

# Creating a Workplace Mental Health Strategy: From Start to Impact!

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November 18, 2019

**CivicAction**

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Mental Health  
Commission  
of Canada

Commission de  
la santé mentale  
du Canada

@MHCC

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# Housekeeping

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- The session will run from 12:00 pm to 1:00 pm EST
- There will be a Q&A session at the end of the webinar where panellists will answer your questions
- Use the Q&A function at the bottom of your screen to ask questions at any time
- If you wish to address your question to a specific panellist, simply add their name at the beginning of your question (ex: «@Liz: (your question here)»)
- A recording of this session, and the presentation, will be posted on the Mental Health Commission of Canada website within a couple of weeks

# Today's Speakers

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**Linda Weichel,**  
Vice President of  
Initiatives,  
CivicAction



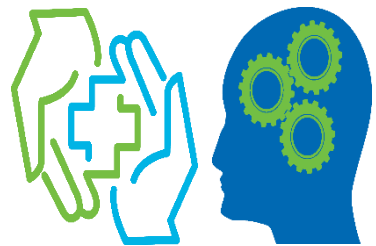
**Liz Horvath**  
Manager,  
Workplace Mental  
Health, Mental  
Health First Aid and  
Opening Minds,  
Mental Health  
Commission of  
Canada



**Sylvie Latulippe**  
Director,  
Wellness and  
Employee  
Relations, Human  
Resources,  
Bank of Canada



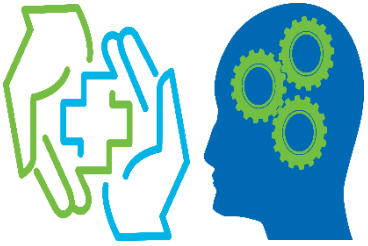
**Addie Greco-  
Sanchez,**  
President,  
AGS Rehab



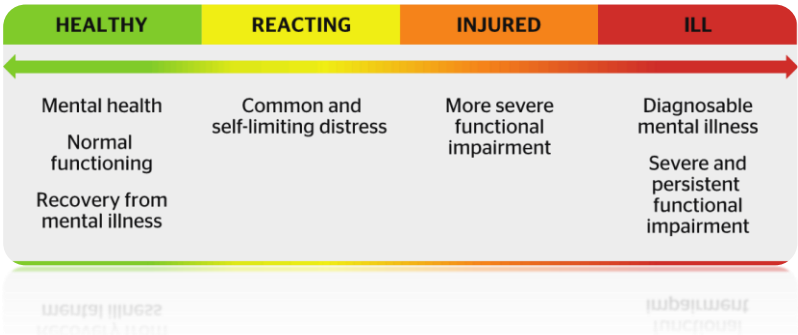
# Workplace Mental Health

## Why Implement a Workplace Mental Health Strategy

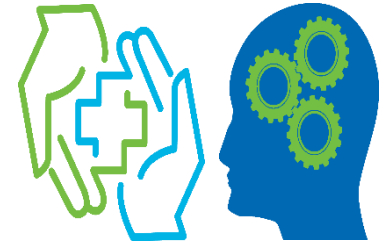
Liz Horvath  
Manager, Workplace Mental Health  
MHFA and Opening Minds  
Mental Health Commission of Canada



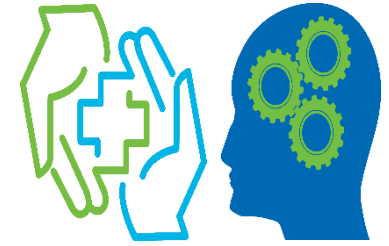
# MHCC Workplace Initiatives



# Benefits of a mentally healthy workplace



- Improved employee performance
- Improved safety
- Improved employee well-being
- Improved recruitment and retention
- Reduced absenteeism and turnover
- Decreased cost of employee benefits and disability claims

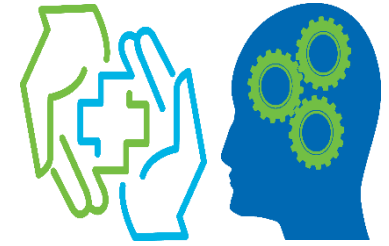


# Mental Health

A **state of well-being** in which the individual realizes his or her own **abilities**, can **cope** with the normal stresses of life, can **work** productively and fruitfully, and is able to make a **contribution** to his or her community.

In this positive sense, mental health is the **foundation of well-being and effective functioning** for an individual and for a community.

