



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

Mental Health and Wellness: Modern Solution for a 21st Century Challenge

Louise Chénier, Program Manager, Workplace Mental Health
Mental Health Commission of Canada

#workplaceMH, #SantéMentaleAuTravail, #stigma, #MHCC_Conf



@MHCC_



/theMHCC



/Mental Health Commission of Canada



/1MHCC



@theMHCC

Presenter



Louise Chénier
Program Manager, Workplace Mental Health
Mental Health Commission of Canada

Focus of Today's Session

1. Why is this an issue?
2. National Standard as a tool for the federal public service to advance workplace mental health
3. Federal Public Service Strategy and Joint Task Force Initiative
4. Case Study Testimonials
5. Practical Tips and Tools: Role of Executives in Advancing this Area



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

THINK OF YOUR WORKPLACE.....



Stigma



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada



Stigma



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

HEART DISEASE. JUST ANOTHER EXCUSE FOR LAZY PEOPLE NOT TO WORK.

IMAGINE IF WE TREATED EVERYONE LIKE WE TREAT THE MENTALLY ILL.

Shocking, isn't it? But it's true. People simply don't take mental illnesses seriously. They assume that those with mental illness are weak or somehow at fault for their suffering. But like heart disease or any other serious affliction, people with mental illness can't get better by themselves. The Canadian Psychiatric Research Foundation raises money to research mental illnesses in the hope of finding cures. Still, research into these diseases, which strike 1 in 5 Canadians, remains drastically underfunded. And that's as unsettling as the headline. We need your help. If you can, please give. Call 1-800-915-CPRF or visit www.cprf.ca



MENTAL ILLNESS IS REAL. HELP US FIND A CURE.

Perceptions of Mental Health and Mental Illness



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

HEALTHY

ILL

Mental health

Diagnosable
mental illness

Normal
functioning

Severe and
persistent
functional
impairment

Recovery from
mental illness

Mental Health Continuum Model



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

An individual's mental health can move from good to poor mental health along a gradient on a daily basis



Functional
impairment



Why is workplace mental health important?



