



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

Promising Results of using the *Standard*

Merv Gilbert, PhD, RPsych

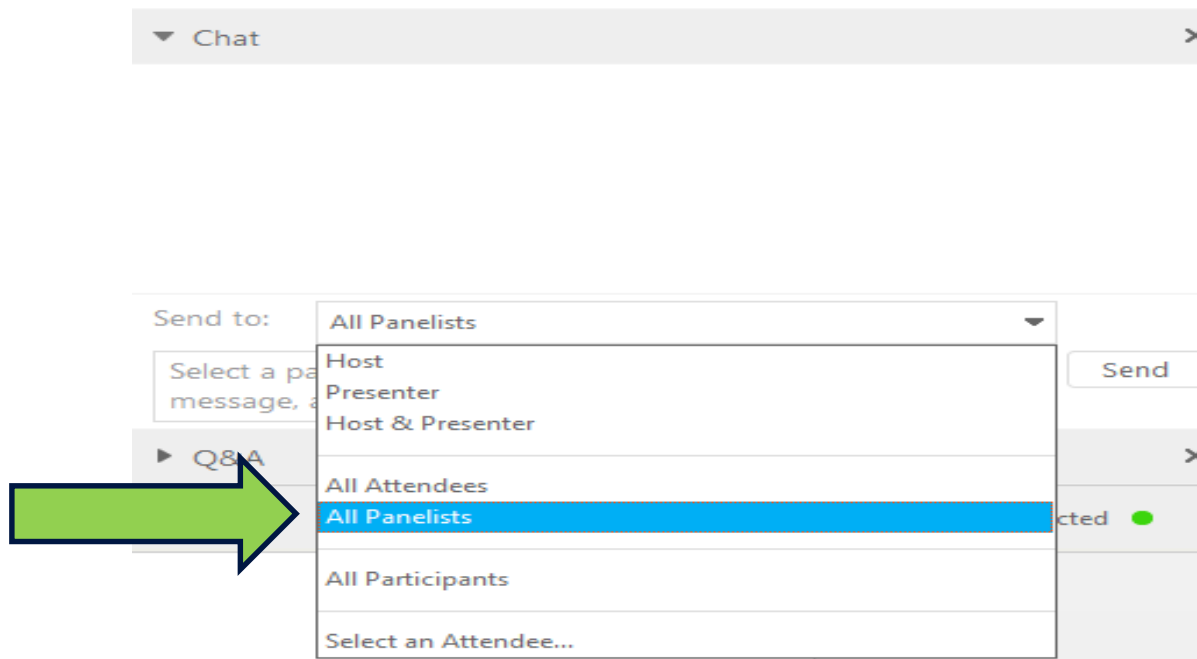
Centre for Applied Research in Mental Health and Addiction,
Faculty of Health Sciences, Simon Fraser University

Jen Gorman

Employee Benefits Coordinator-Marketing
Belmont Health & Wealth

October 28, 2015, 12:00 - 1:00 p.m. ET

Important! Send questions/comments to
'All Panelists'



Presenters



Nitika Rewari

Mental Health
Commission of
Canada



Dr. Merv Gilbert

Centre for Applied
Research in Mental Health
and Addiction, Faculty of
Health Sciences, Simon
Fraser University



Jen Gorman

Belmont Health &
Wealth



Agenda

- Case Study Research Project: An Overview
- Early findings of the Case Study Research Project
- Applying the National Standard -Implementation journey from a leading employer
- Q & A





Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

Case Study Research Project



@mhcc_ #workplaceMH #StandardCda

Research Objectives

- Monitor implementation process and identify gaps and challenges
- Determine promising practices
- 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

The Research Team is following more than 40 organizations as they implement the National Standard for Psychological Health and Safety