~ World Health Organization (emphasis added)

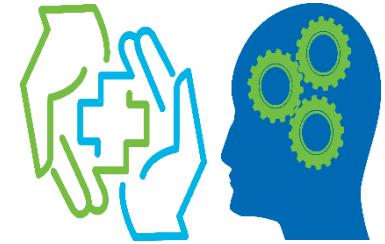


## Psychologically Healthy and Safe Workplace

*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."*

~ National Standard of Canada on Psychological Health and Safety in the Workplace





## National Standard for Psychological Health & Safety in the Workplace

### 5 Pillars to Your Workplace Mental Health Strategy

#### Programs

Workplace awareness campaigns

Occupational health services department

Integrated wellness program

Peer support programs

Self-help tools

#### Policies

Accommodation policies

Return to work plans

Employee recognition

Space for privacy (e.g. quiet room)

#### Benefits

EAP or EFAP

STD & LTD leave

Paid leave for medical appointments or family obligations

Prescription drug coverage

Coverage for psychological services

#### Training

Resiliency

Mental health training (e.g. MHFA)

Anti-stigma training (e.g. The Working Mind)

Respect in the workplace

Management training

#### Assessment

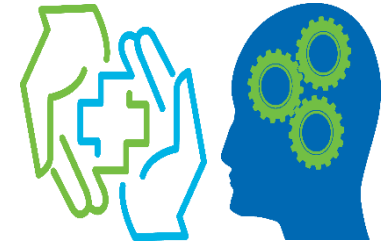
Employee surveys (Guarding Minds @ Work)

Interactive Audit Tool

Mental Health at Work (Excellence Canada)

Health risk assessments

### Accreditation/Certification



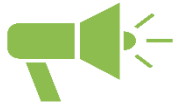
## Nine Promising Practices



Define a business case



Ensure commitment throughout the organization



Communicate widely and effectively



Build a psychological health and safety culture



Ensure adequate resources for implementation



Select the best actions for your organization



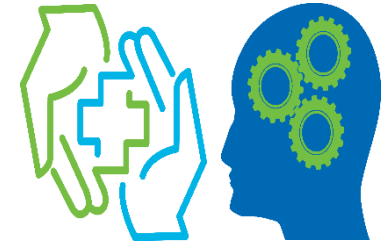
Consider psychological health and safety in times of change



Measure the impact of implementing the Standard



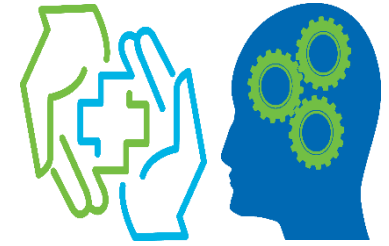
Sustain implementation efforts



# Keys to Success

- Leadership
- Trust
- Communication





## Thank you/Merci

For more information or to inquire about training or implementing a workplace mental health strategy, please contact:

Liz Horvath

613-325-3818

[lhovath@mentalhealthcommission.ca](mailto:lhovath@mentalhealthcommission.ca)

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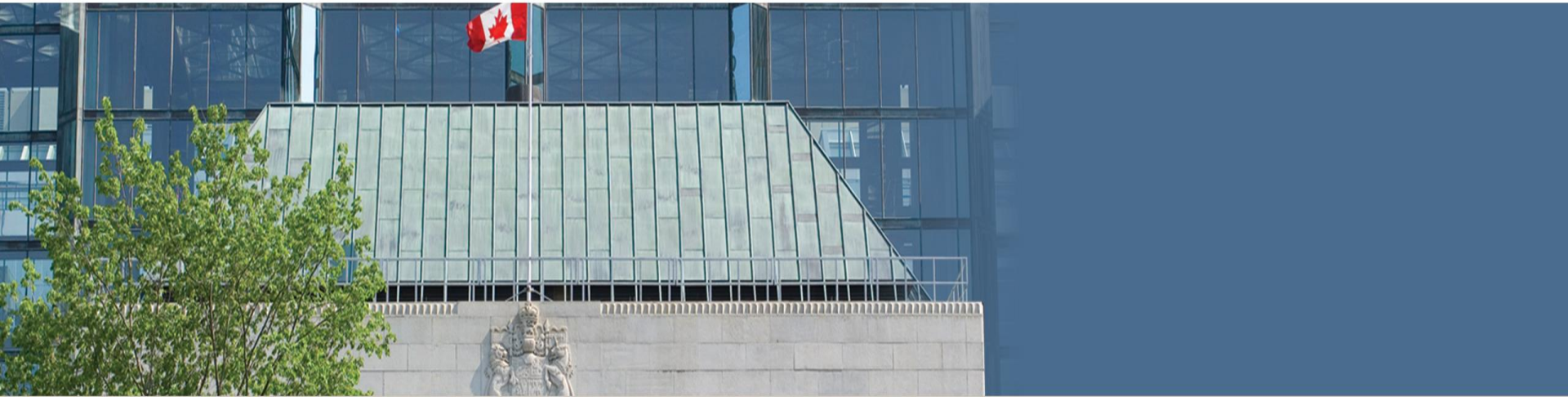
 [www.mhfa.ca](http://www.mhfa.ca)