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

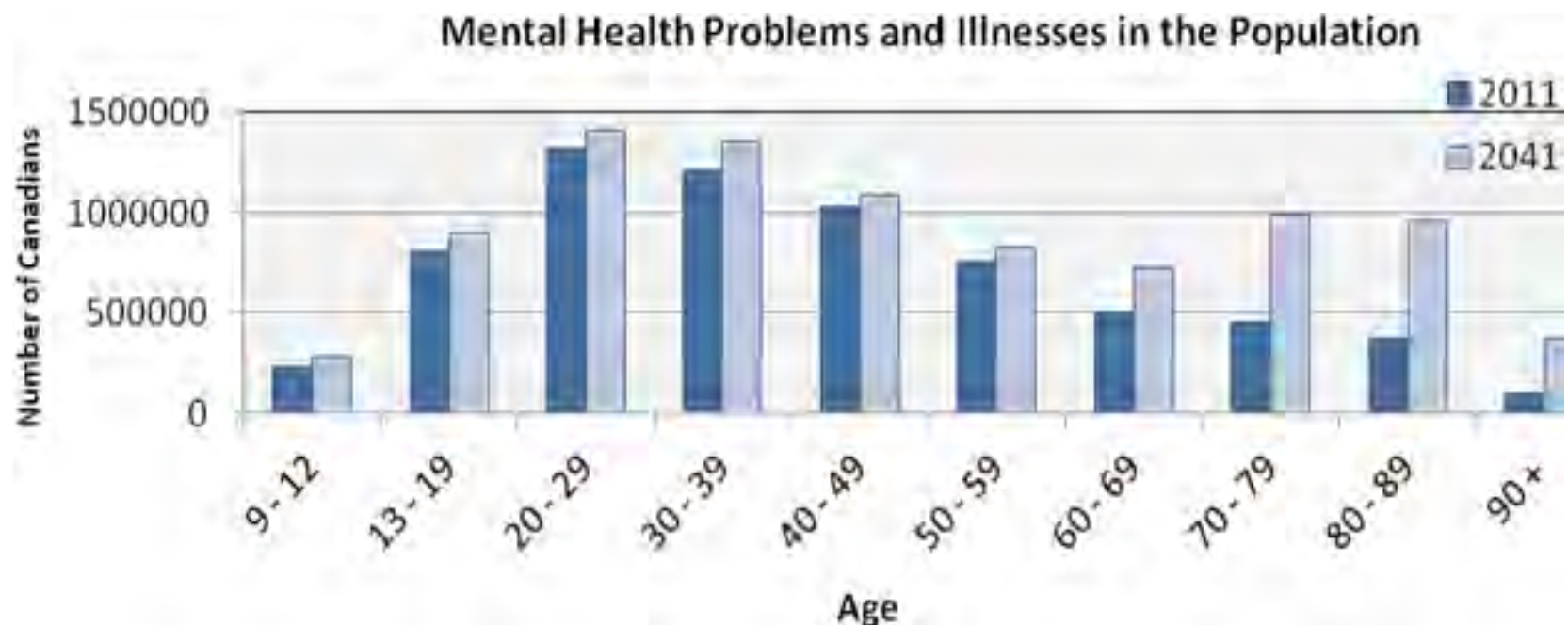
500,000



Canadians, in any given week, are unable to work due to mental health problems or illnesses.

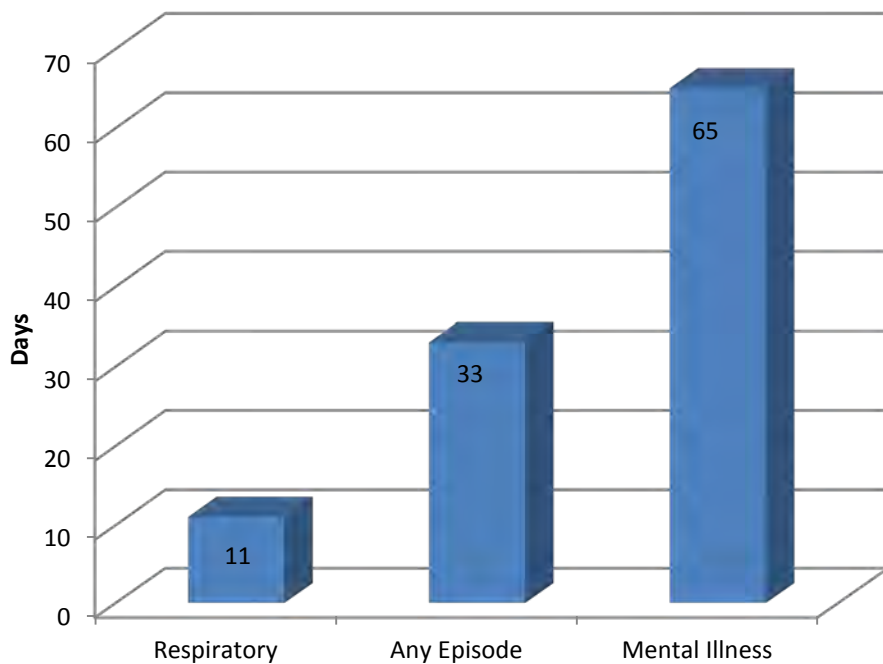
Impact During Prime Working Years

- One person in five will experience a mental health problem or illness in any given year in Canada
- People in their early working years are most affected

