

**Learn Successful Implementation Practices from
Mental Health at Work® Pros!**

Catherine Neville	Vice President and Lead Coach, Excellence Canada
Chris MacDonald	Assistant Vice President, Manulife
Meg Petkoff	Respectful Workplace Advisor, Hamilton Wentworth Catholic District School Board
Rhona Dunwell	Human Resources Manager, North York General Hospital

November 26, 2014, Noon - 1:00 p.m. ET

**Important! Send questions/comments to:
'All Participants'**

Chat window showing 'Send to' dropdown menu with 'All Participants' selected. A green arrow points to the selected option.


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Presenters

				
Samuel Breau	Catherine Neville	Chris MacDonald	Meg Petkoff	Rhona Dunwell
Mental Health Commission of Canada	Excellence Canada	Manulife	Hamilton Wentworth Catholic District School Board	North York General Hospital

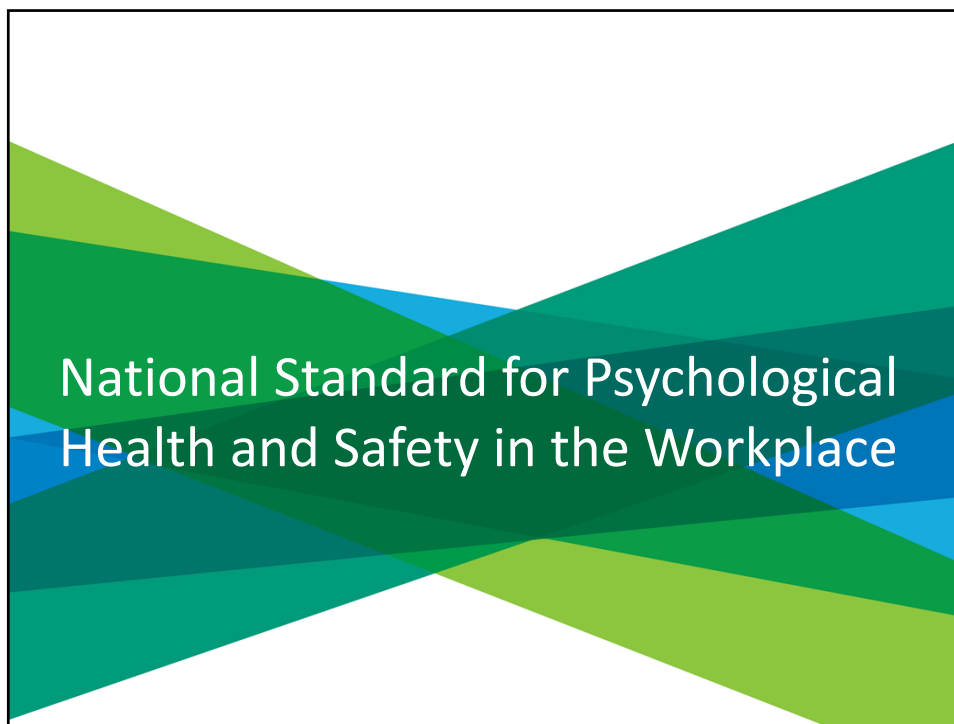
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Agenda

1. National Standard for Psychological Health and Safety in the Workplace
2. Excellence Canada's Mental Health at Work overview
3. Lessons Learned from the Pros – The Journey to Excellence:
 - Manulife – early stage
 - Hamilton Wentworth Catholic District School Board – progression stage
 - North York General Hospital – latter stage
4. Question Period

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What is the Standard?

The Standard is a set of guidelines, tools, and resources focused on promoting employees' psychological health and preventing psychological harm due to workplace factors

- ✓ Voluntary – set of tools, not rules
- ✓ Aligned with existing standards and tools
- ✓ Applicable to any organization – regardless of size or sector
- ✓ Intended to enable employers and employees to measure progress

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The National Standard

The Standard is designed to:

- Prevent psychological harm** from conditions in the workplace
- Promote psychological health** in the workplace through support



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Navigate the Journey

MHCC and the CSA Group collaborated to develop “Assembling the Pieces: An Implementation Guide to the National Standard for Psychological Health and Safety in the Workplace”

