE STANDARD

## What it is:

- Voluntary
- A process guide
- Focused on organizational impact

## What it is not:

- Mandatory or legally required
- A one-and-done initiative
- Focused on individual employees



A PROCESS - NOT AN END STATE

Plan – do – check – act

Commitment

Assessment

Planning

Implementation

Evaluation

- Secure leadership support
- Identify internal champions
- Develop an organizational policy statement
- Define roles and responsibilities

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Evaluation

- Data collection and baseline measurement
- Organizational risk identification (13 workplace factors)
- Data analysis
- Job-specific risks

Commitment

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Evaluation

Psychological Support

Organizational Culture

Clear Leadership & Expectations

Civility and Respect

Psychological Competencies

Growth and Development

Recognition and Reward

Involvement and Influence

Protection of Physical Safety

Workload Management

Engagement

Balance

Psychological Protection

Commitment

Assessment

Planning

Implementation

Evaluation

- Develop a vision for change
- Set objectives and targets
- Develop implementation plan



Commitment

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Evaluation

- Implement changes to address risks and gaps
- Establish performance monitoring process
- Ensure changes are visibly supported by leaders and champions

Commitment

Assessment

Planning

Implementation

Evaluation

- Evaluate achievement against objectives
- Review opportunities for process improvement
- Begin re-assessment of organizational risks

# MHCC CASE STUDY RESEARCH PROJECT

- 40 organization
- 3 years (+1)
- All volunteered to implement the Standard in their workplace
- Identified best-practices



# GETTING STARTED!



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# THE TAKEAWAYS TOOLKIT



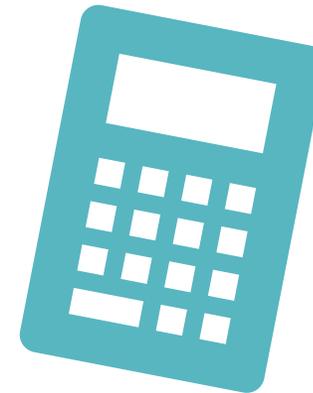
Brought to you by the Mental Health Commission of Canada in collaboration with the Canadian Mental Health Association.

# TIP FOR SUCCESS #1: MAKE YOUR CASE

To get started, you'll need a solid business case because addressing psychological health and safety will require time, money, and effort.

Here are some motivators (and it isn't all about money):

- Reduced disability and absenteeism
- Increased productivity
- Enhanced reputation
- Reduced liability
- Increased employee engagement



# TIP FOR SUCCESS #1: MAKE YOUR CASE

Organizations that implement The Standard **overwhelmingly** do it because it's the right thing to do.

- To do the right thing (91%)
- To increase engagement (72%)
- To manage costs (42%)

## THE TAKEAWAY

**You don't have to choose between what's ethical and what's practical.**

# TIP FOR SUCCESS #1: MAKE YOUR CASE

Once you've made your case and secured leadership commitment you'll need to:

## OWN IT

Broad buy-in is key – from top to bottom.

For this to work, employees must believe you are committed.

And they must be engaged.

## COMMUNICATE IT

Create a communications strategy to get the word out!

A policy expressing the commitment is a great start.

Provide lots of opportunity for feedback.

## RESOURCE IT

This isn't something that can be done off the side of a desk.

Decide who can lead and make sure they have the time to do it!

Engaging external expertise might be helpful at the start.

# TIP FOR SUCCESS #2: DATA IS YOUR FRIEND

You'll want to know where you stand **now** so you can evaluate your progress **later**.

According to **The Standard**, you should assess the following:

- Aggregate data that provides a baseline
- Psychosocial risk factors that are impacting your workplace
- Efficacy of existing policies to address psychological health and safety

# TIP FOR SUCCESS #2: DATA IS YOUR FRIEND

Here are the most common sources of data organizations use to track their progress:

- Employee Assistance Program (EAP) utilization rates
- Long-term and short-term disability rates
- Return-to-work and accommodation success rates

Other great sources of data include employee engagement scores, union grievances, incident reports, or other types of health risk assessments.

# TIP FOR SUCCESS #2: DATA IS YOUR FRIEND

Understanding specific psychosocial risks in your workplace can seem overwhelming.

Luckily, there are great **free** tools out there for this as well!



# TIP FOR SUCCESS #2: DATA IS YOUR FRIEND

## THE TAKEAWAY

Find out what you know at “baseline” as a benchmark for evaluation.



