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# Building a Mentally Healthy Culture: The Royal Canadian Mint

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Director, Corporate Health, Safety and Environment  
Royal Canadian Mint

November 30, 2016, 12:00 - 1:00 p.m. ET

#WorkplaceMH

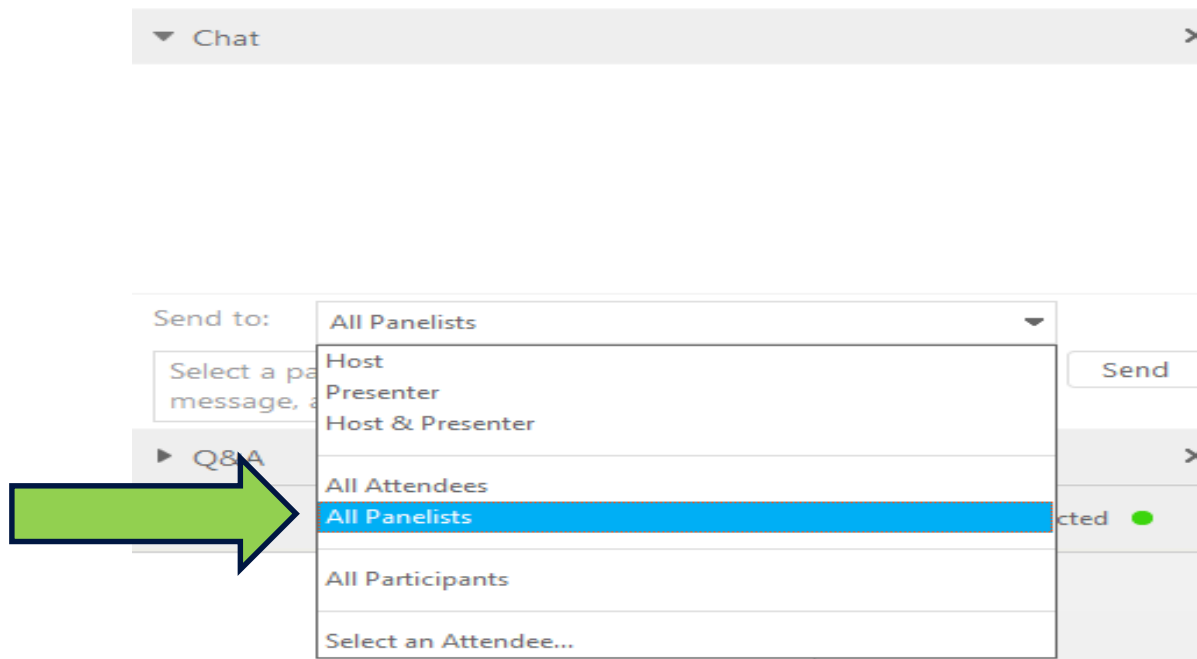
 @MHCC\_  /theMHCC  /Mental Health Commission of Canada  
 @theMHCC  /1MHCC



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Important! Send questions/comments to  
'All Panelists'



@mhcc\_ #workplaceMH #StandardCda

# Presenter



Jennifer Richardson  
Director, Corporate Health, Safety and Environment  
Royal Canadian Mint