- Intended to be used in conjunction with the Standard to guide organizations on their journey towards creating psychologically healthy and safe workplace environments
- Assist organizations through the initial planning stages through to full implementation
- Officially launched on November 25, 2014



www.mentalhealthcommission.ca/standardguide

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Our Mission

*To Help Improve Organizational Performance
and
To Recognize Excellence*

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Excellence Canada – Founding Partners

Improving performance, recognizing performance

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Excellence Canada is the only not-for-profit organization dedicated to developing standards, certifying and recognizing organizational excellence across all sectors in Canada

1

Standards

develop and maintain globally competitive, proven standards for organizational excellence

2

Approach

provide training, coaching, assessment and tools to implement, validate and certify organizational excellence

3

Recognition

recognize organizational excellence through the *Canada Awards for Excellence* program

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Canada Awards for Excellence

- ✓ Order of Excellence
- ✓ Excellence, Innovation and Wellness
- ✓ Quality
- ✓ *Healthy Workplace®*
- ✓ *Mental Health at Work®*




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And speaking of Award Winners...

Among our 17 CAE Award Winners this year were three very special pioneers achieving the Mental Health at Work Canada Award for Excellence:

- CAE Bronze in Mental Health at Work
 - North York General Hospital
- CAE Gold in Mental Health at Work
 - Bell
 - Mental Health Commission of Canada

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Mental Health @ Work®

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Mental Health at Work®

- Requirements serve as a roadmap to encourage, support and implement exemplary mental health programs in the workplace
- Requirements are based on 13 Psychological Risk Factors from Guarding Minds at Work (CARMHA, 2010)
- Our certification program and our Canada Awards for Excellence provide third-party verification and valued recognition for your organization


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National Standard of Canada for Psychological Health & Safety in the Workplace

- Many of the same people involved in development as for MH@W
- Aligns to National Standard for Psychological Health & Safety in the Workplace (MHCC, 2013)
- Navigation of the Standard – progressive implementation steps
- Adopt and/or exceed requirements of National Standard
- ‘Yard Stick’ to Psychological Health & Safety in the Workplace and a more comprehensive Healthy Workplace


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Healthy Workplace Requirements





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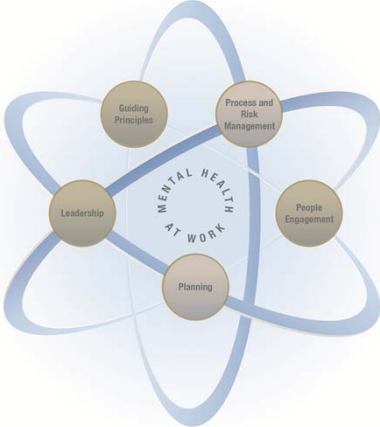


Mental Health at Work[®]

Requirements Guide
Canada Awards for Excellence

**The Honorable
Michael Wilson,
Honorary Chair**



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Mental Health at Work

**LEVEL 1
Foundation**

- Guiding Principles
- Commitment to fostering mental health at work
- Policy for psychological health and safety in the workplace developed and shared
- Organizational assessment, including psychological health and safety risks identified
- Methods for communication
- Commitment to people and wellness
- Relevant training identified
- Commitment to assess the impact of work processes and job design on employee mental health

**LEVEL 2
Advancement**

- Strategic and operational mental health plan
- Baseline indicators, measures & related goals
- Voice of employee is heard
- Learning plan targeted for management and employees
- Psychological health and safety is considered in decision making and planning processes
- Psychological risk assessment and analysis
- Evaluation

