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Improving Mental Health at Work:

Promising Practices for Implementing *The National Standard of Canada for Psychological Health and Safety in the Workplace*

MHCC Workplace Webinar - March 29, 2017 – 12pm ET

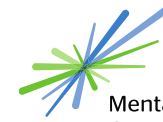
Welcome

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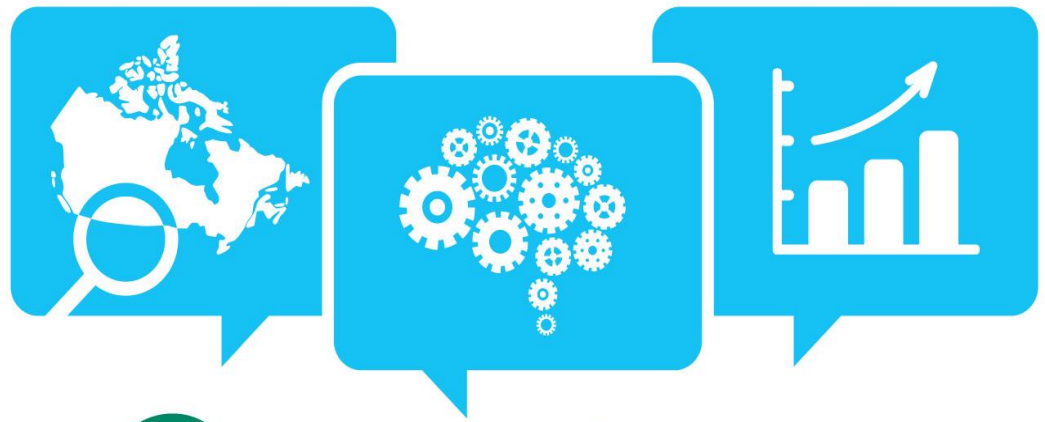




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Case Study Research Project



Following More than 40 Organizations

Three year national study (Feb 2014 - March 2017)

- Break down barriers to implementation and identify gaps and challenges
- Determine promising practices
- Build a strong business case for implementation
- Inform future revisions to the Standard
- Identify tools/resources to help with implementation
- Create a blueprint for future organizations that wish to implement the Standard

Case Study Research Project Organizations



Organization Breakdown

Representation	Unionized	Mixed	Non-Unionized
	10	19	14
Type	Public	For Profit	Not for Profit
	30	8	5
Size	Small (1-99)	Medium (100-500)	Large (500+)
	12	3	28
Reach	Local/Regional	Provincial	National
	12	18	13

Approximately 250,000 employees from 11 sectors

Speaker

Dr. Merv Gilbert
PhD, RPsych

Co-Lead CSRP,
Adjunct Professor,
Simon Fraser University,
Director,
Psych Health + Safety Consulting



Research Team

- **Dan Bilsker**, PhD, Rpsych - Co-lead CSRP; Adjunct Professor, Simon Fraser University; Director, Psych Health + Safety Consulting
- **Mike Teed**, PhD – Williams School of Business, Bishop’s University
- **Elliot Goldner**, MD, FRCP – Centre for Applied Research in Mental Health & Addiction Faculty of Health Sciences, Simon Fraser University
- **Rebecca Zappelli** – Centre for Applied Research in Mental Health & Addiction Faculty of Health Sciences, Simon Fraser University
- **Kevin Kelloway**, PhD – Department of Psychology, Saint Mary’s University; Canada Research Chair in Occupational Health Psychology; Director, CN Centre for Occupational Health & Safety
- **Caroline Biron**, M.Ps, Ph.D. – Faculty of Business Administration, Laval University
- **Hélène Sultan-Taïeb**, Ph.D. – Département d’organisation et ressources humaines, Université du Québec à Montréal