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# Focus of Today's Webinar

## The Standard

- An overview

## Royal Canadian Mint

- Workplace wellness initiatives

## Q & A

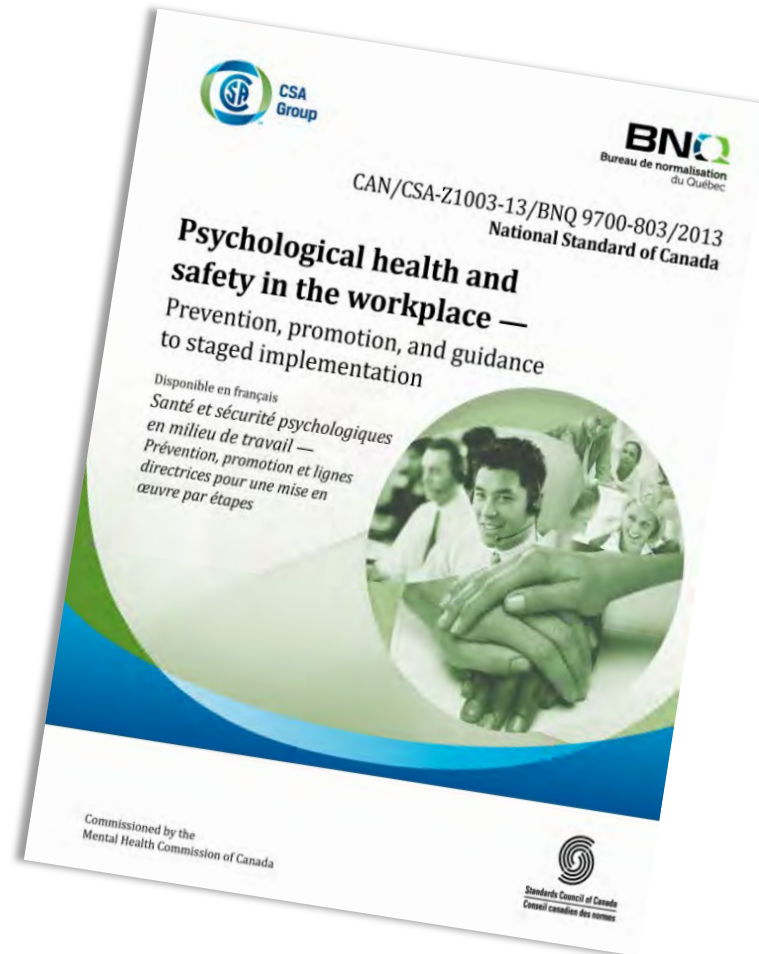
# The Standard



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- Framework
- Tools not Rules
- Voluntary
- Free



Download: [www.csagroup.org/z1003](http://www.csagroup.org/z1003)

# Workplace Mental Health Factors



Psychological Support



Civility & Respect



Recognition & Reward



Balance



Organizational Culture



Psychological Demands



Involvement & Influence



Psychological Protection



Clear Leadership & Expectations



Growth & Development



Workload Management



Supportive Physical Environment



Engagement



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## 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)