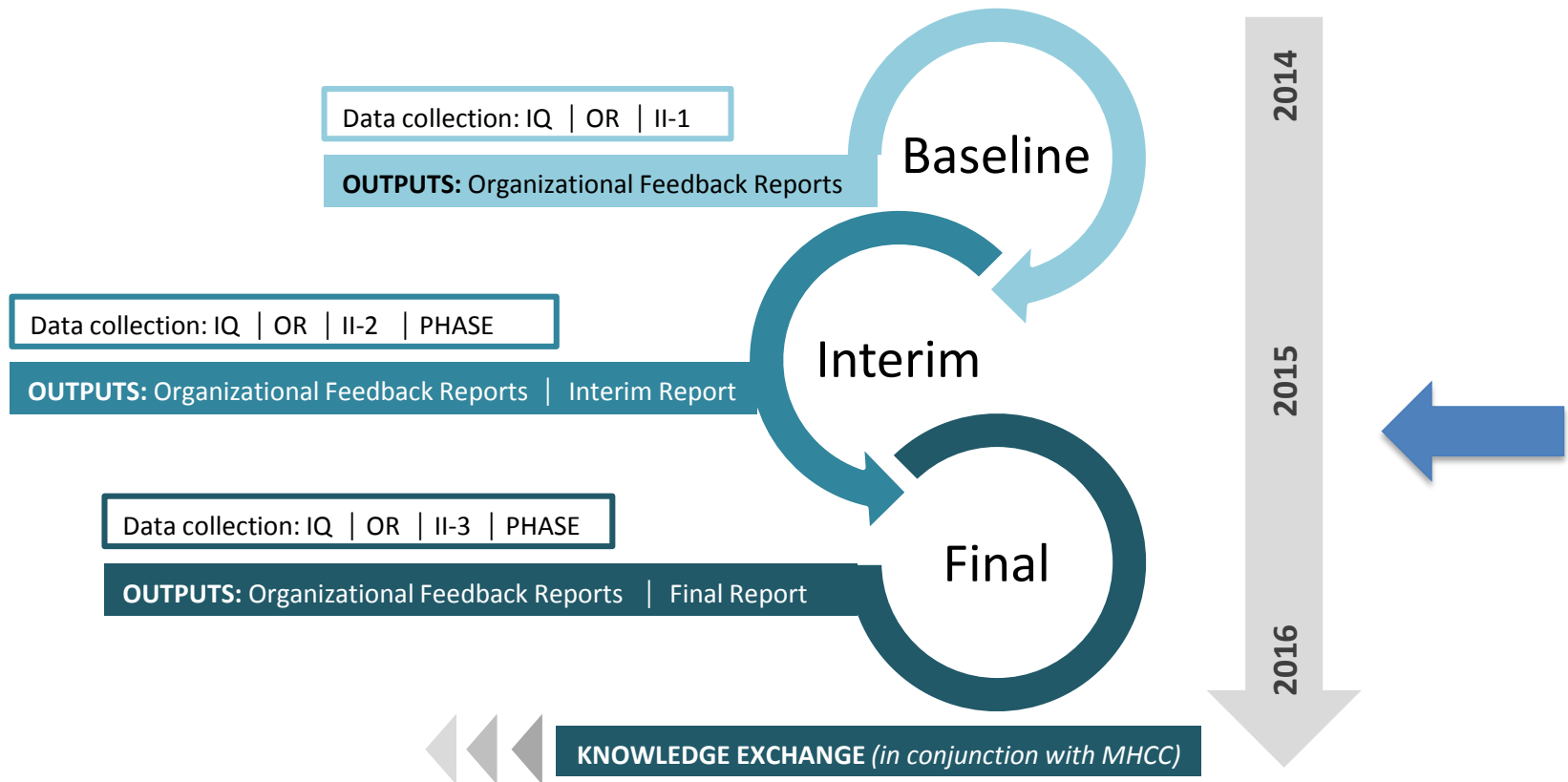
It is an Implementation Study

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

It uses a Formative Evaluation Approach

- Documents the journey of organizations as they implement the Standard
- Individualized intervention and measurement strategies
- Ongoing feedback given to organizations
- Outcomes are seen as a work in progress, rather than a final result

Timeline



IQ: Implementation Questionnaire, OR: Organizational Review, II – Implementation Interview