# TIP FOR SUCCESS #3: USE WHAT YOU'VE GOT

**You're probably on track already:** Most organizations had something to build on when they started.

Like them, you may have already have the **basic ingredients** to create a psychologically healthier and safer workplace!

Here are some top-line questions to ask yourself before going “shopping” for new ingredients...

# TIP FOR SUCCESS #3: USE WHAT YOU'VE GOT

## Are there any policies or processes you could build on?

- a policy statement on health and wellness?
- an accommodation or return to work policy?
- a procedure to address bullying or harassment?



# TIP FOR SUCCESS #3: USE WHAT YOU'VE GOT

**Do you have experience implementing other standards or management systems?**



# TIP FOR SUCCESS #3: USE WHAT YOU'VE GOT

## Do you have employee benefits you could maximize or enhance?

- Employee Assistance Programs
- Psychological Services



# TIP FOR SUCCESS #3: USE WHAT YOU'VE GOT

**Do you have any obvious champions or team members who are passionate about creating a healthy workplace?**

- Pull them in to lighten the load
- Consider asking them to lead



# TIP FOR SUCCESS #3: USE WHAT YOU'VE GOT

## THE TAKEAWAY

You may have a good foundation to build on. These built-in basics will make your job easier.





# WHY START FROM SCRATCH?

Your turn!

# TAKING ACTION



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# READY, SET, GO!

Once you've made the commitment, looked at your data, and figured out what you've already got working for you, it's time to put together an action plan.

Whatever you choose to do, it should:

- Be informed by what your employees have said.
- Address one or more psychosocial risk factors.
- Be efficient, effective, and impactful.
- Above all, be safe.

**Hint:** It's not as complicated as it may seem...



# TRY THIS: REINFORCING RESPECT

Do you have an up-to-date respectful workplace policy?

Do your employees know what it says?

78%

Of employers in the MHCC study implemented respectful workplace policy and educational initiatives.

Focus on enhancing respect, tolerance, and consideration.

Take a stand against bullying, harassment, and discrimination.

# TRY THIS: ENHANCE BENEFITS

Employers everywhere are recognizing the benefits of, well... benefits!

70%

Of employers in the MHCC study tailored their EAP to mental health and enhanced the psychological supports and services.

**Fun Fact:** The average course of treatment for depression is 8-12 therapy sessions. How many does your benefits plan cover?

# TRY THIS: RAISE AWARENESS AND REDUCE STIGMA

If talking about mental health is part of the culture in your workplace, employees will be more willing to seek assistance when they are struggling, and co-workers will be more willing to provide it!

66%

Of employers in the MHCC study introduced activities to raise awareness and mental health literacy, and to tackle stigma.

**Check it out:** CMHA's Not Myself Today<sup>®</sup> initiative is building knowledge and reducing stigma in hundreds of workplaces across Canada already!



# TRY THIS: TRAIN YOUR MANAGERS

Managers and supervisors play a critical role in building a psychologically healthy and safe workplace. They are also in a unique position to offer support to employees when they see them struggling.

59%

Of employers in the MHCC study introduced trained managers about mental health and mental illness to help them respond to psychological health and safety issues.

**Did you know?** Nine out of ten managers agree it's important to improve their emotional intelligence. (Nearly three quarters of them have no significant skills in this area)

# UP, UP AND UP

Remember, it might not be a straight or short line to implementing The Standard in your workplace – and that's okay!



## THE TAKEAWAY

When you make real steps to implement the Standard, you will succeed.

# MAKING IT **STICK**

LESSONS FROM “THE 40”



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# LESSON #1: EMBED IT

Expand your definition of **safety culture**.

Shifting culture means embedding a consideration of the psychological health impacts in **every business decision** you make.

Because business decisions are ultimately **people decisions**.

# LESSON #1: EMBED IT

Safety Hazards

Health Hazards



# LESSON #2: CHANGE HAPPENS

Consider psychological health and safety during **times of change**.

The Standard requires organizations to have a **change management process** in place, and this should incorporate a consideration of psychological health and safety.

Your approach to PHS will also evolve over time – that’s okay and expected!

# LESSON #3: CELEBRATE YOUR SUCCESS

Remember all that data you've collected? **Let it tell a story.**

**Reflect** on your success regularly and **communicate** about it!

Find others who trying to do the same work and become **part of a community.**

# QUESTIONS?



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To download a digital copy, please visit [www.cmha.ca/takeaways](http://www.cmha.ca/takeaways)