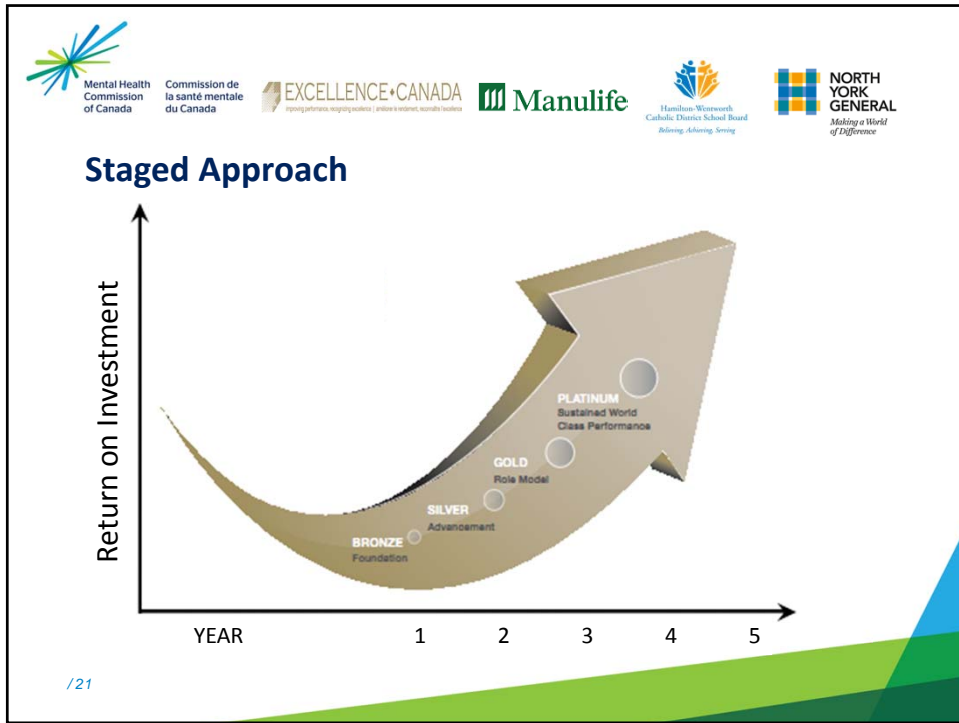
**LEVEL 3
Role model**


- Positive achievements in meeting or exceeding goals
- Organization wide focus on wellness
- Leaders at all levels influence, and are held accountable for strengthening a culture that supports psychological health and safety in the workplace
- Evaluation of effectiveness
- Continuous improvement

**Level 4
World Class**

- Sustained positive improvements in all areas over a three year period (trend data required)
- Organization recognized as a leader in regards to mental health in the workplace in terms of knowledge sharing, industry and benchmark leadership and best practices.

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Why use the Mental Health at Work framework?

- ✓ Provides the “right things to think about”
- ✓ Ensures consistency of focus
- ✓ Integrates all your initiatives
- ✓ Everyone understands where you’re going and how you’re going to get there
- ✓ It’s the right thing to do!

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Link to the Canada Awards for Excellence

Platinum level – Platinum CAE



Gold Level – Gold CAE




Silver Level- Silver CAE





Bronze level – PEP only (not CAE)


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About Manulife

- Established in 1887**

The Manufacturers Life INSURANCE CO.
- 1 in 5** Canadian employers
- Group Benefits and Retirement**
 Group Benefits serves **19,500** clients
 Group Retirement services over **5,100** clients
- Our Employees**
 Over **11,000** employees across Canada
- Every week **250,000** Canadians connect with Manulife

- More than 20** countries


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Strategy for MH@Work for Manulife

- Essential to ensure a healthy environment exists and is sustainable going forward
- Aligns with current organizational needs necessary to attaining strategic objectives
- An opportune time for Manulife to create and introduce an overall strategic framework to implement across our organization
- We are committed to implementing The Standard & MH@Work throughout our Canadian operations – phased approach
- Consider reviewing for Cross Border Application
- Collaborative, multi-stakeholder approach shared between HR and external client facing business units

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Business Benefits for Manulife

- ✓ **Recruitment and retention**
 - Reputation as Employer of Choice
 - Decreased employee turnover
- ✓ **Organization Excellence and sustainability**
 - More engaged workforce and increased productivity
 - Improved business results
 - Demonstration of corporate social responsibility
- ✓ **Cost effectiveness**
 - Reduced absenteeism, presenteeism, workplace accidents, disability incidence and drug/health utilization
- ✓ **Risk Mitigation**
 - Reduced workplace conflicts, lawsuits

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Our 2014 Journey so far....

