

Psychological Health and Safety in our Workplaces

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About CMHA

- One of Canada's most established charities, now 100
- Our policies and programs anchored in evidence and informed by people's personal experience.
- We work towards mental health for all, including people with addictions.
- Over 120 locations throughout Canada; 14 in BC

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About Terminology

- Mental Health vs Mental Illness: Terms are used interchangeably but mean different things!
- Mental Health is a state of well-being in which every individual realizes 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 Organization*
- Analogous to *physical* health/fitness and *physical* illness/injury
- "There is no health without mental health"

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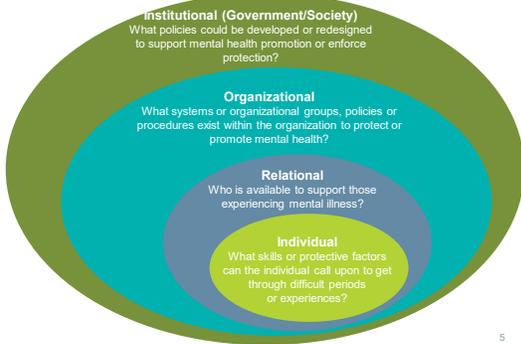
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Agenda

- Orientation to Psychological Health and Safety
- Understand how occupational health and safety has role
- Learn steps in implementing National Standard of Canada
- Explore your opportunities to influence and engage

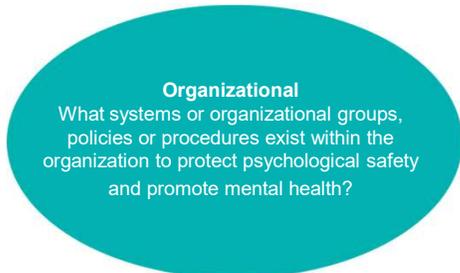
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Mental health is everyone's responsibility



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Our Focus: At the organizational level



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Evolution in occupational health and safety

- **1970s**—Criminal law prohibits physical violence or threats in workplace (**physical safety**)
- **1980s**—Human Rights legislation prohibits workplace discrimination based on age, gender, ethnicity, religion, disabilities, sexual orientation, etc. (**dignity**)
- **2010s**—Employment legislation expands policies re bullying and harassment and compensation for mental disorders (**psychological safety/prevention of injury**)
- **2013**—Canadian Standard for **Psychological Health and Safety** in the Workplace

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WorkSafeBC and mental health

Compensation for mental disorders caused by workplace-related stressors

- *ref. Sec 5.1 of Workers' Compensation Act*

Health and Safety Requirements for prevention of bullying and harassment

- *ref. Sec 115 of Part 3 of Workers' Compensation Act*

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Canada Occ Health and Safety Regulations

Work Place Violence Prevention Policy

20.3 The employer shall develop ...a work place violence prevention policy ...:

- (a) to provide a safe, healthy and violence-free work place;
- (b) to ...address factors that contribute to work place violence including...bullying, teasing, and abusive and other aggressive behaviour and to prevent and protect against it

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Why important in workplaces?

Legal Requirements

- Harassment & Bullying/Workplace Violence Prevention
- Employment Contract Law
- Labour Law
- Tort Law
- Human Rights Codes (federal and provincial)
- Employment Standards Legislation
- Compensation legislation
- Occupational health and safety requirements

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Improving psychological health and safety helps

- Productivity
- Financial Performance
- Risk Management
- Organizational Recruitment, Diversity and Inclusion
- Employee Retention



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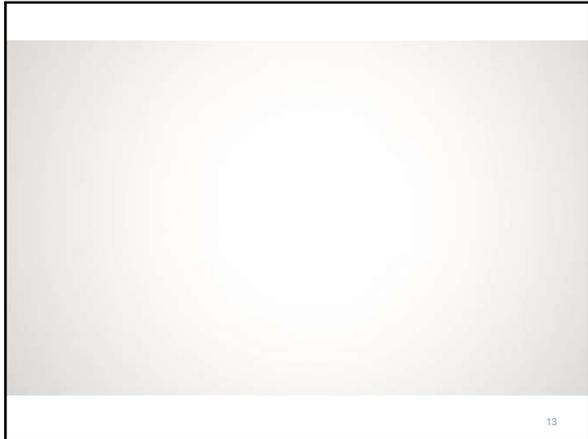
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Psychologically safe, healthy workplace

A workplace that *promotes* workers' psychological well-being and actively works to *prevent* harm to worker psychological health including in negligent, reckless, or intentional ways.
—*Guarding Minds@Work*

Free video tool/reference from Mental Health Commission ***
<https://www.youtube.com/watch?v=w-Geb1fkM58>

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What is the Canadian Standard?