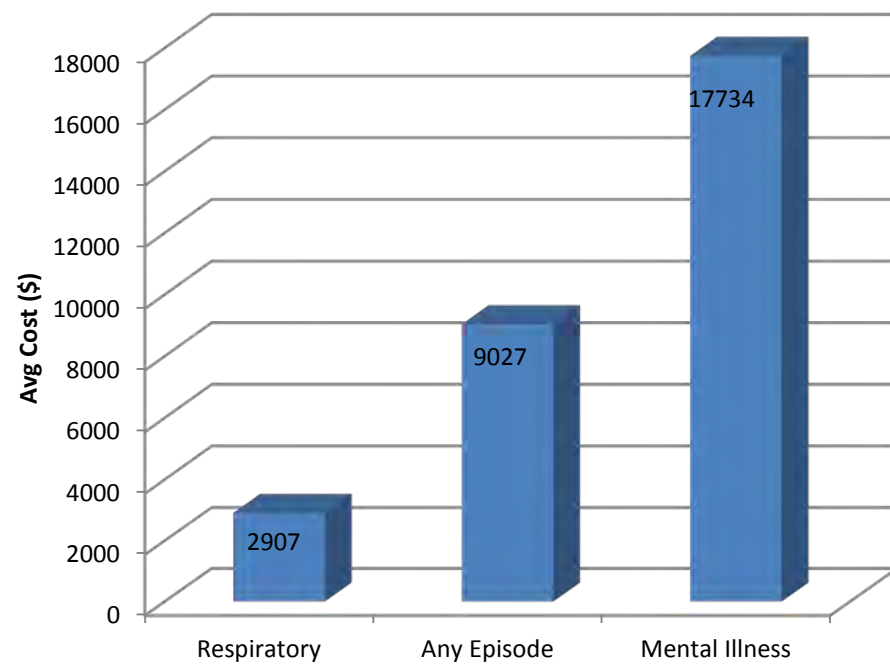


Facts and Figures

Episode Length



Cost Per Episode





Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada



The Cost of Doing Nothing

- ✓ Absenteeism
- ✓ Presenteeism
- ✓ Disability claims
- ✓ Injuries / illnesses
- ✓ Grievances / complaints
- ✓ Turnover
- ✓ Legal implications