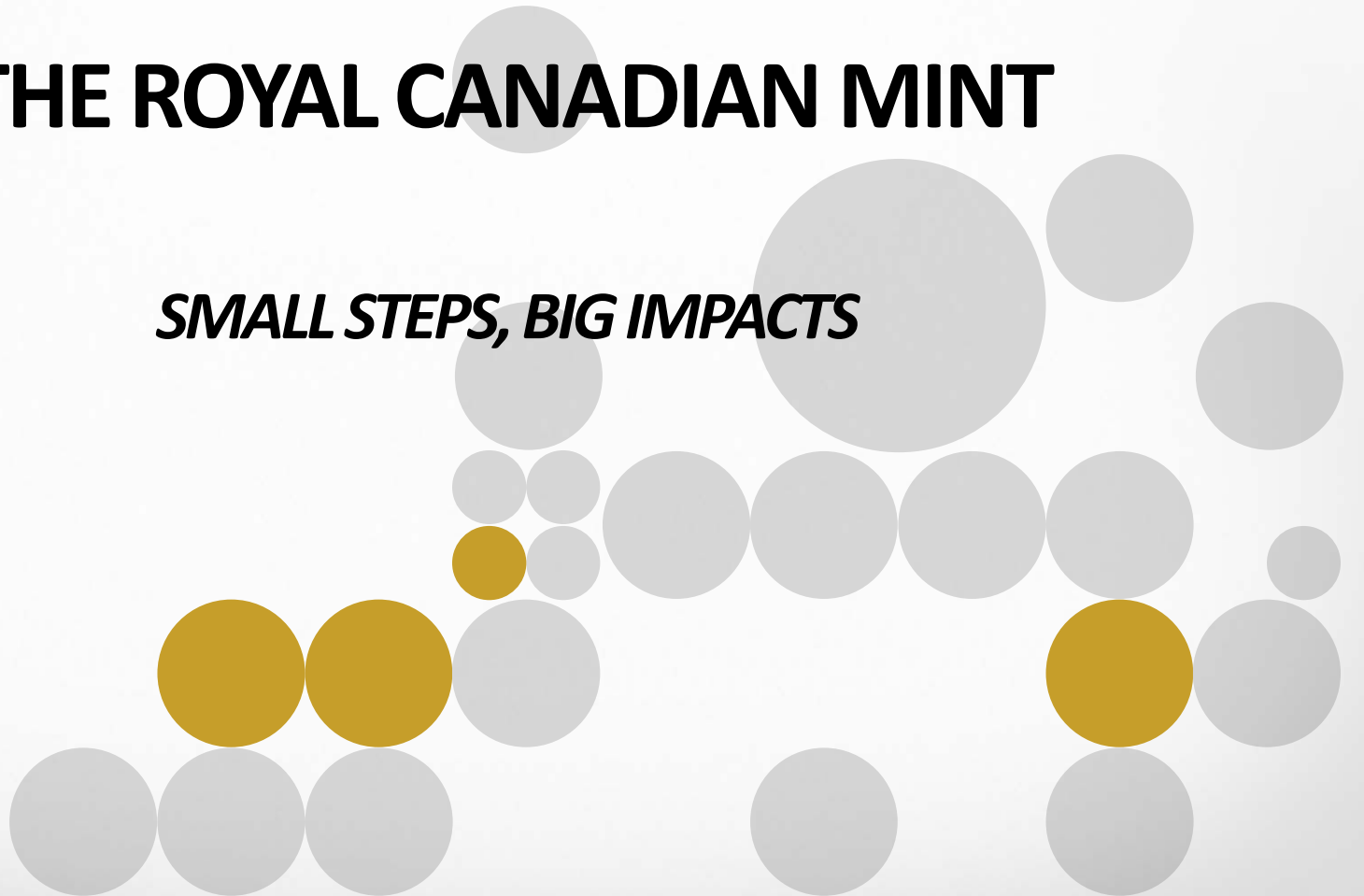
Health risk  
assessments

### Accreditation/Certification



# THE ROYAL CANADIAN MINT

***SMALL STEPS, BIG IMPACTS***





# THE MINT IS A SPECIAL PLACE



- Institution since 1908
- **Core mandate** is to produce circulation coins and manage the coin distribution system for the Government of Canada
- We also:
  - manufacture circulation coins for customers around the world;
  - Produce numismatic coins and bullion
  - Refine gold and silver
- Plants in Winnipeg and Ottawa

## Our vision

The Mint's vision is dedicated to ***delivering excellence... through our customer-driven businesses, our talented people and the value we add to Canada and Canadians.***

## Our values

Our values are ***honesty, respect, pride & passion***. These values reflect the spirit of the Mint and the heart and strength of our culture.



# DETAILS THAT SHAPE OUR CULTURE AND OUR PROGRAM

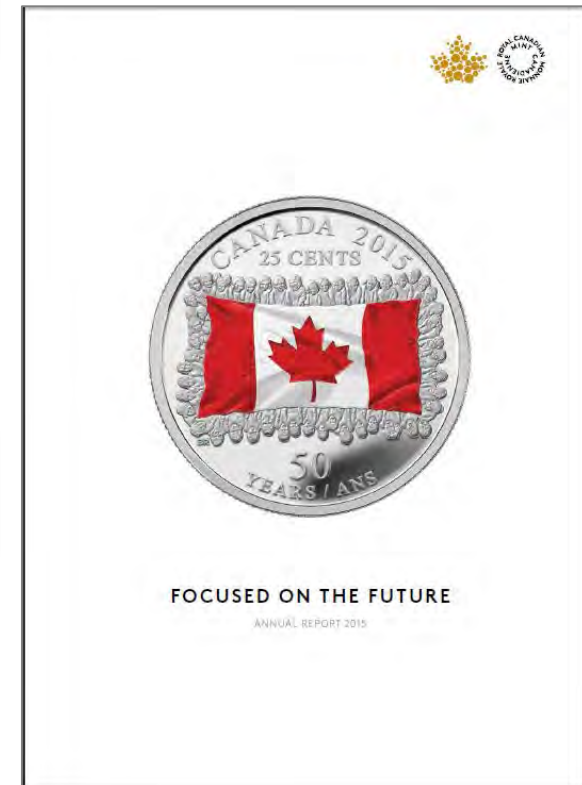


## Value to Canada and Canadians and Customer Driven- Businesses

- Crown Corporation that operates 24/7
- Strive to be relevant, progressive and innovative
- Eye on profitability
- We are undergoing a transformation with new leadership

## Talented People

- Government employees: well paid, good benefits etc.
- Unionized employees represented by PSAC and ATU
- Mix of manufacturing and office based staff
- Armed Protective Services Officers (PSOs) who are our first responders
- Dynamic and proud



# THIS IS WHAT I HAD IN MIND WHEN WE STARTED TALKING MENTAL HEALTH PROGRAM



## Issues Relevant to Advancing Worker Well-being Through Total Worker Health®

### Control of Hazards and Exposures

- Chemicals
- Physical Agents
- Biological Agents
- Psychosocial Factors
- Human Factors
- Risk Assessment and Risk Management

### Organization of Work

- Fatigue and Stress Prevention
- Work Intensification Prevention
- Safe Staffing
- Overtime Management
- Healthier Shift Work
- Reduction of Risks from Long Work Hours
- Flexible Work Arrangements
- Adequate Meal and Rest Breaks

### Built Environment Supports

- Healthy Air Quality
- Access to Healthy, Affordable Food Options
- Safe and Clean Restroom Facilities
- Safe, Clean and Equipped Eating Facilities
- Safe Access to the Workplace
- Environments Designed to Accommodate Worker Diversity