It is an Implementation Study

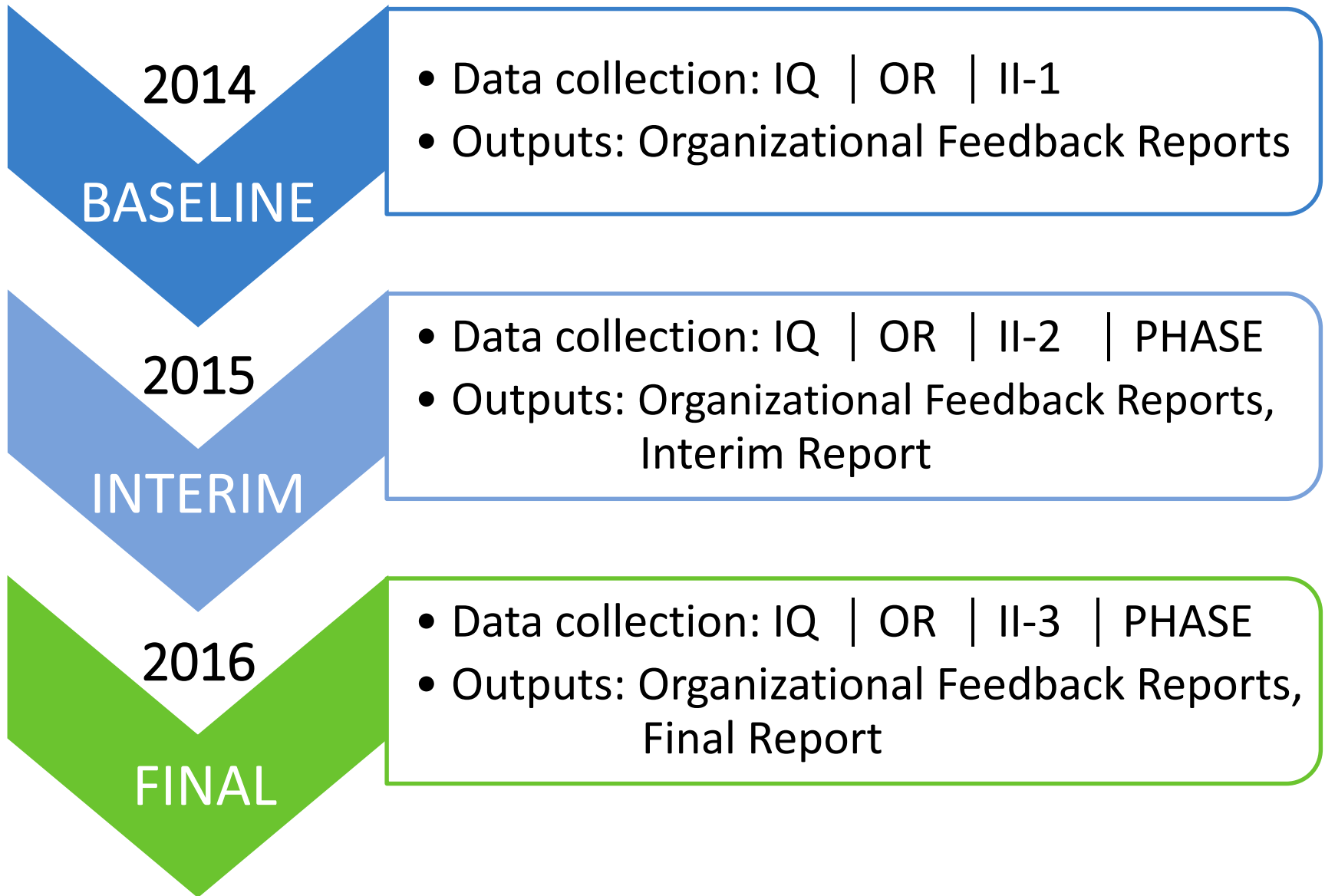
- Examined the integration of innovative practices into complex system
(i.e. How does an organization systematically improve workplace psychological health and safety?)

It uses a Formative Evaluation Approach

- Documented the journey of organizations as they implemented the Standard
- Individualized intervention and measurement strategies
- Ongoing feedback was given to organizations
- Outcomes were seen as a work in progress, rather than a final result.