Canadian Standards Association

- *Psychological health and safety in the workplace*
- Occupational health and safety standards—CSA-Z1003

Pillars of this Standard

- Prevent psychological harm from conditions in the workplace
- Promote psychological health in the workplace through support
- Resolution of incidents and concerns

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Factors that affect Psychological H&S

1. Psychological Support	8. Involvement and Influence
2. Organizational Culture	9. Workload Management
3. Clear Leadership and Expectations	10. Engagement
4. Civility and Respect	11. Work/Life Balance
5. Psychological Job Demands	12. Psychological Protection
6. Growth and Development	13. Protection of physical safety
7. Recognition and Reward	

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How to implement the Standard

Assembling the Pieces: Implementation Guide to the Standard (CSA)

Incorporates four-part framework:

- Building the Foundation
- What Are Your Opportunities?
- What Are Your Objectives?
- Implementing the Plan



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Examples and reference tools -

www.ccohs.ca/oshanswers/psychosocial/mentalhealth_risk.html

1. Psychological Support	Why it is important?	What happens when it is lacking?
<p>A workplace where co-workers and supervisors are supportive of employees' psychological and mental health concerns, and respond appropriately as needed.</p> <p>For some organizations, the most important aspect of psychological support may be to protect against traumatic stressors at work.</p>	<p>Employees that feel they have psychological support have greater:</p> <ul style="list-style-type: none"> • job attachment • job commitment • job satisfaction • job involvement • positive work moods • desire to remain with the organization • organizational citizenship behaviours (behaviours of personal choice that benefit the organization) • job performance 	<p>Employee perceptions of a lack of psychological support from their organization can lead to:</p> <ul style="list-style-type: none"> • increased absenteeism • withdrawal behaviours • conflict • strain - which can lead to fatigue, headaches, burnout and anxiety • turnover • loss of productivity • increased costs • greater risk of accidents, incidents and injuries

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4. Civility and Respect	Why it is important?	What happens when it is lacking?
<p>A workplace where employees are respectful and considerate in their interactions with one another, as well as with customers, clients and the public.</p> <p>Civility and respect are based on showing esteem, care and consideration for others, and acknowledging their dignity.</p>	<p>A civil and respectful workplace is related to greater job satisfaction, greater perceptions of fairness, a more positive attitude, improved morale, better teamwork, greater interest in personal development, engagement in problem resolution, enhanced supervisor-staff relationships, and reduction in sick leave and turnover.</p> <p>Organizations characterized by civility and respect create a positive atmosphere marked by high spirits and work satisfaction. This allows people to enjoy the environment, whether they are staff, clients or customers.</p>	<p>A workplace that lacks civility and respect can lead to emotional exhaustion amongst staff, greater conflicts, and job withdrawal.</p> <p>A work environment that is uncivil and disrespectful also exposes organizations to the threat of more grievances and legal risks.</p> <p>One example of disrespectful behaviour is bullying.</p>

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Tools - Videos on Psychological H&S Factors

Series of 13 short videos, and facilitator guides available for free at:

<https://www.mentalhealthcommission.ca/English/13factors>

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Responding to Psychosocial Hazards



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Addressing hazards to psychological safety

Similar to typical strategies you already use:

- Identify hazard
- Assess risk levels specific to worksite
- Mitigate or reduce risks

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Steps in implementing
Psychological Health and Safety in the
Workplace

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Implementing the National Standard



graphics from *Assembling the Pieces*, CSA

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Building the foundation



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Commitment, leadership, participation

Responsibility for psychological health and safety resides with:

- Employers
- Senior Leaders responsible for corporate strategy, people, organizational development, health and safety, operations, communications: all leaders
- Employees
- *OH&S – expanding beyond physical safety*

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Identifying Opportunities



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Getting your baseline - tools

Guarding Minds at Work Survey

- Free survey to assess 13 factors in your workplace
- Easily accessible
- Confidential
- Customizable
- You generate your own report
- Helpful resources for each factor
- Action plan guides

www.guardingmindsatwork.ca

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Getting your baseline

Other sources of data:

- Employee satisfaction/engagement surveys
- Focus group discussion – esp. in small worksite
- Claims for psychological injury
- Data on reports of bullying/harassment
- Recruitment, retention, turnover of workers
- Short-term Disability/LTD data
- Learning and development data – training, etc.

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Getting your baseline

Policies/systems that affect PH&S factors:

What is already in place?

- Return to work/stay at work programs
- Occupational Health and Safety Committee
- Critical incident management, response processes
- Violence in the workplace prevention systems
- Bullying and harassment prevention/respectful workplace policies
- Training and development policies

What *could* be put in place?