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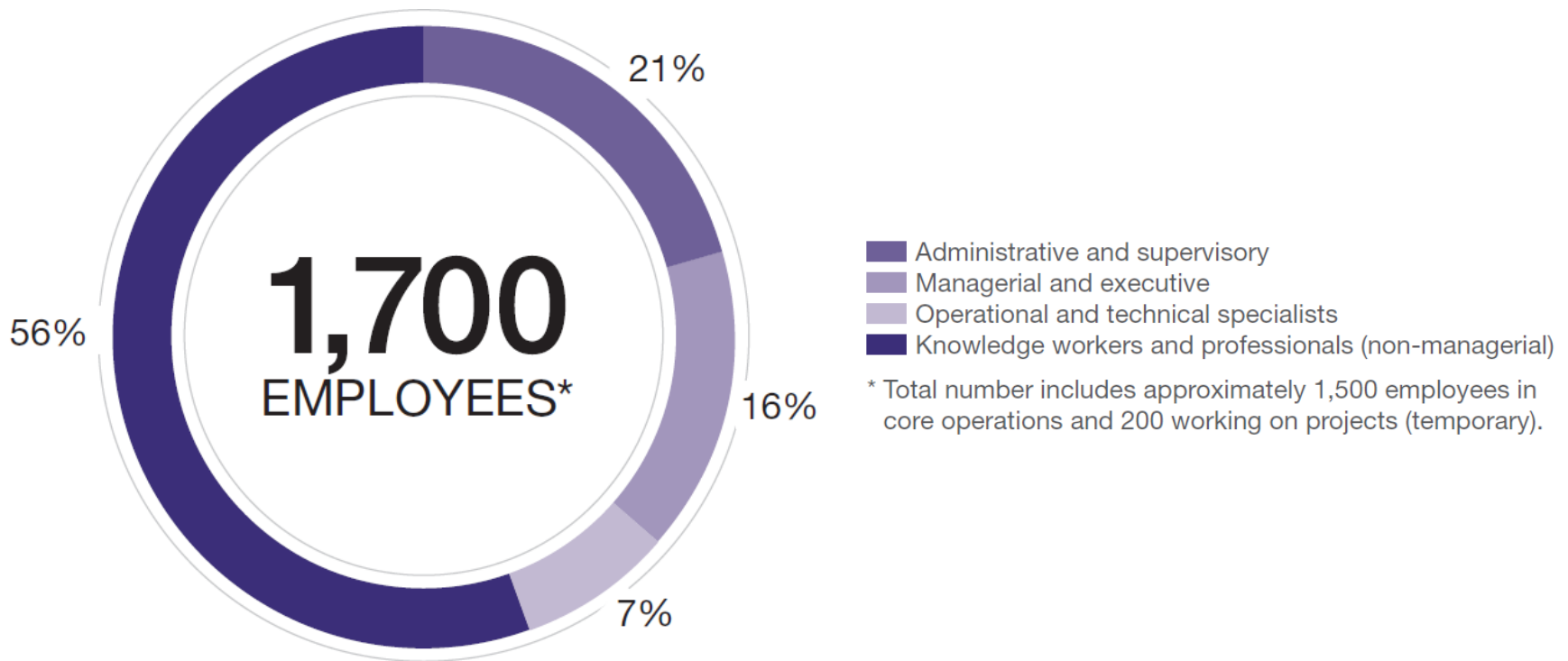
# Bank of Canada Mental Health Strategy

Sylvie Latulippe, Director of Wellness and Employee Relations  
Bank of Canada



Creating a Workplace Mental Health Strategy: From start to impact!  
November 18, 2019