Multiple Measures

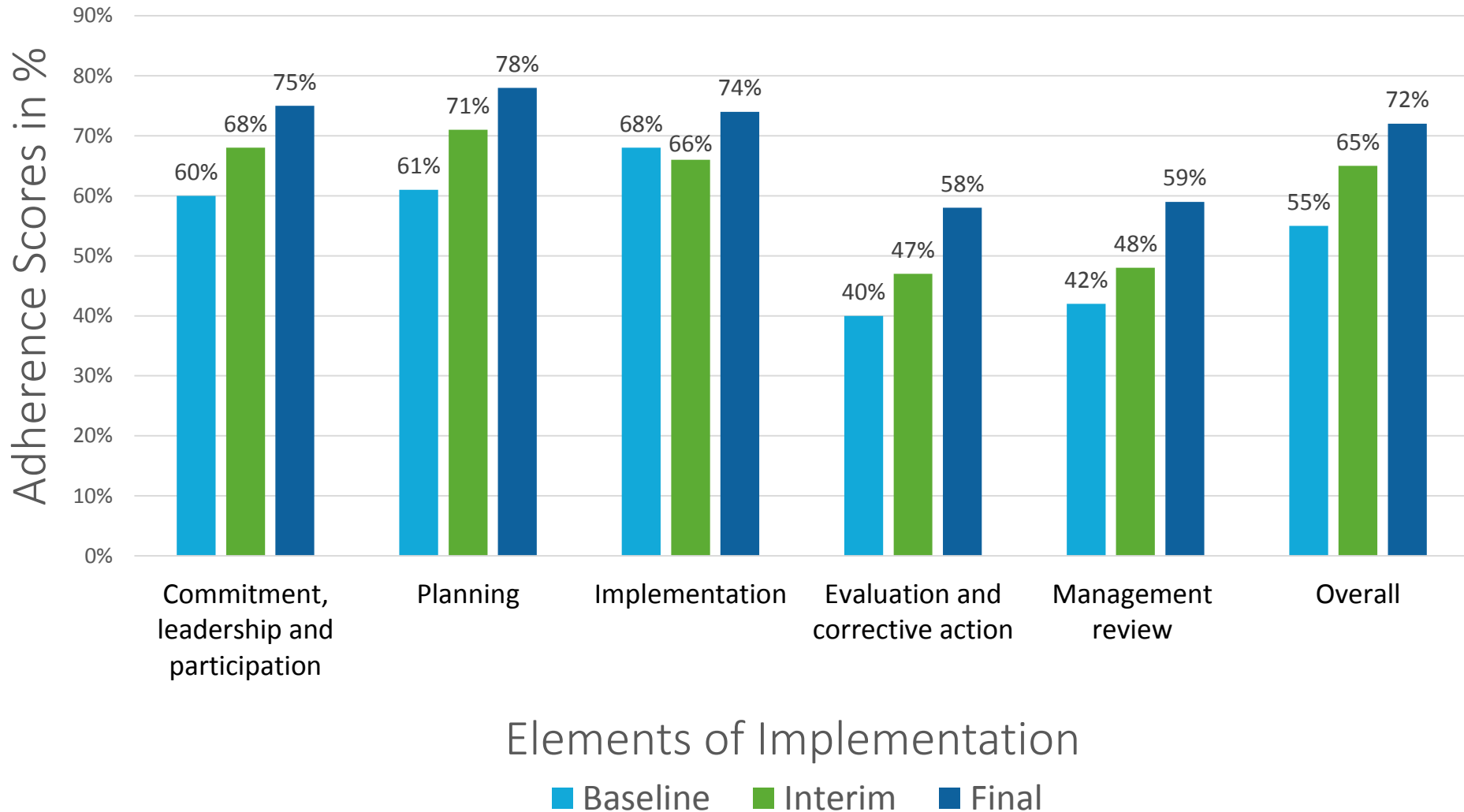
- Expressions of Interest
- Implementation Questionnaire (IQ)
- Organizational Review (OR)
- Implementation Interview (II)
- Psychological Health Assessment Survey for Employees (PHASE)
- Organizational Champion Questionnaire (OCQ)



KNOWLEDGE EXCHANGE *(in conjunction with MHCC)*

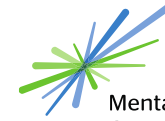
Implementation Progress

Participating Organizations' Achievement Scores (aggregate)
on the Implementation Phases of the Standard