- ✓ Sr Leadership support
 - Executive Summary
- ✓ Initial core working group
 - What this means?
 - Resource team identified
 - Launch and project planning
- ✓ MHCC and MH@Work Projects
- ✓ Communications Strategy
- ✓ Baseline Assessment
- ✓ Pilot group launch



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Project Approach - Key Drivers



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    graph TD
      A[Commitment, Leadership and Participation] --- B[Management Review]
      A --- C[Planning]
      B --- D[Evaluation and Action to close gaps]
      C --- E[Implementation]
      D --- E
    
```

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Project Governance - Roles and Responsibilities

- ✓ **Executive Sponsors**
 - Sr Leader Champions to sponsor and promote at senior leadership level
- ✓ **Steering Committee**
 - Review recommendations from Working Group
 - Approval of strategic decisions
 - Support socialization efforts at relevant points with sr leadership levels
- ✓ **Working Group**
 - Subject Matter Expertise
 - Move project and tactical plans forward
 - Present and socialize within all levels

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Guiding Principles for our organization

- Keep it simple
- Collaboration
- Leverage resources – targeted approach
- Dovetails with other initiatives – eg HR Policy Harmonization, Change Management Initiatives
- Consider what is already in place and build on that
- Take steps at the pace that our organization and culture can manage
- It's a journey not a race!

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Communication Strategy – Socializing the Project

- Manulife’s commitment
- What is the project?
- What stage are we at?
- Launching pilot
- Regular communication updates
- Roadshow to socialize




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Baseline Assessment

- **Documentation:** Documents relevant to psychological health and safety. - e.g. Mission and value statements, health and safety reports, policies and procedures, program and benefits descriptions, etc.
- **Organization-Specific Considerations:** Current trends that may be compromising the psychological health and safety of the workplace, business case, data review.
- **Employee Engagement:** Annual surveys completed plus employee suggestions, health and safety committee reports, exit interviews – do we need other survey to capture feedback and incorporate into action plans.

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Pilot group work – in progress

- Focus on increasing awareness, reducing stigma and reducing gaps
- Flexibility to meet with teams in person
- Quickly obtain feedback regarding processes and approach
- Structured – Guarding Minds @ Work survey
- Guiding Principles: Practical initiatives and easy to implement

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What else have we done this year?



manulife.ca/mentalhealth


Organizational Level:

- Business Case

Leaders and Individuals:

- Not Myself Today Campaign
- Mental Wellness Workshops in place - Resilience® (Employee & Family Assistance Program)
- Health Risk Assessment Campaign

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Key Learnings so far

- Keeping it simple and relevant
 - what is your elevator speech?
- Creating a 2 page executive summary is key for Sr Leaders
- Socializing takes time
- Take advantage of the ‘coachable’ moments
- Gathering feedback critical at all levels
- It’s a journey!

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Journey to Excellence:
Hamilton Wentworth Catholic District School Board –
progression stage (Level 2-3)




Overview of the Organization

Hamilton Wentworth Catholic District School Board

“God created man in the image of Himself... Male and female, he created them.” Book of Genesis

- Employees: 4300