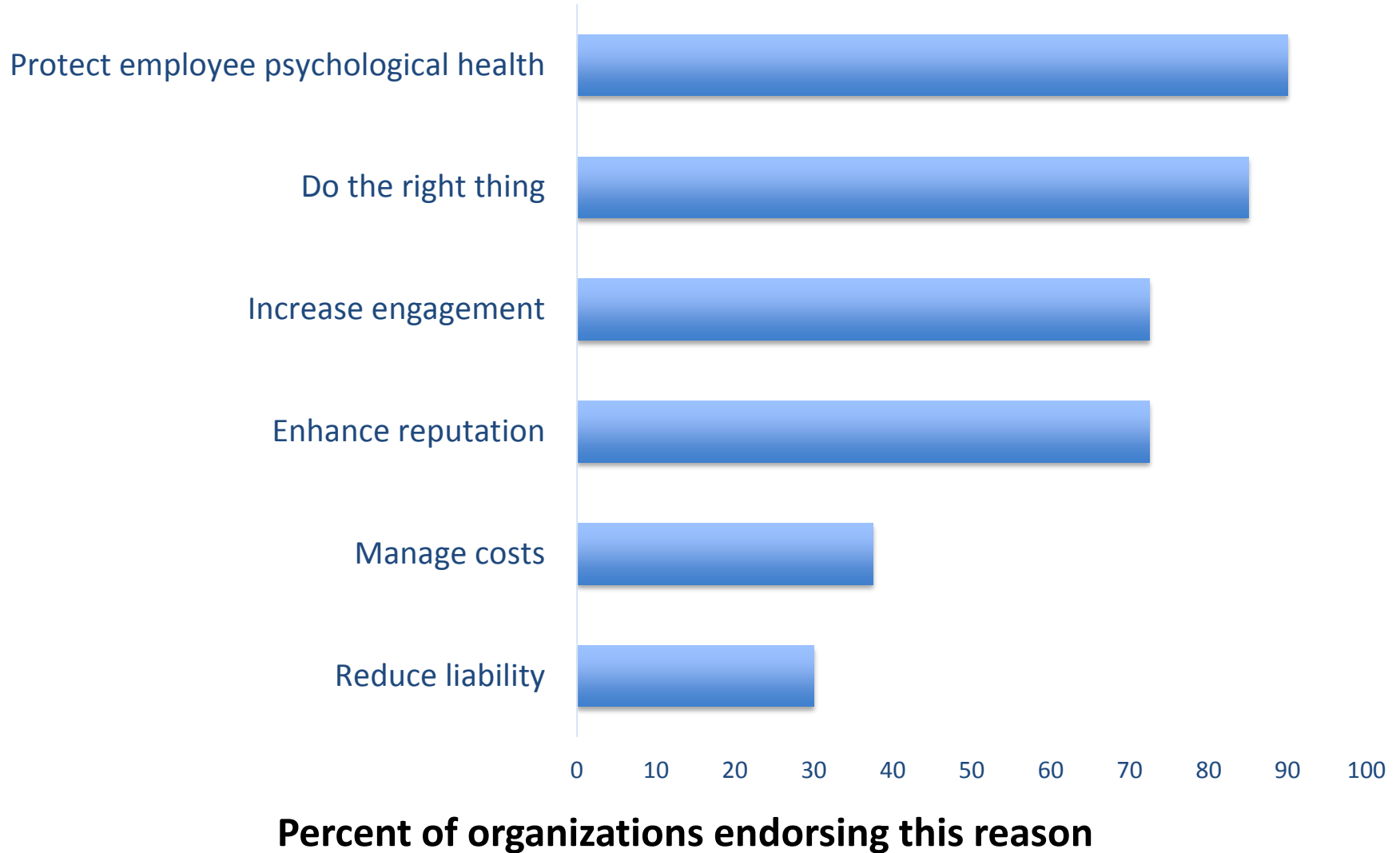
Observations to date



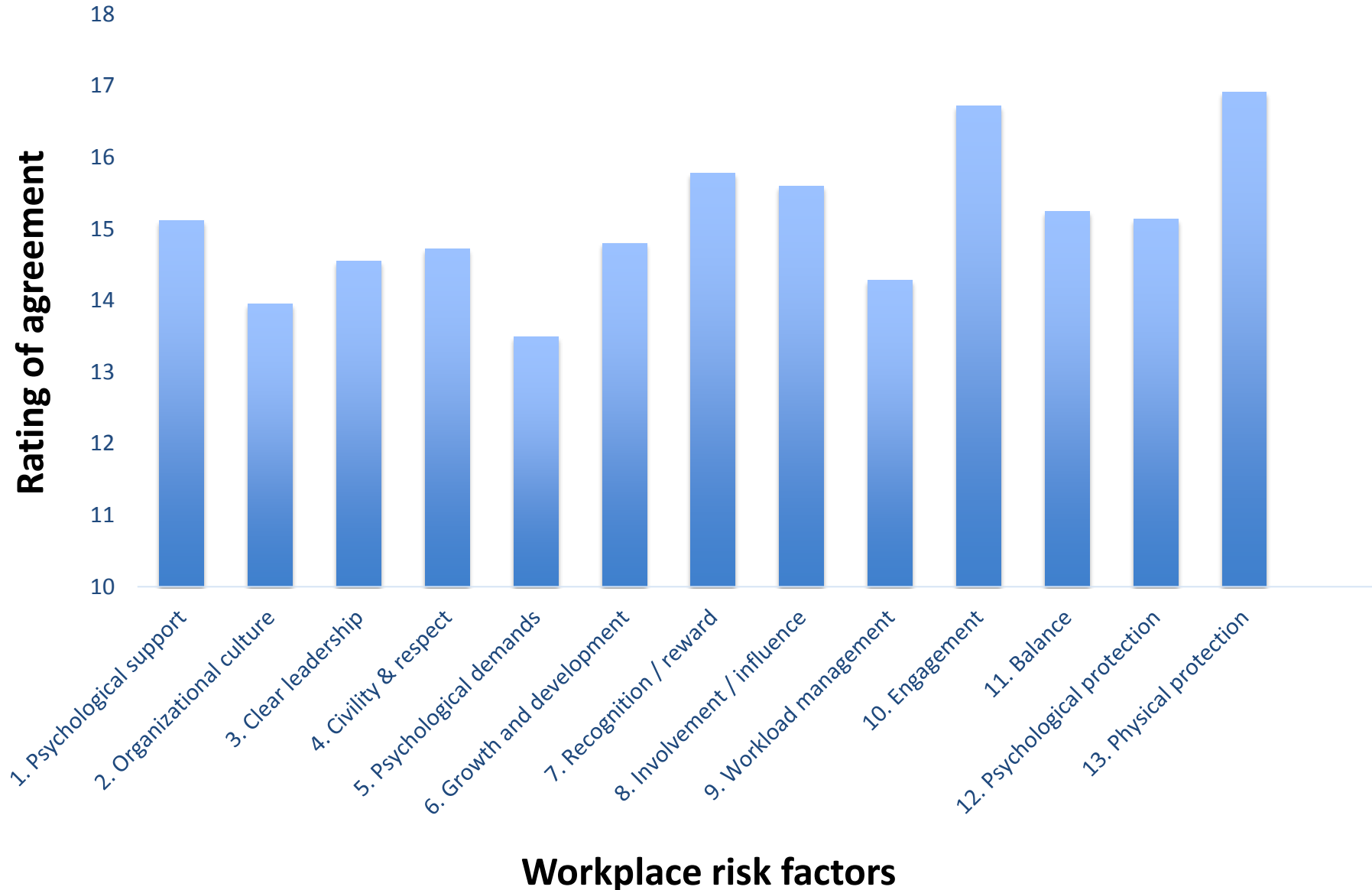
A blue silhouette map of Canada is shown, with various Canadian organizations pinned to it with green pushpins. The organizations include:

- BC Environment
- The Alberta Health Services
- Great-West Life
- Manitoba
- Regina Qu'Appelle
- Bernardi
- Mohit Simai Hospital
- Lakemidge Health
- Region of Peel
- Bell Douglas
- VIA Rail Canada
- Health Association Nova Scotia
- Belmont
- Habitat for Humanity
- isans
- NSGEU
- Rogers
- Manulife Financial
- The Royal
- Carleton University
- UNIFOR

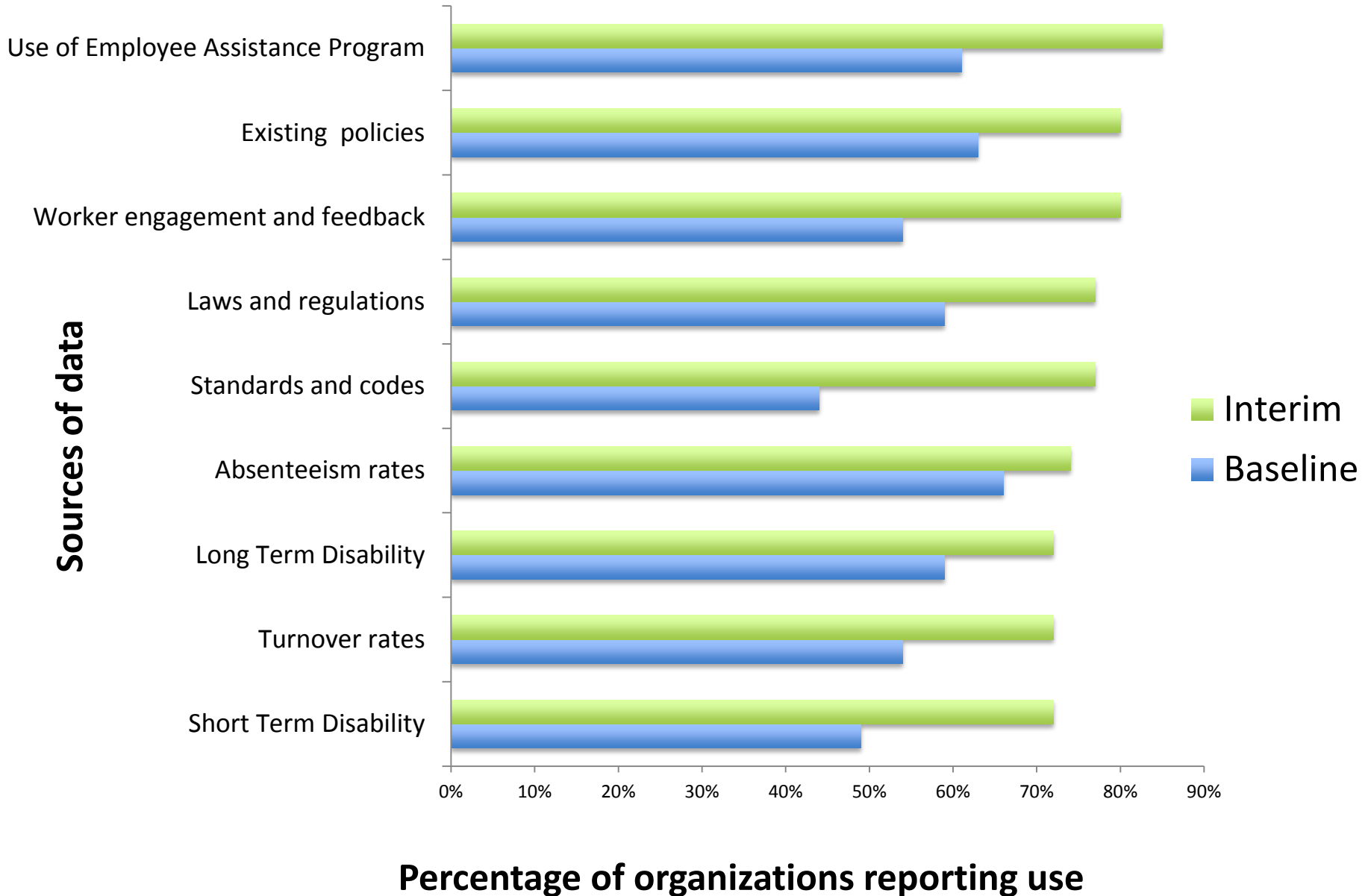
Reasons for Implementation



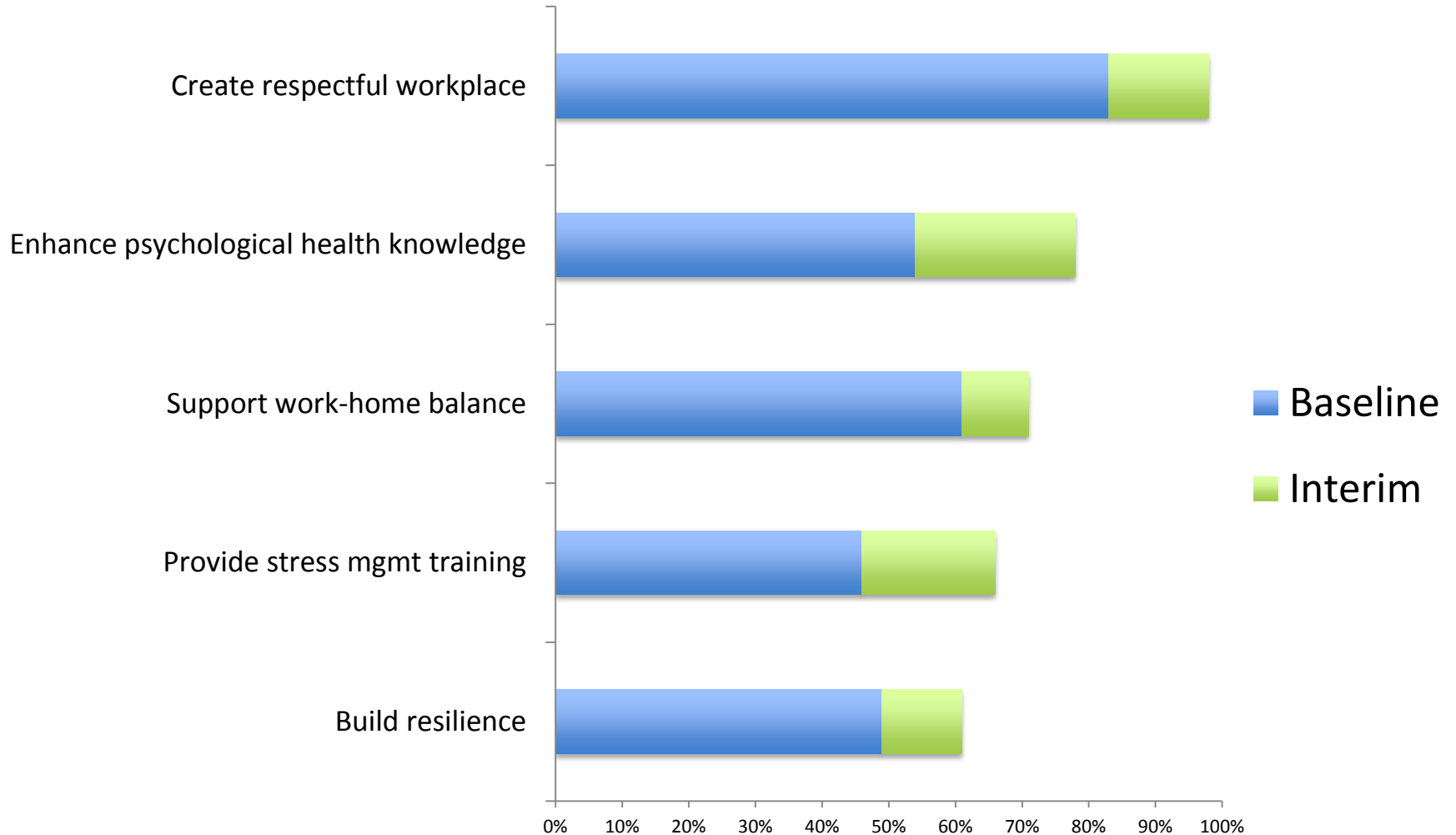
Psychosocial Risk Assessment (Employer Perspective)