## A “Top 100 Employer” with a highly engaged workforce



# What motivated the Bank to create a mental health Strategy?

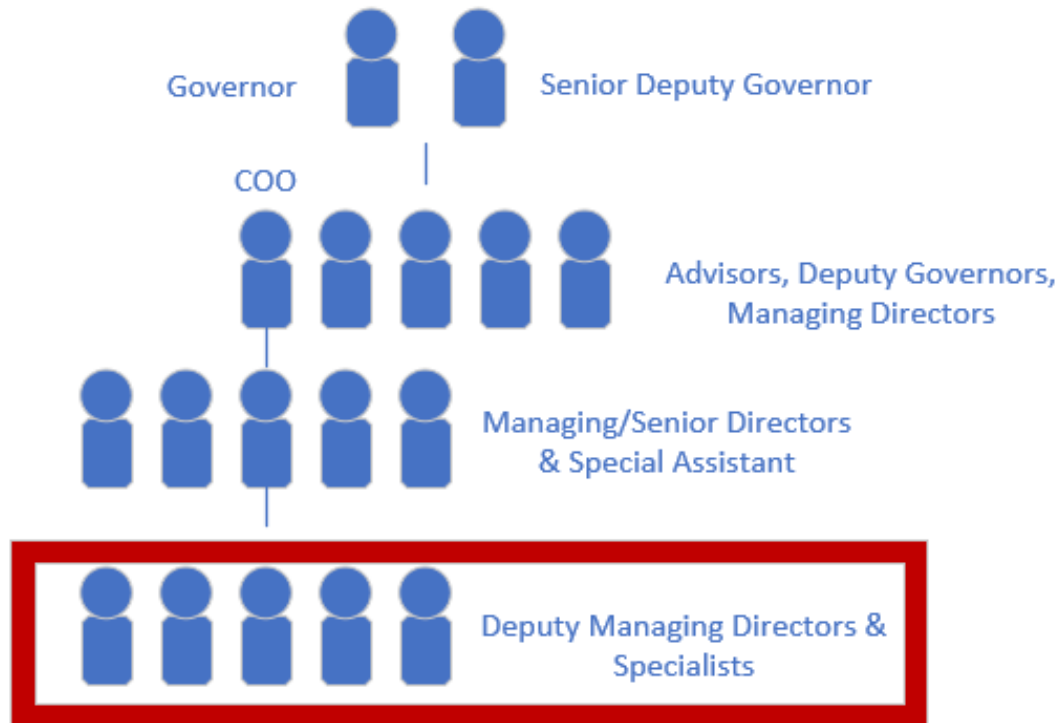
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The Bank currently has a strong foundation consisting of services and programs, policies, and training that contribute to employee wellness.

In 2018, as part of the HR Modernization project, a three-year transformation of programs, services, and technology, we took the opportunity to:

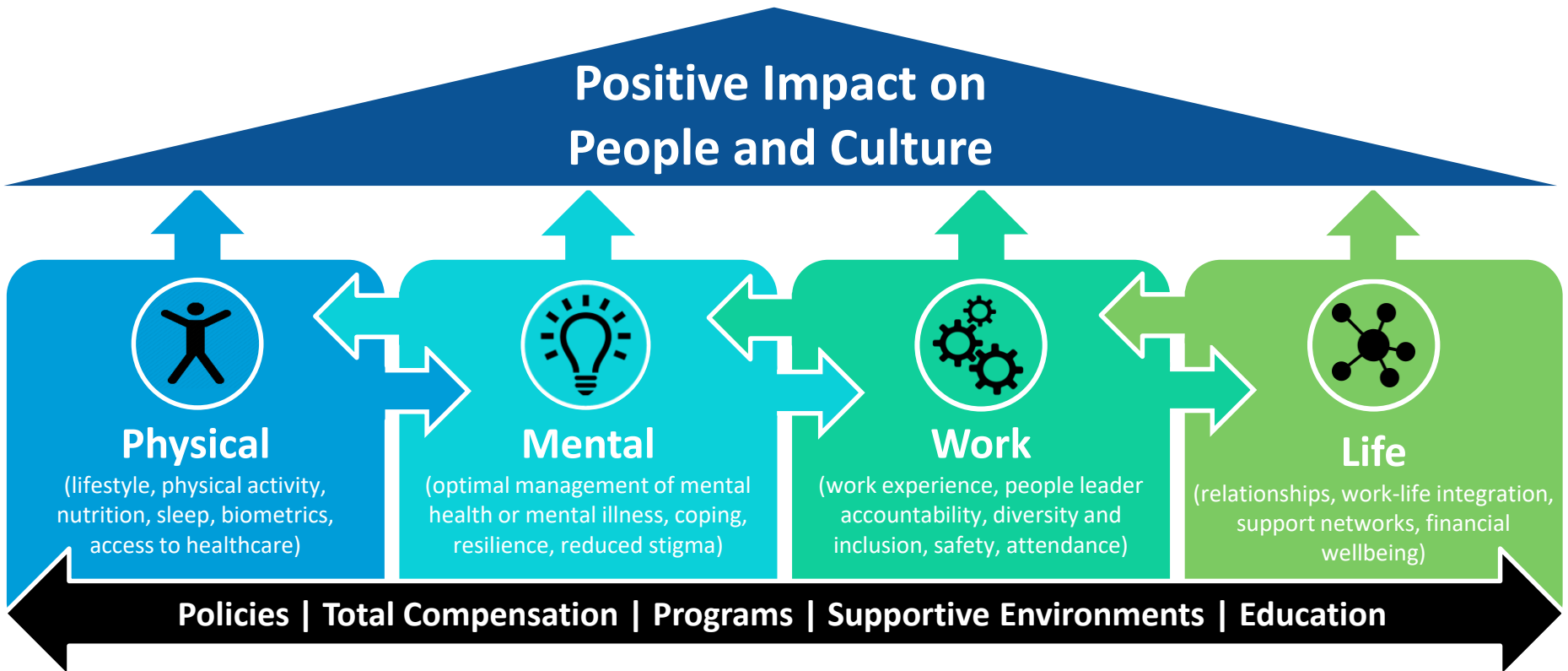
- Review current wellness offerings to build on our strengths and address gaps
- Develop a wellness strategy that incorporates innovative and inclusive programs that meet the needs of all employees who make up our diverse workforce
- Establish the Bank of Canada as a leader among top employers in Canada in workplace health and wellness