- Students: 29539
- Admin sites: 4
- Schools:
 - Elementary: 48
 - Secondary: 7




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Mission & Vison

Employees as well as students will reach the fullness of their human potential in an environment where the promotion of mental health and wellness is prioritized and protected...

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Healthy Employees – Healthy Organization


Individuals under stress

- Burnout, depression, heart disease, gastro-intestinal disease and sleep disorders...

Organization under stress

- High absenteeism, diminished productivity, performance concerns, conflict, decreased talent retention, diminished public reputation

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Psychologically Safe Organization

...a work environment where coworkers and supervisors are supportive of employees psychological and mental health concerns and respond accordingly...

Sick care is a lot more expensive than proactive prevention.

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What Prompted Us?

Reticence begets negligence...

The first step:

- 2011: Began pilot project
- Leadership committee
- Pushback: time commitment away from primary responsibilities
- Response: look at stats, requests for information, need for both a reactive (policy, procedures) and proactive approach
- GOAL: Culture/Leadership/Management/Renovation


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Excellence Canada & Mental Health at Work

- Progressive: Step by step approach to establish psychologically safe and responsive workplace
- Research based: Consistent with legal constructs, regulations and standards
- Template with flexibility: To allow for customization based on organizational needs
- Supportive staff

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HWCDSB

Combined with our Mental Health initiatives for students

Goals:

- Increase awareness
- Build capacity
- Decrease stigma
- Establish clear pathways for support

Level 3-Role Model

- “Walking the talk”

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People Engagement

“Unless someone like you cares a whole awful lot, nothing is going to get better. It’s not.”

Dr. Seuss

- Teams of all employees involved
- Guarding Minds @ Work survey results
- Mental Health at Work template
- Employee input and feedback
- Staff and student initiatives work in parallel
- Data from benefits, attendance patterns & return to work, EAP
- Respectful workplace data

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People Engagement (Cont'd)

From caring comes the courage to take a challenge and make a change. Progress is hope.

- Education
- Mental Health Committee
- Policies developed
- EAP design
- Redesigned benefits package
- Wellness Centre
- Strategic communications
- Commitment and follow-up

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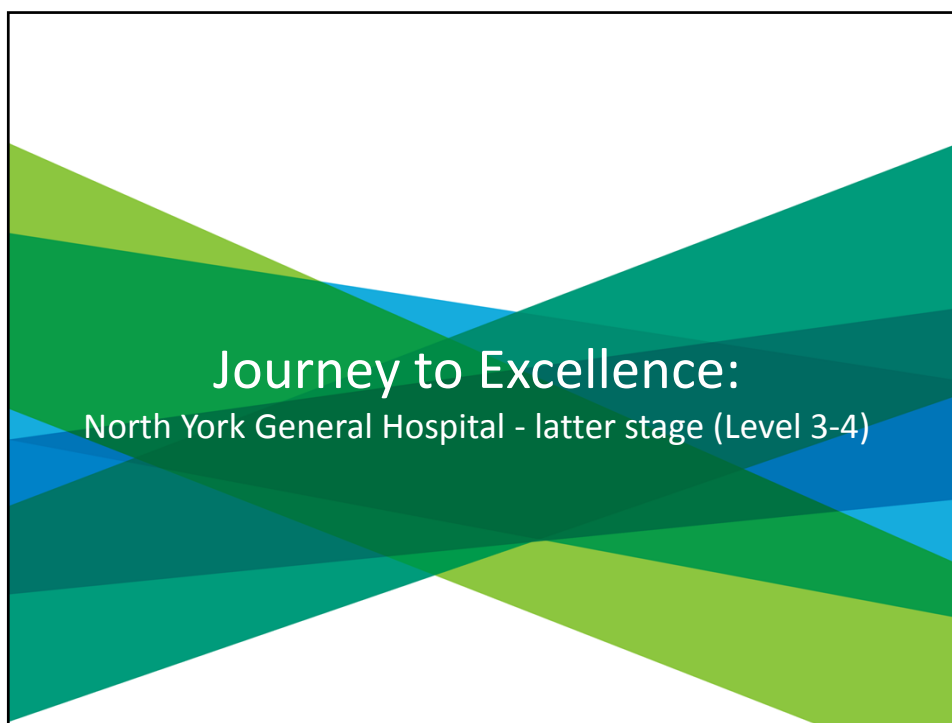


Sustainability

We will achieve sustainability when the concept of the psychologically safe workplace is integrated throughout the organization.

Influence behavior	Influence decisions	Influence policy	Influence trust	Influence day to day operations
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NYGH Profile

- One of Canada's leading community academic hospitals
- Acute care, ambulatory and long-term care services at three sites
- **Mission:** *Providing exceptional health care to our diverse communities*
- **Vision:** *Lead the pursuit of excellence through learning, innovation and partnerships*
- Over 5,000 staff, physicians and volunteers committed to patient and family-centered care

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NYGH Profile

- Accreditation with Exemplary Standing (2012)
- Canada's 10 Most Admired Corporate Cultures (2012)
- Smoke Free NYGH (2013)