Common Sources of Data

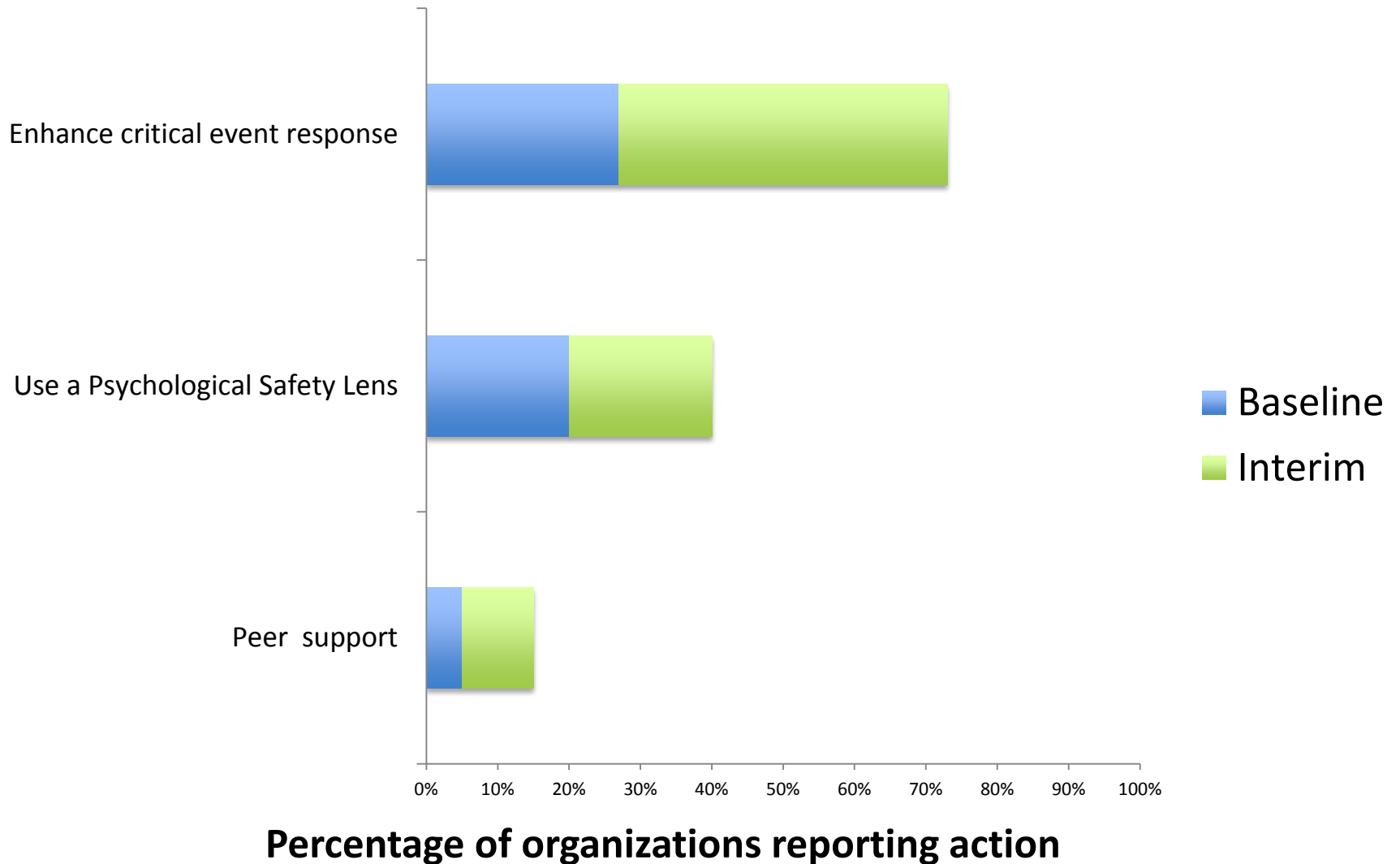


Preventive Actions








Percentage of organizations reporting action

Emergent Actions