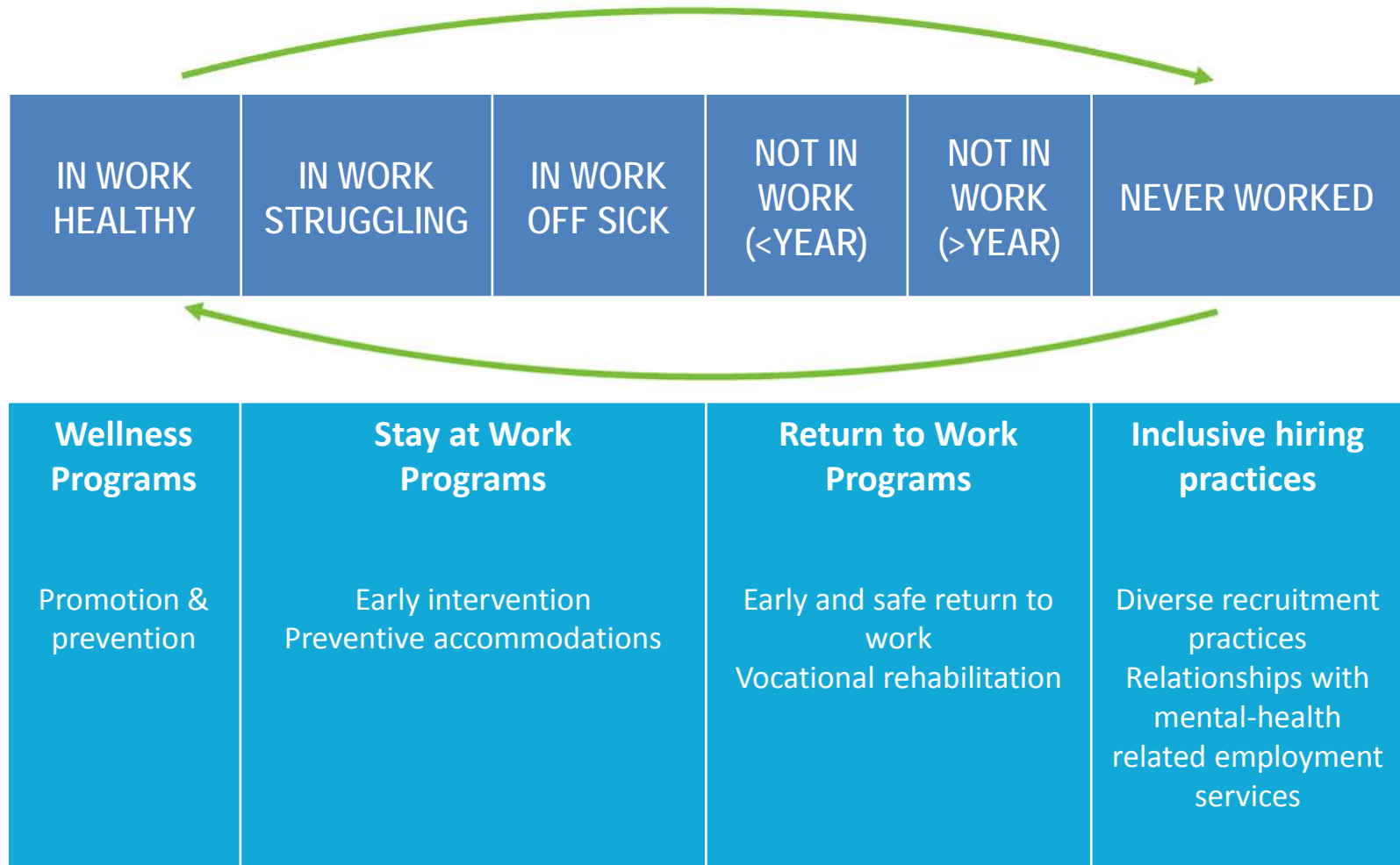
Background



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

The strongest predictor of return to work is the availability of evidence-based employment programs





Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

THERE ARE SOLUTIONS

Supporting Workplace Mental Health



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada



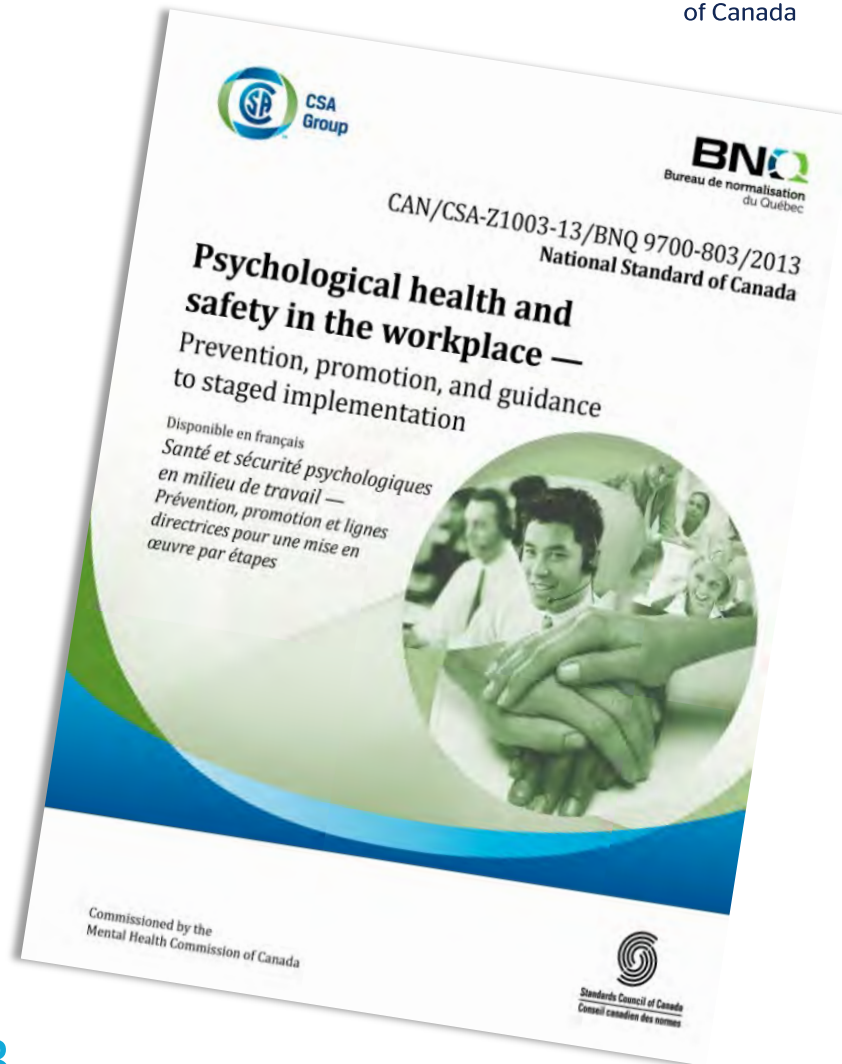
The Standard



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

- Framework
- Tools not Rules
- Free
- Voluntary



Download: csa.ca/z1003



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

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



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

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



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

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

FEDERAL PUBLIC SERVICE



**Government
of Canada**



Government
of Canada

Gouvernement
du Canada

Canada

Cannot Ignore Anymore

“Mental health challenges are a reality in all parts of society and in all workplaces... We must create the space for open and stigma-free dialogue that allows for honesty and compassion as well as focus on preventing harm, promoting health and resilience, and addressing incidents or concerns”