# How did we attain executive support and buy-in?



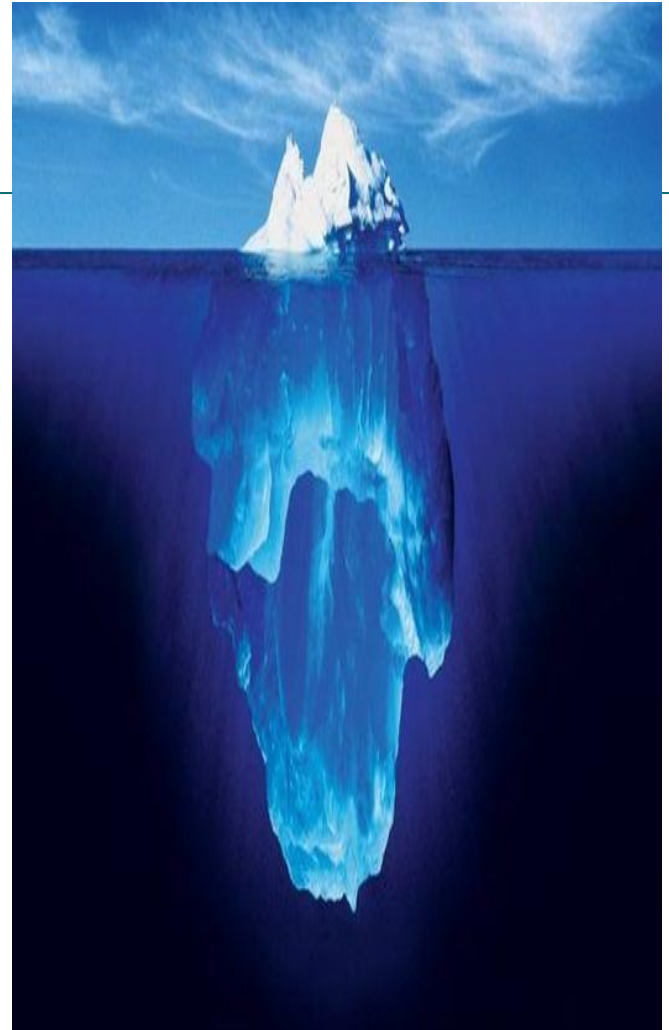


# The Bank of Canada's Wellness Pillars



# How do we measure and track impact?

- Return on Investment (\$ and metrics)
  - Reduce healthcare costs
  - Increase productivity
  - Move employees from high to low risk health status
  - Decrease absenteeism
  
- Value on Investment (behaviour change)
  - Better engagement survey results for engagement, productivity, diversity, capacity, and job satisfaction
  - Adoption of healthier lifestyle habits following participation in awareness, education, and training activities





**Engagement,  
Job Satisfaction**



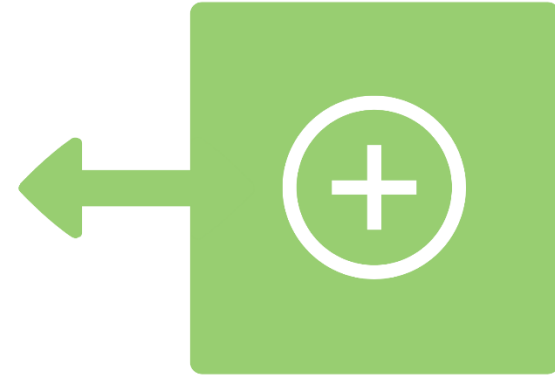
**Capacity,  
Performance**



**Recruitment,  
Retention**



**Healthy  
Lifestyle**



## Benefits of Implementing a Workplace Wellness Strategy



**Days  
Absent**



**Drug  
Costs**



**Health  
Risks**



**Healthcare  
Costs**



**Claims  
Costs**

# Mental Health



*Where we were...*



## Metrics

- STD and LTD claims type and cost
- “At Work Services” type, duration, and cost
- EFAP utilization rate for mental health services
- Health Risk Assessment (HRA) aggregate results related to mental wellbeing
- Wellness event or training registration, attendance, pre/post survey results, uptake



## Gaps

- Higher than industry average for mental disorder related claims and cases
- Opportunity to review benefits offering for psychological services
- Low EFAP utilization
- Ad hoc rather than mandatory training on mental health for leaders



## Assets

- Basic EFAP program was available, but opportunity to diversify the service offered
- “At Work Services” program was available – but underutilized and underpromoted
- HRA available but not utilized
- These assets needed some bolstering!