### Leadership

- Shared Commitment to Safety, Health, and Well-Being
- Supportive Managers, Supervisors, and Executives
- Responsible Business Decision-Making
- Meaningful Work and Engagement
- Worker Recognition and Respect

### Compensation and Benefits

- Adequate Wages and Prevention of Wage Theft
- Equitable Performance Appraisals and Promotion
- Work-Life Programs
- Paid Time Off (Sick, Vacation, Caregiving)
- Disability Insurance (Short- & Long-Term)
- Workers' Compensation Benefits
- Affordable, Comprehensive Healthcare and Life Insurance
- Prevention of Cost Shifting between Payers (Workers' Compensation, Health Insurance)
- Retirement Planning and Benefits
- Chronic Disease Prevention and Disease Management
- Access to Confidential, Quality Healthcare Services
- Career and Skills Development

### Community Supports

- Healthy Community Design
- Safe, Healthy and Affordable Housing Options
- Safe and Clean Environment (Air and Water Quality, Noise Levels, Tobacco-Free Policies)
- Access to Safe Green Spaces and Non-Motorized Pathways
- Access to Affordable, Quality Healthcare and Well-Being Resources

### Changing Workforce Demographics

- Multigenerational and Diverse Workforce
- Aging Workforce and Older Workers
- Vulnerable Worker Populations
- Workers with Disabilities
- Occupational Health Disparities
- Increasing Number of Small Employers
- Global and Multinational Workforce

### Policy Issues

- Health Information Privacy
- Reasonable Accommodations
- Return-to-Work
- Equal Employment Opportunity
- Family and Medical Leave
- Elimination of Bullying, Violence, Harassment, and Discrimination
- Prevention of Stressful Job Monitoring Practices
- Worker-Centered Organizational Policies
- Promoting Productive Aging

### New Employment Patterns

- Contracting and Subcontracting
- Precarious and Contingent Employment
- Multi-Employer Worksites
- Organizational Restructuring, Downsizing and Mergers
- Financial and Job Security