Three
lessons
learned
we





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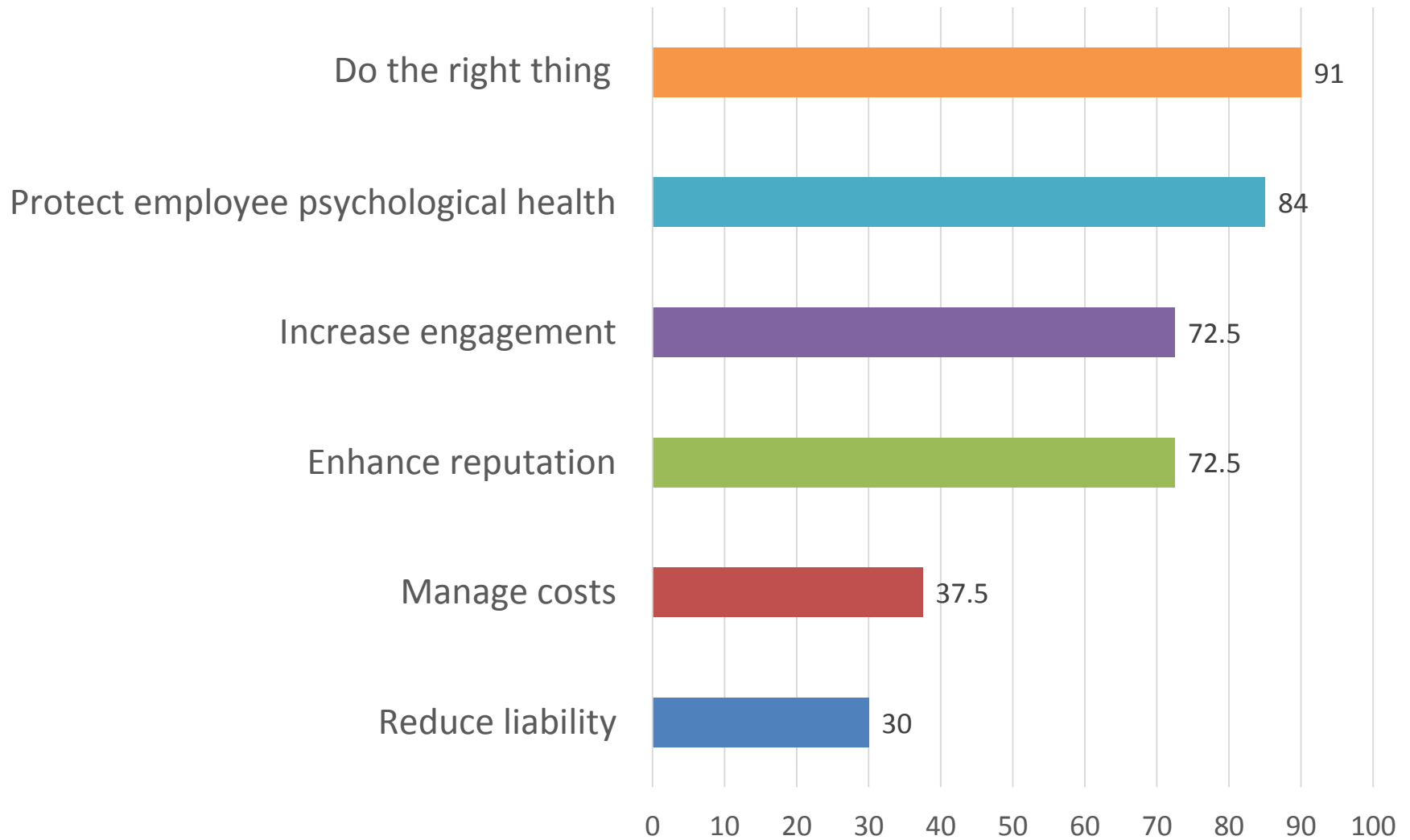
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Ensure
commitment
throughout
the organization.

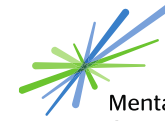
Commitment includes:

- Transformational Leadership
- Employee Engagement
- Clarity of Implementation Objectives

Reasons For Implementation



Percent (%) of organizations endorsing this reason



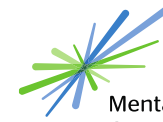
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Communicate
widely and
effectively.

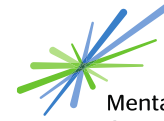
Effective communication includes:

- Ongoing dissemination of information about psychological health and safety initiatives
- Use of psychological health and safety language
- Assessment of employee awareness (and trust)



Staff Knowledge About Psychological Health and Safety

PHASE ITEM (False=1, Slightly True=2, Mostly True=3, Very True=4)	AVERAGE RESPONSE (n=457)	DON'T KNOW
This organization informs workers about psychological health and safety programs.	3.01	6%
This organization has taken action based on surveys or interviews that identify psychological risks in the workplace.	1.68	31%



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Select actions
that fit your
organizational
needs.