# Mental Health



## ***What we've done...***

- Promoted mental health services, programs, and resources to support individuals, colleagues, and teams
- Implemented phase 1 mental health awareness and training for First Responders – Security
- Completed a psychological health and safety scan to identify gaps and implement plan to address priority issues.

## ***What we are doing...***

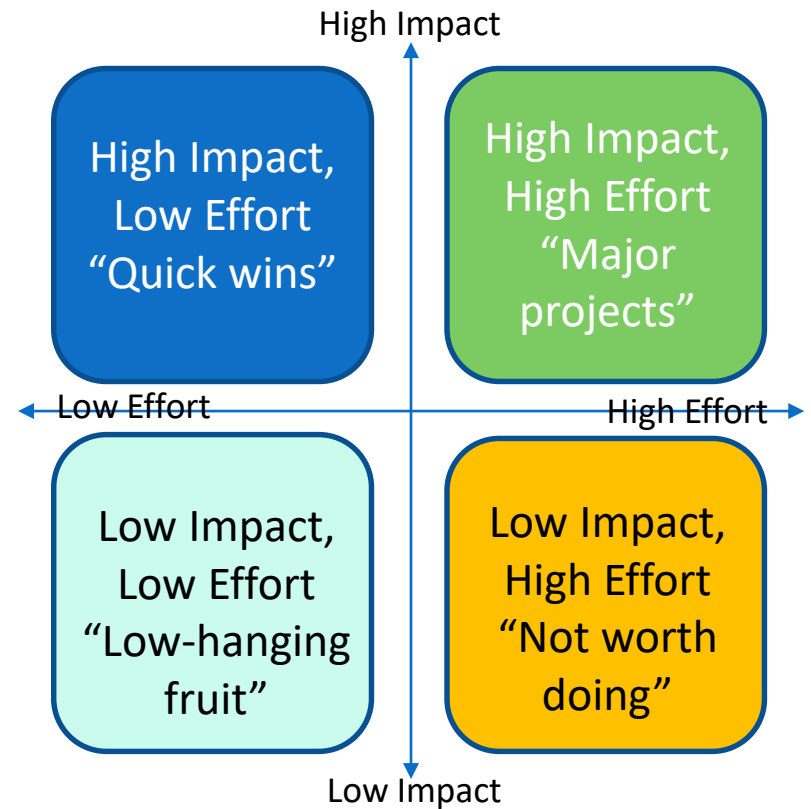
- Annual Wellness Month with a focus on mental health as 1 of 4 pillars – webinars, guest speakers, clinics, Wellness Fair
- Take a proactive approach by promoting the usage of the AWS program
- Piloted a mental health training strategy program for leaders

## ***Where we want to go...***

- Implement phase 2 mental health training strategy for leaders and employees
- Awareness campaign to address stigma reduction and mental health promotion and self-care
- Align with other priorities in HR (Recruitment, D+I) to identify and implement services, resources and tools that support the recruitment and retention of people with mental illness

# Remaining focused

- What problem are we trying to fix?
- What is the need we want to fill?
- Where are there gaps?
- How will we measure success?
- Effort vs reward?



# Essential ingredients for our success

## Leverage diverse offerings: not a “one size fits all” approach

### Events / programs

- Climate Dashboard
- New EFAP and app
- Total Health Index
- Wellness Fair
- Wellness Center
- Benefit Center
- Flexible Benefits
- Mental Health Training (in person + online)

### Tactics

- Webinars (4 to 6 per year)
- Promotion and awareness through our Infobyte/Teleinfo
- Leaders sharing their stories
- Sharing articles
- Presentations to Leaders on AWS
- Know your numbers clinic

# Holistic and collaborative approach





Thank you!





Addie Greco-Sanchez, President  
AGS Rehab Solutions Inc.