- CAE Healthy Workplace Award (2013)
- OHA Quality Healthy Workplace Award Gold (2010-2013)
- CAE Mental Health at Work Award (2014)

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People Plan 2013 - 2016



We are committed to a healthy workplace; one that ensures optimal health, wellness and safety for staff, physicians and volunteers through the development and evolution of a culture that supports employee health and well-being.

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Foundation of Our Journey

- 2012-15 Strategic Plan includes culture as a pillar and people as key enablers
- 2013-16 People Plan
- Healthy Workplace is a core element of the People Plan
- People Philosophy
- Commitment of Board of Governors and Senior Leadership Team


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Healthy Workplace Approach

- OHA Healthy Workplace Framework – 3 Drivers
- Excellence Canada Mental Health at Work Model
- MHCC National Standards of Canada
- Holistic approach
- Annual Organizational Health Plan
- Continuous improvement
- Current focus on Mental Health

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Mental Health Focus

- 2014/15 organizational health plan focus
- Goal to enhance mental health support, illness prevention and anti-stigma initiatives
- Developing robust and holistic mental wellness program
- Embed mental wellness into NYGH culture & strategy

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Engaging Staff

- Psychological Health & Safety Standard in Occupational Health, Safety & Wellness policy
- Diversity workshops
- Accessibility of Ontarians with Disabilities
- Employee Assistance Program (EAP)
- Mental Health education seminars
- Reach for the Stars
- Employee Recognition Program


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Recent Achievements

- Best practices relating to guiding principles, leadership, planning and programs and people engagement
- Diversity Strategy
- Healthy Workplace Advisory Group
- Health Risk Evaluations
- Partnership with Mental Health program

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Evidence/Metrics

- Engagement survey results
- Recruitment and Retention rates
- Absenteeism rates
- EAP reports
- Committed to continuous improvement

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- The slide is titled 'Future Focus' and lists four key areas for building on strengths and seizing opportunities. The background features a green and blue geometric design at the bottom.
- Future Focus**
- Build on strengths and seize opportunities in:
- Leadership
 - Planning, Programs and Communications
 - People Engagement
 - Process Management and Risk Assessment
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Canada Awards for Excellence – NYGH – Bronze Level



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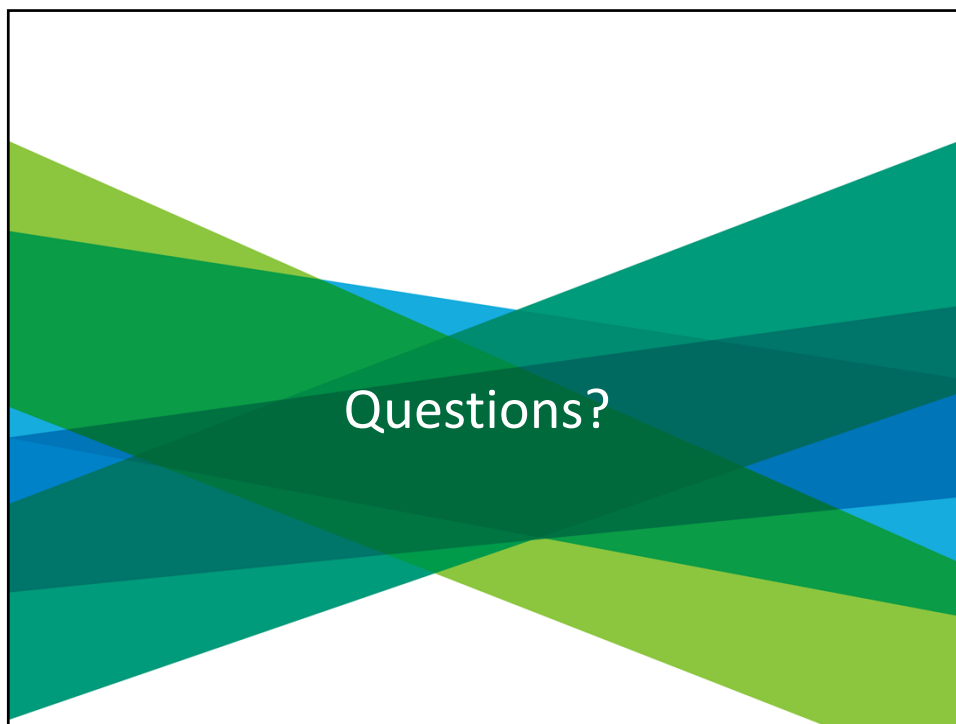
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Canada Awards for Excellence – MHCC – Gold Level



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Join the Conversation
Communicate. Contribute. Collaborate.



COLLABORATIVE SPACES is an online repository and conversation place for mental health in Canada. Share mental health information with others and learn from others as they post. The more you contribute, the more robust a resource it will be!

<http://www.mentalhealthcommission.ca/English/spaces>

 @mhcc_ #workplaceMH #StandardCda

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Next Workplace Webinar

Date: January 28, Noon (ET)

Topic: Implementing the Standard from a SME and Legal Perspective

Speaker: Lauren M. Bernardi, Bernardi Human Resource Law Professional Corporation



To watch our past webinars, visit our website at:
www.mentalhealthcommission.ca/English/workinar

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