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Setting Objectives



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Setting Objectives

- Develop vision
- Set objectives and targets
- Establish implementation team
- Develop implementation strategy

What you can do at your local worksite, with your OHS Committee

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Objectives and Targets: Example

Improve psychological support in City Hall over next year

Improve civility and respect in City Hall over next 6 months

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Training & Development

- ❑ Provide education and training to all staff to heighten mental health awareness (i.e., mental health literacy)
- ❑ Provide additional education about mental health issues to all staff whose role involves leading, supporting or managing (e.g., human resources teams, health and safety representatives, union representatives)
- ❑ Create opportunities for training and/or mentoring to enhance interpersonal and people management skills
- ❑ Provide training and/or mentoring to help deal appropriately and supportively with employees who have possible mental health concerns
- ❑ Supply the tools and supports (including time and incentives) needed to succeed in supporting employees with mental health concerns
- ❑ Review third-party providers of psychological services to ensure adherence to evidence-based practices and focus on work function
- ❑ Train or engage peer-support workers focused on mental health issues

Communication

- ❑ Encourage respectful workplace communication where psychological health concerns can be discussed safely and openly
- ❑ Ensure widespread awareness of company benefits and programs that employees can access to address their psychological health concerns
- ❑ Share community or online resources to help with psychological health concerns
- ❑ Maintain regular and supportive communication with employees who are off work due to mental health concerns

Formal Policies & Programs

- ❑ Provide comprehensive benefits that support employee mental health (i.e., coverage for the following: psychologists or other regulated mental health professionals; Employee and Family Assistance Programs; prescription drugs; and short-term and long-term disability plans)
- ❑ Provide or link to early intervention supports and programs for employees who may have psychological health concerns. Note that Employee and Family Assistance Programs are well-positioned to provide early intervention.
- ❑ When appropriate, help employees to obtain assessment of psychological function to determine treatment and accommodation needs
- ❑ Create “stay-at-work” policies and programs to assist those who remain at work while dealing with mental health concerns (including formal and informal accommodations)
- ❑ Develop programs and procedure to address occupation-specific risks to psychological health and safety
- ❑ Identify a contact person who is knowledgeable about mental health issues and is responsible for facilitating healthy and successful work efforts
- ❑ Collaborate with employees to create detailed return-to-work plans that include a range of options for coping with mental health concerns (e.g., graduated return-to-work). It is important to ensure coordination among key participants in the return to work process.

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Objectives and Targets: Example

Improve psychological support in City Hall over next year

Improve civility and respect in City Hall over next 6 months

Provide 2 sessions on mental health awareness & support through BCMSA/CMHA

Research local mental illness resources and introduce to all staff

• Install “respectful workplace” sign at reception
 • Develop procedures
 • Train staff

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Implement the Plan



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Objectives and Targets: Resourcing



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Communicating

Your role as a leader, as a rep on OHS team or otherwise:

What

- this is about elements within the influence of the workplace
- just like physical health and safety
- prevention and corrective action
- each individual has their own responsibility for their well-being

When

- at all stages
- often
- especially when determining targets
- when activities happening and how to participate
- results of activities

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Implementing the Plan

- Implement the strategy
- Establish corrective and preventive action process
- Establish reporting and incident investigation process
- Establish process for monitoring Psychological Health and Safety Management System (PHSMS)
- Internal audits
- Management review
- Continuous improvement

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Summary

- Psychological Health and Safety is integral to health and safety for everyone in the workplace
- Occupational health and safety has role
- Steps in implementing psychological health and safety in your workplace
- Your opportunities to influence and engage at each step

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CMHA and BCMSA working together

CMHA and BCMSA are offering three courses:

- Awareness of Mental Health at Work
- Responding with Respect On the Front Line
- Safe and Sound: Creating a Psychologically Healthy and Safe Workplace

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Workplace Health Resources

- Canadian Mental Health Association
www.cmha.bc.ca
www.cmha.ca
- CMHA's Bottom Line Conference
www.bottomlineconference.ca
- Mental Health Commission of Canada
www.mhcc.ca
- HeretoHelp
www.heretohelp.bc.ca
- Canadian Centre for Occupational Health and Safety
www.ccohs.ca
- under Mental Health
- *Assembling the Pieces* on-line course
www.ccohs.ca/products/courses/assembling_pieces
- Workplace Strategies for Mental Health
workplacestrategiesformentalhealth.com
- Guarding Minds @ Work
www.guardingmindsatwork.ca

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Questions? Comments?

THANK YOU!

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Keep in touch!

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