*the 20<sup>th</sup> century of brawn has  
become the 21<sup>st</sup> century of the brain*



dirty and brutish

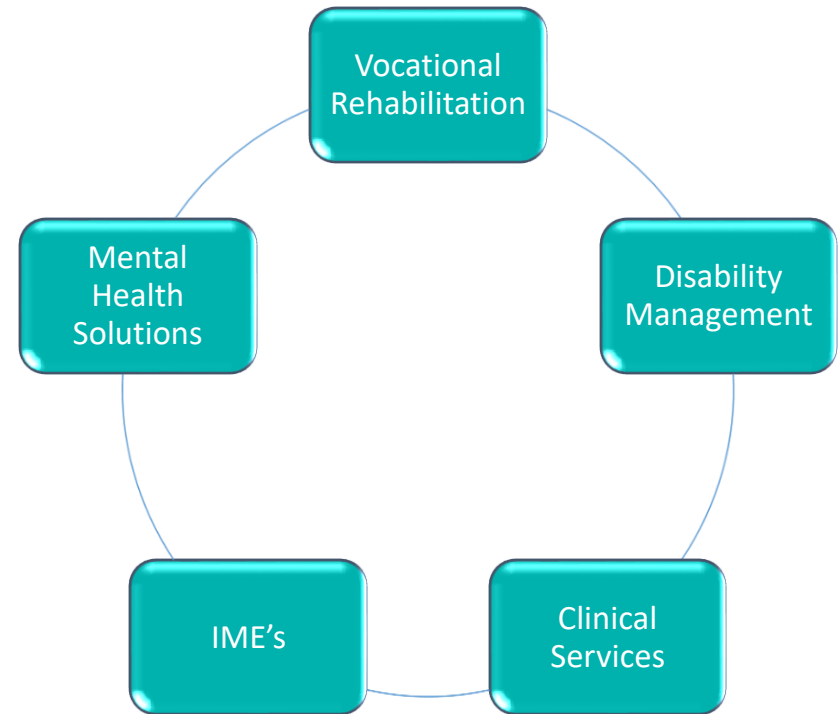


brutishly stressful

# Small companies can do **BIG** things in mental health

# Who is AGS?

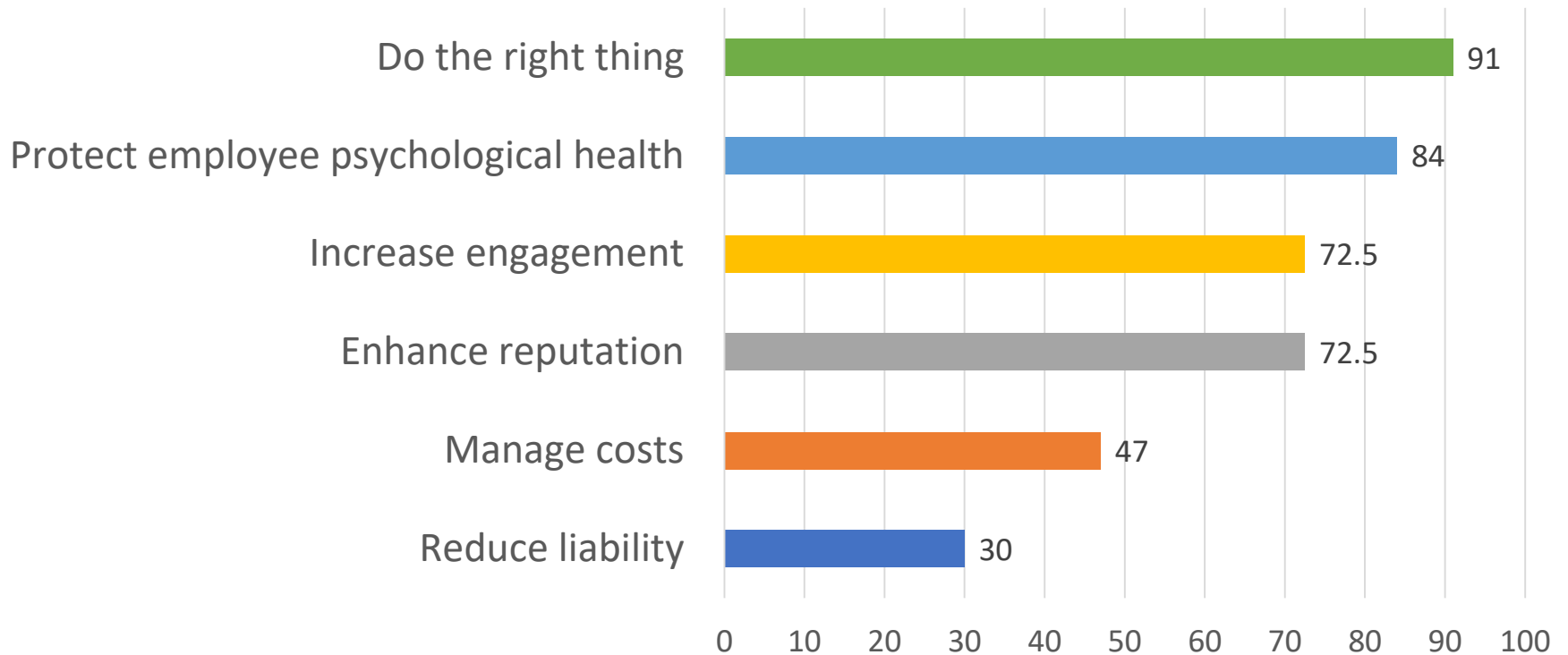
- 20 employees at Mississauga Head Office, and 500+ professionals across Canada
- Provides disability management, assessment services and vocational solutions to insurers, employers, lawyers and government agencies
- Interest in all things mental health—30% of disability claims and 70% of disability costs are mental health related\*
- Awarded 2017 *Canada Awards for Excellence (CAE) GOLD* recognition for *Mental Health at Work*®