---- Clerk of the Privy Council, 22nd Annual Report to the Prime Minister on the Public Service of Canada

First Joint Task Force Report December 2015



Government
of Canada

Gouvernement
du Canada

Canada



- Recommendations align with the Standard
 - Work already underway
- Executives are key in realizing and implementing the recommendations across the public service



Government
of Canada

Gouvernement
du Canada

Canada

Recommendation #1

Federal Public Service adopt the following
vision:

*To create a culture that enshrines
psychological health, safety and well-being
in all aspects of the workplace through
collaboration, inclusivity and respect. This
obligation belongs to every individual in the
workplace.*

Second Joint Task Force Report

May 2016



Government
of Canada

Gouvernement
du Canada

Canada



- Provides specific direction to federal public service organizations in key areas
- Federalized version of *Assembling the Pieces*, which will service as a roadmap for organizations
 - Centre of Expertise for Federal Public Service



Government
of Canada

Gouvernement
du Canada

Canada

Federal Public Service Workplace Mental Health Strategy

Focus on three strategic goals:

1. Change the culture
2. Build capacity
3. Measure, report, and continuously improve



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

Big changes happen one
small step at a time.

Case Study Research Project



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada



Following More than 40 Organizations

Three year national study (Feb 2014 - March 2017)

- Breakdown 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

Michael Garron Hospital

(formerly Toronto East General Hospital)



Key Activities



- The staff of the emergency department have received training in mental health first aid
- A burnout checklist was developed for nursing units
- An environmental analysis in order to improve the workplace violence prevention program
- Change management seminars for staff
- Anti-stigma campaign
- Peer support program in the emergency department
- Train managers in Queen's University's Workplace Mental Health Leadership certificate program

The Outcomes



The Michael Garron Hospital has experienced a **7% decrease** in overall healthcare costs over the last four years and a decrease in days absent (10.66 in 2008 to 6.55 in 2014).

The hospital's overall **staff engagement scores** have significantly increased placing them as the leading community hospital in 9 of 11 engagement categories. They believe their staff engagement score improvements have been a significant driver in improving their **patient satisfaction and overall quality metrics**.



- Canadian telecommunications and media
- Serves over 13 million phone lines
- Revenue \$19.49 Billion in 2014
- More than 55,000 employees
- Ranked number 262 on the 2011 edition of the Forbes Global 2000 list

Key Activities

- Overall mental health strategy and policy
 - Stress management
 - Training for managers and employees
 - Work-life balance support
- Mental health awareness campaigns
- New services and business programs
 - Full-time resource for the implementation of the Standard
 - Workplace mental health peer support program
 - Virtual and technological programs for remote employees
 - Integration of best practices related to mental health in all key or high risk processes (eg., performance management)

Bell's Mental Health Scorecard



Category	Key indicators	2010	2011	2012	2013	2014	2015						Target
		actual	actual	actual	actual	actual	Q1	Q2	Q3	Q4	YEE	4 last quarters	
Short term disability	% of employees with at least 1 MH related claim during the year												
	Avg claim duration (days) – MH cases												
	Total cost (excl. Bell Media)												
	% of payroll (excl. Bell Media)												
	% of MH related diagnoses												
	Relapse rate												
	Recurrence rate												
Long term disability	% of MH related diagnoses (New cases only)												
	# new MH claims accepted												
Usage of benefits and programs supporting mental health	% of total drug costs related to MH												
	# and % of employees who completed initial D225 (MH1 Classroom) (In & Out of scope, Active & Inactive)												
	% of in scope employees who completed Mental Health 1 Classroom training												
	% of in scope employees who completed Mental Health 2 Classroom training												
	% of in scope employees who completed certification - module 3												
	# of MH events												
	# of hits on Bell Let's Talk internal website												

Over 90 Key Performance Indicators, tracked for 5 years



The Outcomes

**2X increase
in utilization**

Improvement in Employee &
Family Assistance Program use

**Double digit
% decrease**

Fewer short-term disability
claims related to mental health

Workplace programs delivering promising results

Implementation Facilitators



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

1. Active leadership support
2. Adequate structure and resources
3. Organizational size
4. Psychological health awareness
5. Existing Psychological Health & Safety processes, policies, and programs
6. Prior Implementation Experience
7. Connection