Employee Knowledge/Awareness: Strengths and Gaps

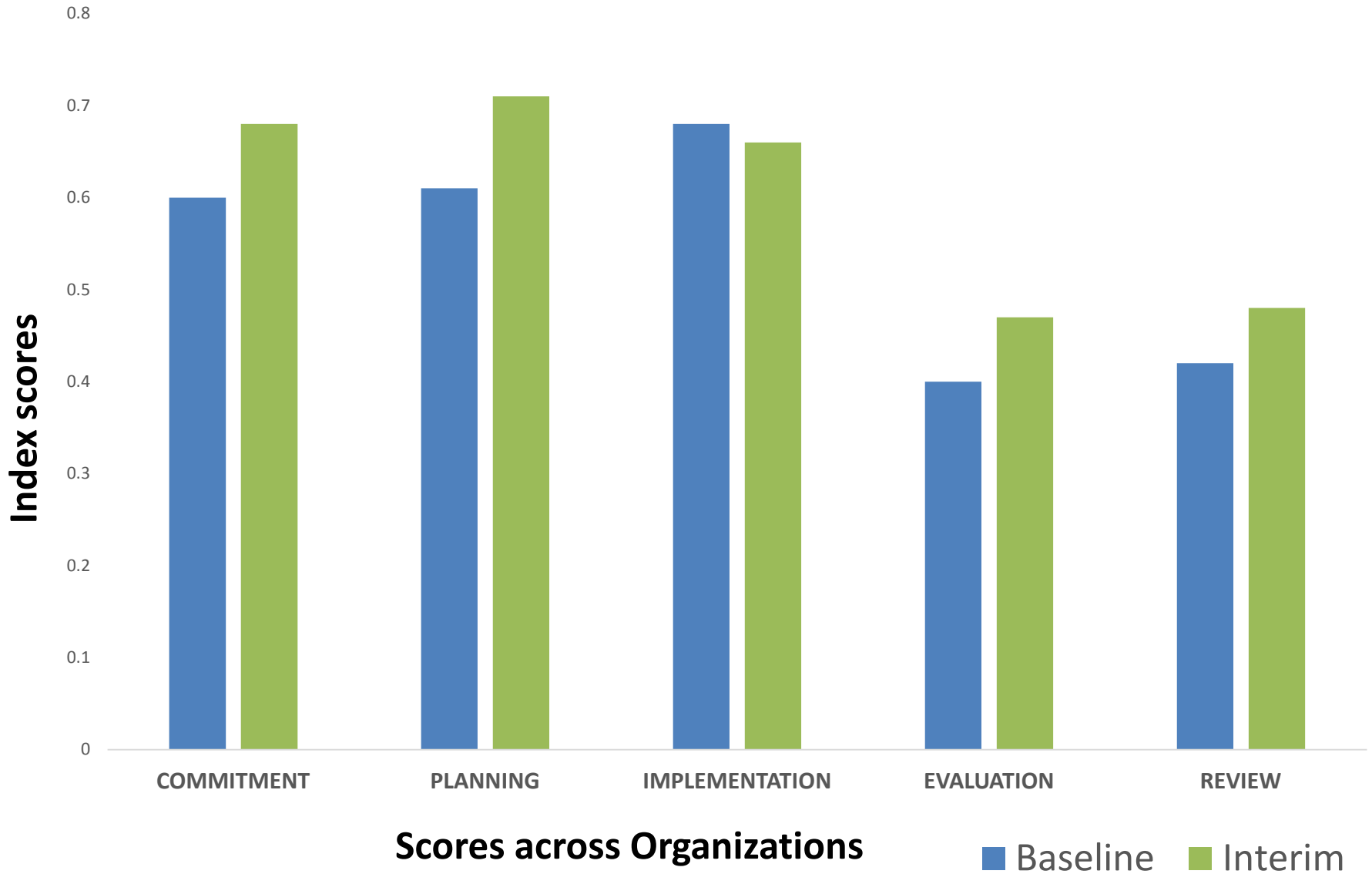
6. This organization makes it clear how employees should report bullying or harassment.