- 2013: Decided to include MH in our strategic plan as a priority
- 2013: Joined *Not Myself Today* campaign
- 2014-2017: Participated in MHCC Case Study Research Project, implementing *The Standard*
- 2017: received Canada Awards for Excellence Gold recognition for Mental Health at Work®
- Since 2013...development of MH resources, MH training, EAP, creation of Wellness Committee

# Reasons For Implementation



**Percent (%) of organizations endorsing this reason**

*Statistics provided by MHCC March 2017*



## AGS' Community Initiatives



*Back To School Backpack Program*





# *Psychological Engagement*



## 3 Factors Driving Campaign's Success

- Corporate and social responsibility
- Employee response and engagement
- Recognition as an industry leader and an employer of choice



# Challenges to Implementation

*Regardless of size...*

- Financial resources
- Human capital
- Inconsistent data collection
- Engagement, resistance to change
- Significant organizational change
- Uncertainty in defining and reporting “excessive stress”
  - > E.g. WSIB’s Bill 127 on Chronic Mental Stress



# *What's YOUR cost to Ignoring Mental Health in the Workplace?*

## **Tangible:**

- Absenteeism rate
- Employee turnover rate
- Cost of WCB contributions
- Cost of group insurance premiums
- Presenteeism
- Recruitment
- Productivity

## **Intangible:**

- Work environment
- Conflicts and grievances
- Motivation
- Commitment
- Service quality
- Creativity
- Quality of decisions

*Embedding Mental  
Health Best Practices –  
we are not done...*

*We are on a journey!*





*Thank you for listening!*

Contact me:

Addie Greco-Sanchez

Email:

[agsanchez@agsrehab.com](mailto:agsanchez@agsrehab.com)

Phone: 416 508-1285

# MINDSMATTER

Workplace mental health just got easier.

CivicAction's MindsMatter program provides an online assessment tool offered in French and English to help employers quickly know where their organization is at in supporting people's mental health and how to do more.

Get started at: [mindsmatter.civicaction.ca/](https://mindsmatter.civicaction.ca/)

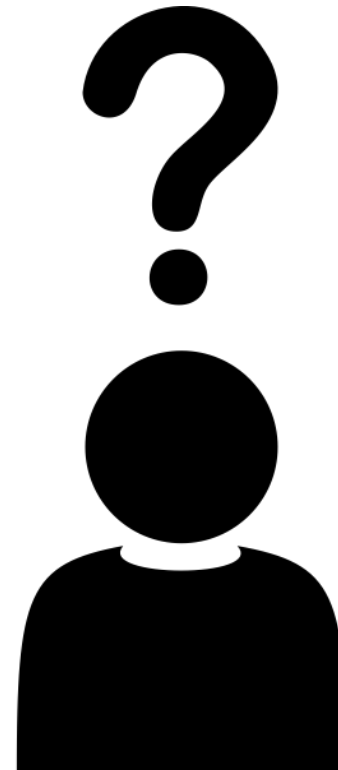
- ✓ Free to take
- ✓ Easy to use
- ✓ Confidential
- ✓ Takes less than 3 minutes

Participants are connected to existing resources aligned with their needs, and benefit from peer-to-peer learning opportunities including testimonials, webinars, and story-telling.

## SOUTIEN BIENÊTRE

Pour une meilleure santé mentale au travail

Use the Q&A function at the bottom of your screen to ask your question.





**Free 3-minute online assessment tool at [mindsmatter.civicaaction.ca/](https://mindsmatter.civicaaction.ca/) that provides three actions your workplace can take to support workplace mental health in:**

- Awareness and training
- Organizational support
- Leadership

**Contact:**

[linda.weichel@civicaaction.ca](mailto:linda.weichel@civicaaction.ca)



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**Free resources**

- The Mindful Employee – Online Orientation
- Workplace Factor Customizable Posters
- The National Standard of Canada on Psychological Health and Safety in the Workplace
- Assembling the Pieces

**English:**

<https://www.mentalhealthcommission.ca/English/what-we-do/workplace/national-standard>

**French:**

<https://www.mentalhealthcommission.ca/Francais/c-que-nous-faisons/sante-mentale-en-milieu-de-travail>

**Contact:** [lhorvath@mentalhealthcommission.ca](mailto:lhorvath@mentalhealthcommission.ca)