# WHERE THE HECK DO WE START?



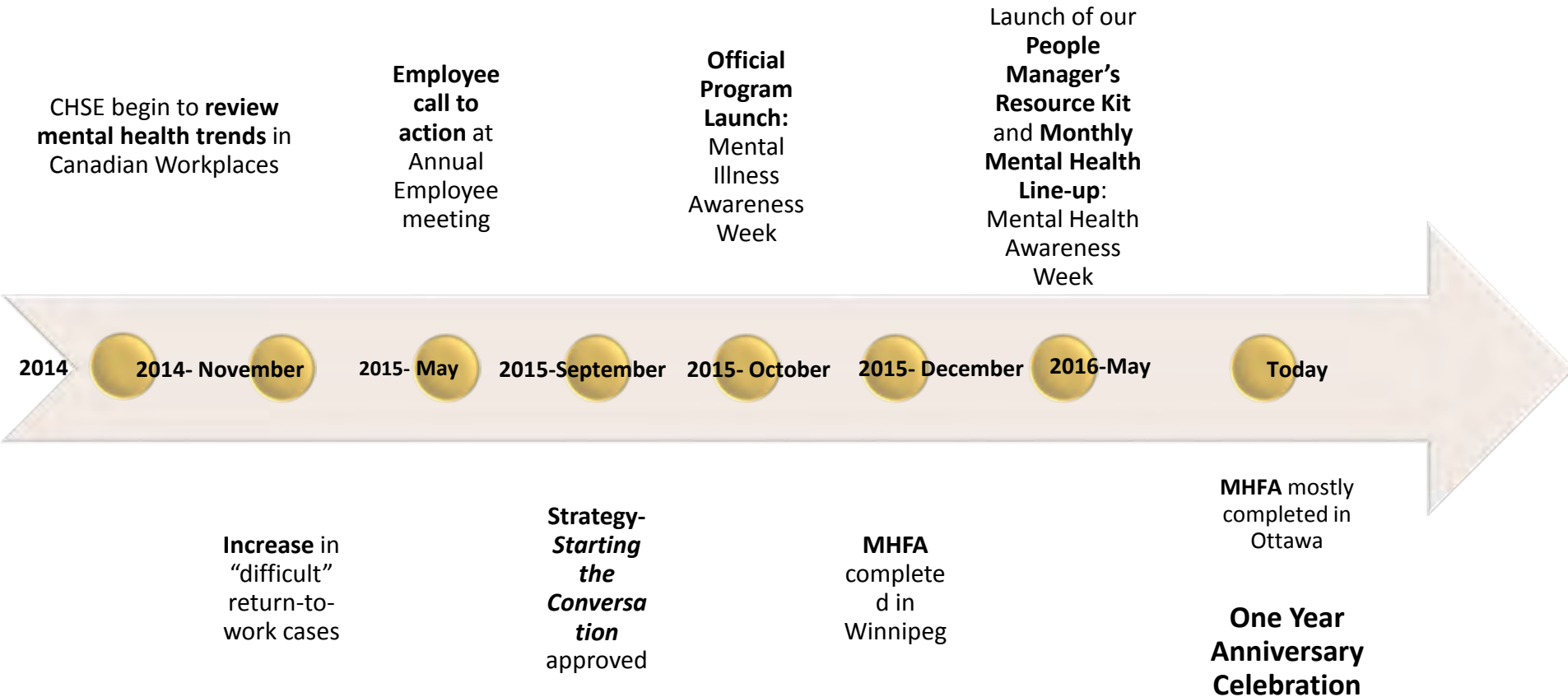
Idea of  
Total  
Worker  
Health



Traditional  
H&S  
background



# THE PATH WE HAVE TAKEN IN THE LAST TWO YEARS



<https://youtu.be/hUsHtxTnIng>

# GETTING OVER THE DESIRE TO DO EVERYTHING ALL AT ONCE WAS CRITICAL TO SUCCESS



## How did we get over the desire to tackle it all?

- We did not have a choice
- Great direction: dream big and pick two no-regrets moves to tighten the strategy up
- We had a model for program sustainability already in the works

***IT WAS LIKE WE HIT THE JACKPOT:  
BUY-IN + A MODEL + A LICENCE TO DREAM BIG***



# WE IDENTIFIED OUR BIGGEST PAIN POINTS BASED ON WHAT WE KNEW AT THE TIME



## We knew:

- Readiness and knowledge in our workplace was inadequate
- People Managers perceived as being number-focused
- Discomfort discussing health

*“We really couldn’t support a full program until we addressed stigma, increased awareness and dealt with the discomfort around employee illness”*

# SHARPEN YOUR FOCUS AND USE WHAT YOU HAVE IN PLACE



## Sustainable Health, Safety and Environmental Programs





# EMPLOYEE AND SENIOR LEADERSHIP BUY-IN MADE THE DIFFERENCE



Senior Leadership buy-in existed because of our CEO and President. However, we still wanted:

- Senior Leader as the head of an employee lead working group
- Leader needed to have lived experience
- Employee representatives needed from all locations
- Also wanted a leader in Winnipeg to help support the group

Mental Health Working Group (MHWG) Formed:

- 45 applications received
- 26 interviews held
- 11 members selected
- 7 support staff also actively engaged

Buy-in



## OUR PROUD AND TALENTED MHWG



# MENTAL HEALTH FIRST AID LAUNCHED AS A “NO REGRETS” MOVE UNDER OUR OVERALL STRATEGY



**Our Strategy:** Two year focus on *Starting the Conversation* with the objective of reducing stigma and increasing awareness through:

1. Activities / materials that would increase our People Managers and First Responders’ “conversation” skills around mental health

AND

2. Launch “no regrets” moves that would allow us to hit the ground running while we developed the foundation for an employee-lead program

Plan and Strategy:  
Relevance and Specificity  
Flexibility and Adaptability

**Our “No Regrets” Moves Were:**

1. Mental Health First Aid
2. Not Myself Today Campaign by *Partners For Mental Health*

# THE STRATEGY OPERATED WITHIN PARAMETERS ESTABLISHED BY OUR EXISTING CULTURE AND NEEDS



- Understanding the culture and needs of our organization allowed us to develop operating parameters that shaped our approach
- We knew we had to:
  1. Stay focused on the strategy even in the face of pressures
  1. Limit the impact on operations by being flexible
  2. Capitalize on what we already going for us
  3. Establish a baseline after the official launch
  4. Use existing communication tools
  5. Execute with a limited budget and resources

Plan and  
Strategy:  
Relevance and  
Specificity  
Flexibility and  
Adaptability