Successful and sustained implementation occurs when actions are:

- Based on *Commitment* and *Planning*
- Supported by evidence of effectiveness
- Customized to fit the organization
- Evaluated

Action Guide for Employers

24 employer actions to enhance and protect PH&S

- evidence based
- practical
- free

POLICY ACTIONS

- Get Management Endorsement
- Build the Action Team
- Communication the Policy

PLANNING ACTIONS

- Gather the Facts
- Survey your Employees
- Measure Readiness to Change

PROMOTION ACTIONS

- Build Employee Resilience
- Create a Respectful Workplace
- Enhance Understanding of Psychological Health

PREVENTION ACTIONS

Primary

- Provide Stress Management Training
- Use the PH&S Lens for Job Design & Selection
- Support Work-Home Balance

Secondary

- Provide Self-Care Tools
- Provide Manager Training
- Provide EFAP Early Intervention

Tertiary

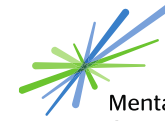
- Support Stay At Work
- Ensure Access to Psychological Treatment
- Provide Coordinated Disability Management

PROCESS ACTIONS

- Plan your Evaluation
- Measure the Implementation Process
- Measure Short- and Longer- Term Outcomes

PERSISTENCE ACTIONS

- Support Champions and Communities of Practice
- Create a Culture of Psychological Safety
- Conduct PDCA Cycles



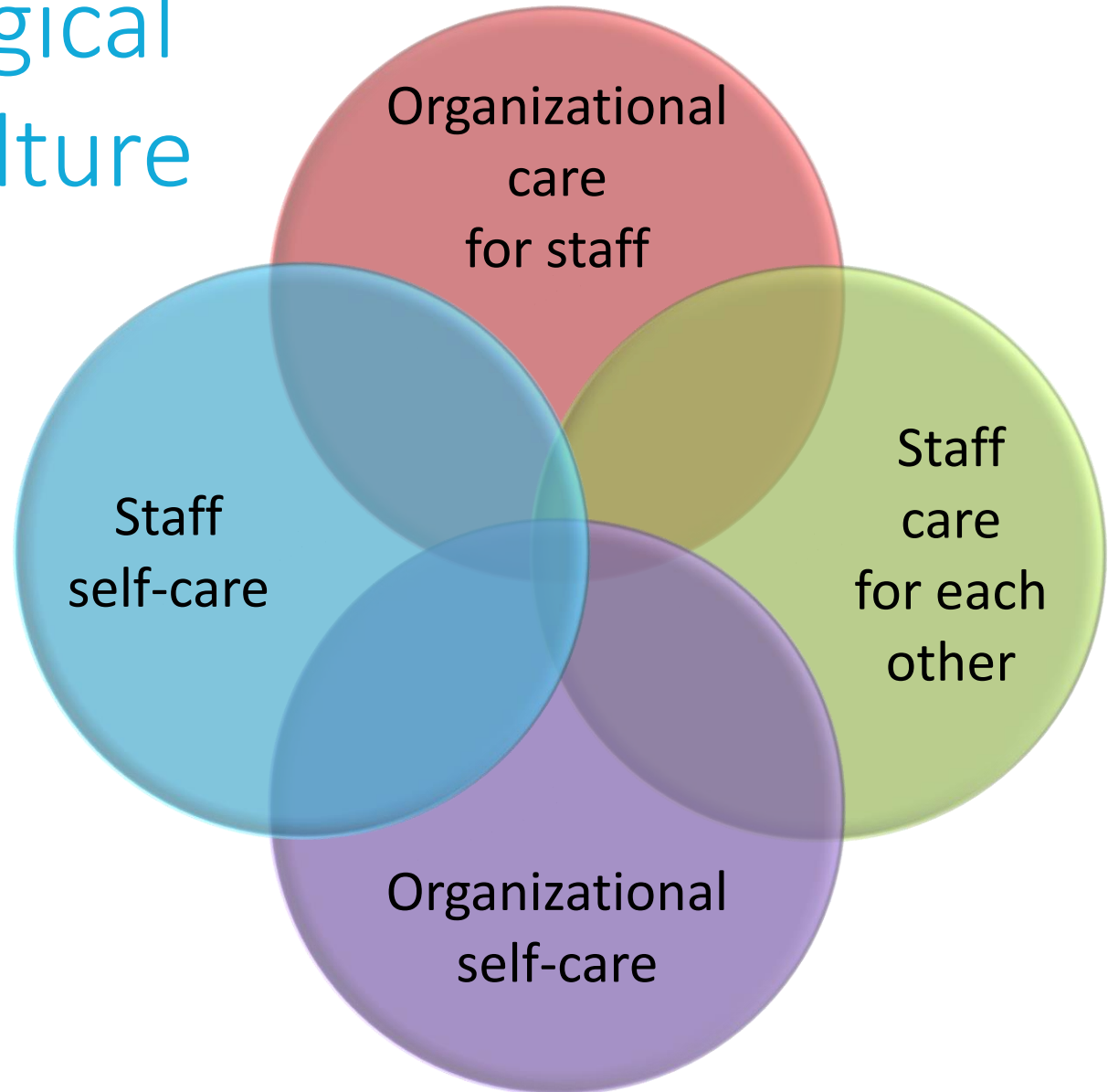
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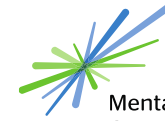
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Ultimate Goal