Response	Chart	Percentage	Count
False		6%	5
Slightly True		23%	18
Mostly True		27%	21
Very True		39%	31
Don't Know		5%	4

5. This organization makes it clear how employees should report excessive job stress.

Response	Chart	Percentage	Count
False		29%	23
Slightly True		36%	28
Mostly True		19%	15
Very True		12%	9
Don't Know		4%	3

Implementation Progress



Implementation Barriers

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)

Implementation Facilitators

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

Promising Practices...so far

- Communicate the organization's motivations for implementing the Standard to all stakeholders
- Establish sustainable leadership commitment
- Communicate to employees goals and actions related to assessment of psychological factors
- Establish clear protocols for identifying and managing psychological hazards
- Identify specific and sensitive psychological health and safety indicators

Promising Practices...so far

- Partner with relevant stakeholders
- Incorporate evidence from research and industry best practices into action planning
- Evaluate employee knowledge in the psychological health and safety domain
- Adopt a psychological safety lens in preparation for organizational change
- Build organizational capacity for evaluation of psychological health and safety initiatives

The Journey Continues...

- All organizations were already engaged in Psychological Health & Safety activities
- Research participation and feedback helped organizations chart their route
- All organizations are taking action...now we need to determine what works
- The Standard is a map, not a destination



In The Spotlight

Belmont Health & Wealth



About Belmont

- Insurance Broker
 - Employee Benefits, Financial Planning, Pension Management
- 30 Employees across 2 locations
 - Dartmouth, Nova Scotia
 - Saint John, New Brunswick
- Office Environment

Reasons for our Involvement

1. Right thing to do
2. Leader in promoting a “healthy” workplace culture
3. Gaining insight on the standard to help our clients

What have we done so far?

1. Administered our own internal survey
2. Worked on weaknesses from the survey
 - **STRESS**
 - a. Communication
 - b. New Technology/Processes
3. Completed Interim Survey
 - Lack of policy regarding critical event, bullying, harassment, etc.

Next Steps

- Working on mirroring communication and functions at both offices (Equitable Environment)
- Formalizing policies regarding critical event, bullying, and harassment
- Cultivating workplace culture through volunteering, team building, social gatherings, healthy initiatives
- Communicating the availability of EAP program and Psychological Services

Changes/Impacts

- Key stats from survey administered again.
- First administered in Fall 2013; re-administered Fall 2015
 - Communication and stress have improved slightly
 - Turnover is still a concern but looks to be decreasing
 - 2011 – 4
 - 2012 – 4
 - 2013 – 7
 - 2014 – 6
 - 2015 - 1

Lessons Learned

1. Communicate, Communicate, Communicate
2. Track Programs with survey and feedback
3. Small Steps are encouraged and accepted (not a race)
4. Utilize tools suggested by MHCC
 - Ex. Guarding Minds Survey
 - Communities of Practice
 - Mindful Manager

Questions



Resources

Case Study Research Project

Case Study Research Project &
Download Early Findings Interim Report

www.mentalhealthcommission.ca/case-study-research-project

Questions and Answers -read about
some of the experiences of organizations
that are implementing the Standard

www.mentalhealthcommission.ca/implementation-q-a

National Standard

National Standard for Psychological Health
and Safety in the Workplace

www.csa.ca/z1003

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

www.csa.ca/z1003

Canada Awards for Excellence for Mental
Health at Work®

www.excellence.ca/en/certification



Next Workplace Webinar

Date: November 25, 2015 at 12:00pm to 1:00pm ET

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



@mhcc_ #workplaceMH #StandardCda

How did we do?

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





Thank you

Mental Health Commission of Canada

Contact us: info@mentalhealthcommission.ca

Visit us: www.mentalhealthcommission.ca

Follow us: [!\[\]\(de95854c7ee024cfadc48187bbb781b2_img.jpg\) /theMHCC](#) [!\[\]\(cef08d8c15d8a8acd5e25ab0d65432c3_img.jpg\) @MHCC_](#) [!\[\]\(c244836fd67166dc60ebf5279a0f8377_img.jpg\) /1MHCC](#) [!\[\]\(c9651b690bdf1dda88278b8b3445c7b1_img.jpg\) /Mental Health Commission of Canada](#)

Centre for Applied Research in Mental Health and Addiction, Faculty of Health Sciences, Simon Fraser University

Contact: Dr. Merv Gilbert at merv@psychsafety.org

Visit us: www.sfu.ca/carmha

Belmont Health & Wealth

Contact: Jen Gorman at 1-888-235-6169

Visit us: www.gobelmont.ca

Follow us: [!\[\]\(f60b7a900783ac3fd531bfd9c111be6d_img.jpg\) /GoBelmont](#) [!\[\]\(fe5cf1978663f480c504f8fc2019fe62_img.jpg\) @GoBelmont](#) [!\[\]\(3251ba33ee7a8fbbf21e8e8207062a79_img.jpg\) Belmont Health and Wealth](#)

Case Study Research Project Funders



Other project stakeholders include: Research team, steering committee and expert panel



@mhcc_ #workplaceMH #StandardCda