# THERE WAS A LOT TO MEASURE EVEN WITH JUST TWO GOALS IN MIND



Goals`	How we planned to achieve our goals	How we planned to measure success
Improve conversation skills around mental health	Activities/ materials targeted at People Managers and First Responders: <ul style="list-style-type: none"> <li>• People Manager's Resource Kits</li> <li>• Monthly Mental Health Line up for Directors and their Teams (integrated the NMTD materials)</li> </ul>	<ul style="list-style-type: none"> <li>• Survey results</li> <li>• Observed participation at promotional events (good turnout/ direct feedback)</li> <li>• Feedback obtained after each event (survey monkey questionnaire used)</li> <li>• EFAP utilization</li> <li>• Life Speak utilization</li> </ul>
Hit the ground running with small no regrets moves with big impact while we build the foundation for an employee-lead program	<ul style="list-style-type: none"> <li>• Provide Mental Health First Aid to People Managers and First Responders</li> <li>• Use Not Myself Today Campaign</li> </ul>	<ul style="list-style-type: none"> <li>• 100% participation in training</li> <li>• Feedback following training</li> <li>• Feedback obtained after each event</li> <li>• Observations made during participation at events</li> <li>• First Aids provided</li> </ul>

Purpose and Goals

Monitoring and Continuous Improvement

# WE PUT SENIOR LEADERS IN CHARGE AND ENSURED THAT THEY WERE WELL EQUIPPED



## HOW WE PLAN TO LAUNCH THE CAMPAIGN

*"Starting the Conversation" through the Not Myself Today Campaign will help us support **our talented People***



### What You Can Expect to See

#### NAOSH / Mental Health Awareness Week: May 2-6, 2016

- **Promotion Tables at each location**
  - Mental Health Working Group (MHWG) available for questions
  - **Mood Buttons / Stickers**- *Not Myself Today* Activity #1
  - People Manager **Resource Kit** -display
  - Not Myself Today Campaign **Activity Kit**-display
  - General mental health / EFAP **pamphlets**
  - **Questionnaire** with a ballot for a prize
- **Electronic distribution of Activity #6- Myth Busting**
  - Simple and fun **cards** designed to generate conversations and beat stigma
  - **Activity guide** with suggestions on roll-out but application is flexible
  - **Activity Calendar 2016**
- **Distribution of the People Manager Resource Kits**
  - Mental Health Program- **introduction materials**
  - Mental Health Program- **Q&As**
  - Canadian Mental Health Association **pamphlets**
  - *Not Myself Today* **information booklets**
  - List of **Mental Health First Aiders**
  - **Feedback Form**
  - **Questionnaire** (for employees who didn't visit the promotion tables)

### What We Expect From You

#### Read and distribute the electronic materials

- President and CEO, VPs and Sr. Directors/ Directors to receive materials on May 2, 2016
- Will be paired with a MHWG member for support
- Consider how to best roll-out the activity in your teams

#### Enable Managers and Supervisors (if applicable)

- Cascade the information to your management staff
- Set up a meeting to discuss best roll-out options
- Print the cards for each activity lead
- Your team will also have a MHWG support person

#### Ensure that Activity #6 – Busting the Myths is executed

- Teams have until **May 31, 2016** to conduct the activity
- Lead or participate in an activity event
- Follow up with your teams

#### Provide feedback

- Collect feedback on Activity #6- Busting the Myths
- Provide completed feedback form to CHSE by **June 8, 2016**

#### What's next?

- Monthly electronic distribution of mental health materials
- Promotional materials through communication tools
- Webinars and videos
- Activities in October/ November/ December

Accountability

# SO THIS IS ALL FINE AND DANDY...BUT WHAT DOES THIS LOOK LIKE IN PRACTICAL TERMS?



## People Manager's Resource Kit

### Contents:

- Mental Health Program- Introduction Materials
- Mental Health Program Q&As
- Mental Health First Aiders
- Not Myself Today: Facts and Resources for Manager
- Not Myself Today: Facts and Resources for Employee
- Not Myself Today: Facts and Resources for Caregiver
- Employee and Family Assistance Program - Pamphlets
- Canadian Center for Mental Health Information – Pamphlets

# SOME (MORE) OF THE FUN WE HAD



- Monthly emails with instructions to our senior leaders
- Combination of self-driven and Mint-wide activities
- Each month included:
  - NMTD Poster to put up
  - Activity details
  - Survey monkey feedback form request

**Note:** Readiness and knowledge was assessed for each activity and built into the plans

## 2016 Activity Calendar

Information / instructions for the activities will be sent to the President and CEO, VPs and Directors on the first Monday of each month for general distribution to their teams. They will also receive awareness posters for your work areas.