Creation of a
psychological
safety culture

Psychological Safety Culture





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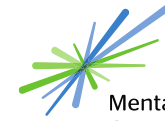
“If we achieve a real cultural change in the organization, this will become integral to who we are.”

Organizational Champion

The Research Continues: Implementation Sustainability Project

- 25 CSRP organizations have agreed to participate in a follow-up project to examine how well implementation of the Standard is sustained without the supports provided by the MHCC.
- This project will be completed in the summer of 2017.

Stay tuned!



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Question and Answer Period

Access Videos - 13 Workplace Factors



Video Series:

<https://www.youtube.com/playlist?list=PL2NuAPXp8ohZmoVaECl6sRiV9lQ25Xkld>

Facilitator's Guide:

http://www.mentalhealthcommission.ca/sites/default/files/2017-02/Workplace%20Videos%20Facilitator%20Guide_ENG.pdf

Register for Free Workplace Webinars

Join us the last Wednesday
of each month at 12pm (ET)



Visit our website for more information:
www.mentalhealthcommission.ca/English/workinar

View past webinars on YouTube – 1MHCC:
www.youtube.com/user/1MHCC

Additional Resources

- Access the MHCC [Action Guide for Employers](#) which provides guidelines to help executive leadership commit to making mental health in their workplace a priority.
- Access free tools & resources at GWL Centre for Mental Health in the Workplace: www.workplacestrategiesformentalhealth.com.
- Train employees in [Mental Health First Aid](#) to recognize emerging mental health problems or crises in themselves and their colleagues, and to provide support.
- Train supervisors and staff in [The Working Mind](#), an education-based program to address and promote mental health and reduce stigma in the workplace.
- Take advantage of the free and comprehensive set of resources offered by [Guarding Minds at Work](#) to promote workplace psychological health and safety.
- Learn about additional solutions for employers and supports for employees offered by [Mental Health Works](#), a Canadian Mental Health Association program.
- Join [Partners for Mental Health](#) and take the pledge to support the improvement of mental health for all Canadians. www.partnersformh.ca.



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Links to download the Case Study Research Project final report, and view video playlist on YouTube

Case Study Research Project - Impact Video – YouTube (1MHCC):

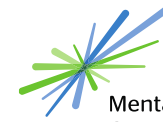
<https://www.youtube.com/watch?v=8wSpZEpdUtM>

Case Study Research Project – Final Report - EN:

<http://www.mentalhealthcommission.ca/English/case-study-research-project>

Case Study Research Project – Final Report - FR:

<http://www.mentalhealthcommission.ca/Francais/projet-de-recherche-sous-forme-detudes-de-cas>



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Learnings from Organizations



<https://www.youtube.com/playlist?list=PL2NuAPXp8ohYZtxhORbsuwNTEEOb6i3UA>



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