Implementation Barriers



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

1. Limited access to psychological health data
2. Significant organizational change
3. Inconsistent leadership support
4. Lack of demonstrated employee awareness
5. Inadequate resources
6. Conceptual confusion (e.g. critical events, excessive stress)

Key Take-Aways for Executives

- Leadership
- Engage all stakeholders
- Communicate
- Recognition and reward
- Walk the talk
- Recognize indicators of mental distress
- Competency skills
- Accommodation and return to work
- Ensure direct reports understand mental health policy
- Educational opportunities
- Encourage and support staff

Key Take-Aways for Executives



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

- Leadership
- Engage all stakeholders
- Communicate
- Recognition and reward
- Walk the talk
- **Recognize indicators of mental distress**
- Competency skills
- Accommodation and return to work
- Ensure direct reports understand mental health policy
- Educational opportunities
- Encourage and support staff

Mental Health Continuum Model



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada



Normal sleep
patterns
Few sleep difficulties

Trouble sleeping
Intrusive thoughts
Bad dreams

Restless, disturbed sleep
Overall restlessness
Recurrent images
Nightmares

Can't fall asleep or
stay asleep
Sleeping too much
or too little

Physically well
Good energy level

Muscle tension
Headaches
Low energy

Increased aches
and pains
Increased fatigue

Physical illness
Constant fatigue

What Can You Do as a Manager?



- Do not ignore warning signs—trust your instincts
- Do not assume it is a performance issue, ask questions to ensure you understand the root causes
- Do not attempt to diagnose a mental health issue
- Provide guidance and support in a sensitive manner

What Can You Do as a Manager? (cont'd)

- Offer accommodations
- Be supportive of employees returning to work
- Build your own awareness and confidence
- Know where to locate resources and contacts so that you can quickly react
- Foster an open, inclusive environment
- Lead by example

What Can You Do as a Colleague?

- Talk to your manager or Human Resources (HR) department about improving your workplace
- Take part in the conversation
- Be an agent of change—think about your part in influencing the culture
- Explore the situation
- Encourage your colleague to take action
- Seek additional support
- Look after yourself



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

What Can You Do for Yourself?

- Recognize when you might be experiencing difficulties with your own mental health
- Seek out resources and supports available in your community and at work
 - Talk to your manager, occupational health professional, or HR Division (HR Advisor)
 - Contact your confidential Employee Assistance Program (EAP)
 - Contact the confidential Informal Conflict Management Services - proactive conflict management

The Bottom Line

- ✓ There is no health without mental health
- ✓ Investing in workplace mental health leads to better health, happier workplaces, enhanced productivity, improved safety & financial performance
- ✓ There are resources to help, including the National Standard, that can show you the way forward

YOU HAVE A KEY ROLE TO PLAY
TAKE ACTION AND START THE CONVERSATION

Resources

National Standard

National Standard for Psychological Health and Safety in the Workplace

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

Video Series

13 Factors: Addressing Mental Health in the Workplace

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

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

Federal Speakers' Bureau on Mental Health

See GConnex for more details

Mental Health Literacy Training

Mental Health First Aid

www.mentalhealthfirstaid.ca

The Working Mind

www.mentalhealthcommission.ca/English/initiatives/11893/working-mind

Workplace mental health initiatives

Bell Let's Talk

www.letstalk.bell.ca/en/

Not Myself Today

www.notmyselftoday.ca

Workplace Strategies for Mental Health

www.workplacestrategiesformentalhealth.com

Federal Public Service Workplace Mental Health Strategy

<https://www.tbs-sct.gc.ca/psm-fpfm/healthy-sain/wwwb-memt/mhw-mmt/strategy-strategie-eng.asp>



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

Thank you!

Mental Health Commission of Canada

Visit us: www.mentalhealthcommission.ca

Contact us: info@mentalhealthcommission.ca

Louise Chénier

Program Manager, Workplace Mental Health

Mental Health Commission of Canada

Telephone: 613-683-3918

email: lchenier@mentalhealthcommission.ca