MAY	<ul style="list-style-type: none"><li>• Mental Health Awareness Week</li><li>• Introduction to Not Myself Today stickers/brochures</li><li>• Distribute People Management Resources Kit</li><li>• RCM Wide Activity: Myth Busters</li></ul>
JUNE	<ul style="list-style-type: none"><li>• Video: Identifying the difference between a mental health problem and a performance issue</li></ul>
JULY	<ul style="list-style-type: none"><li>• General promotion through existing communication tools</li></ul>
AUGUST	<ul style="list-style-type: none"><li>• General promotion through existing communication tools</li></ul>
SEPTEMBER	<ul style="list-style-type: none"><li>• Webinar: Employers supporting employees with mental illness at and away from work</li><li>• Video: Working with someone with a mental illness</li></ul>
OCTOBER	<ul style="list-style-type: none"><li>• Mental Illness Awareness Week</li><li>• RCM Wide Activity: Conversation Starters</li></ul>
NOVEMBER	<ul style="list-style-type: none"><li>• Webinar: Understanding mental illness</li><li>• RCM Wide Activity: Stress-less Week</li></ul>
DECEMBER	<ul style="list-style-type: none"><li>• RCM Wide Activity: Positivity at Work – Thank You Cards and L.O.U.s</li></ul>

Knowledge and  
Readiness





WHAT DID WE SEE HAPPEN  
WITH ALL OF THIS...

# THE IMPACT MENTAL HEALTH PROGRAM HAS HAD IS MEASURABLE



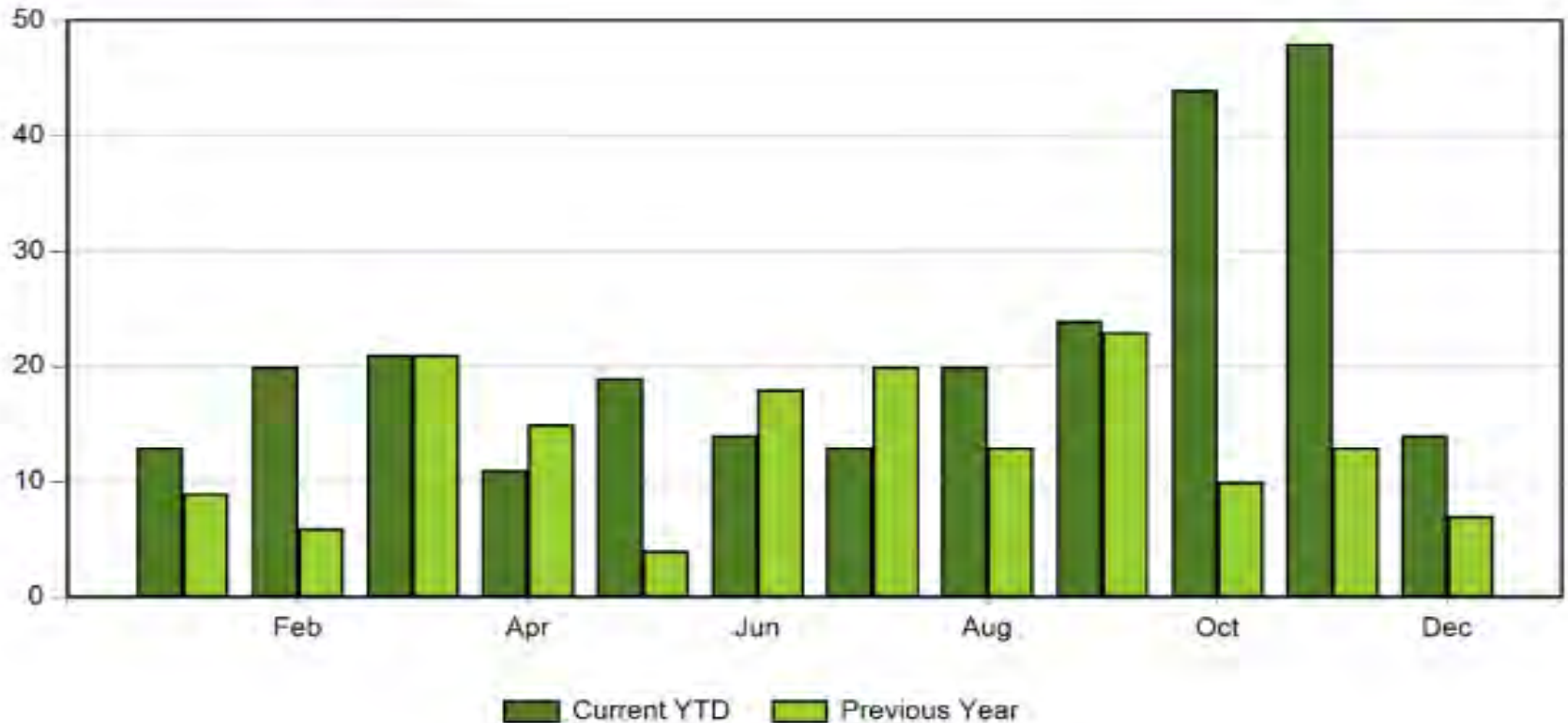
## Facts:

1. 240 employees trained in MHFA (98% completion rate)
2. Significant increase in EFAP utilization since the launch
3. 76% of employees surveyed have noticed an increase in mental health awareness since the launch
4. Counseling for 24 urgent mental health cases in 2016
5. Very good use of the Life Speak mental health videos
6. Good participation in our events

# THE IMPACT MENTAL HEALTH PROGRAM HAS HAD IS MEASURABLE – CON'T



Services accessed by month



*Source: 2015 EFAP Annual Report*

# THE IMPACT MENTAL HEALTH PROGRAM HAS HAD IS MEASURABLE – CON'T



## MONNAIE ROYALE CANADIENNE

### EFAP Usage Trends

Updated: 15 Oct 2016



3.91% Current MTD EFAP Usage

Annually (Monthly Accesses)

Current Year Projected

Previous Year

Your Industry Average

0%

10%

20%

30%

EFAP Usage (%)

Source: 2016 EFAP Dashboard

# THE IMPACT MENTAL HEALTH PROGRAM HAS HAD IS MEASURABLE – CON'T



## Anecdotes:

1. Course participants often thank us and express how they have used the materials more than they expected
2. Course evaluation have been positive
3. Employees can see and feel a difference in the workplace
4. We saw “skeptics” actively participating in mental health conversations and activities.



# SUICIDE PREVENTION

DIRECT INTERVENTION BY OUR FIRST AIDERS- 5 CASES

*“ IF IT WASN’T FOR THE TRAINING WE RECEIVED AND THE  
KNOWING I COULD REACH OUT, I WOULDN’T BE HERE TODAY”*

# WERE OUR NO-REGRETS MOVES REALLY REGRET-FREE?



## Mental Health First Aid

- Allowed us to ask the hard question: ***are you having thoughts of suicide***
- Raised a lot of really good questions
- Did have unintended consequences

## Not Myself Today Campaign

- Gave us a starting point
- Wasn't entirely off-the-shelf-solution for us
- Reduced our workload substantially

**VALUE ON INVESTMENT HAS BEEN INDISPUTABLE**

# A FEW TAKE AWAY MESSAGES FOR YOU



1. Get over the desire to do everything all at once
2. Don't expect your program to be perfect. It can still be excellent even if it is not complete and is continuously evolving
3. Find a way to get top-down/ bottom-up buy-in
4. Develop a focused strategy that speaks to your workplace needs and culture: start small if you have to.
5. Answer the question: if you had to pick two things to do today, what would they be and why?
6. Stick to your strategy
7. Use what you already have in place





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# Questions



# Resources

## National Standard

National Standard for Psychological Health and Safety in the Workplace

[www.csagroup.org/z1003](http://www.csagroup.org/z1003)

Assembling the Pieces - An Implementation Guide to the National Standard for Psychological Health and Safety in the Workplace

[www.csagroup.org/z1003](http://www.csagroup.org/z1003)

Psychological Health & Safety – Have That Talk video series

English: <https://www.youtube.com/playlist?list=PL2NuAPXp8ohZmoVaECI6sRiV9lQ25Xkld>

French: <https://www.youtube.com/playlist?list=PL2NuAPXp8ohZvcz2iL26CNqJWwyERL2Hx>

## Graphic

Issues Relevant to Advancing Worker Well-being Through Total Worker Health® graphic:

[www.cdc.gov/niosh/TWH/totalhealth.html](http://www.cdc.gov/niosh/TWH/totalhealth.html)

## Mental Health Literacy Training

Mental Health First Aid

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

The Working Mind

[www.mentalhealthcommission.ca/English/initiatives/11893/working-mind](http://www.mentalhealthcommission.ca/English/initiatives/11893/working-mind)

## Workplace mental health initiatives

Not Myself Today

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

Bell Let's Talk

[www.letstalk.bell.ca/en/](http://www.letstalk.bell.ca/en/)

Workplace Strategies for Mental Health

[www.workplacestrategiesformentalhealth.com](http://www.workplacestrategiesformentalhealth.com)

## Suicide Prevention

Mental Health Commission of Canada

[www.mentalhealthcommission.ca/English/focus-areas/suicide-prevention](http://www.mentalhealthcommission.ca/English/focus-areas/suicide-prevention)

Canadian Association for Suicide Prevention (CASP)

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



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# Next Workplace Webinar

January 25, 2017 at noon ET

To watch our past webinars, visit our website at:  
[www.mentalhealthcommission.ca/English/workinar](http://www.mentalhealthcommission.ca/English/workinar)





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## How did we do?

Please fill out the survey  
that opens **after** you leave  
the webinar



# Thank you!



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**Royal Canadian Mint**

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