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# Workplace Mental Health: Expanding our Notion of Health and Safety

Mental Health in the Workplace: An Update to the Nova Scotia Health and Safety Leadership Charter

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- **6.7 million** people in Canada with mental illness.

- **2.2 million** people in Canada with type 2 diabetes.

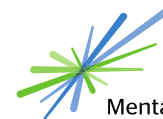
- **1.4 million** people in Canada with heart disease.



# Stigma



# Facts about mental health



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**#1 Disability claims** are associated to mental health challenges

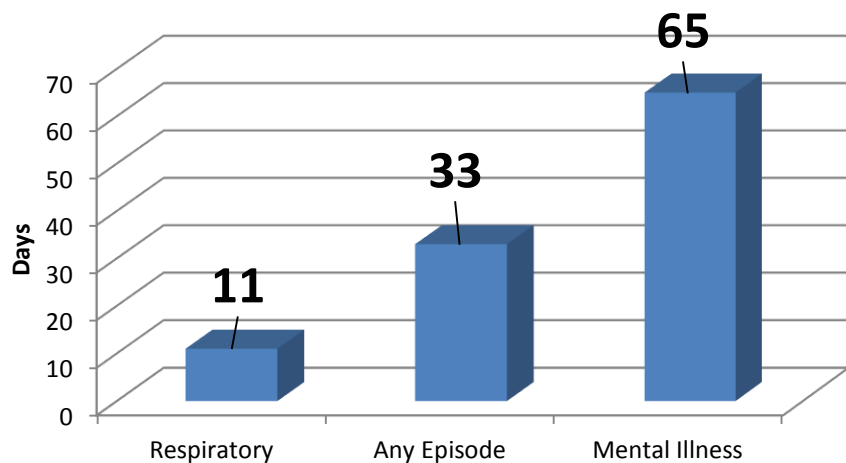
**500,000** Canadians miss work each week due to a mental health problem or illness

**78%** of short-term disability claims and **67%** of long-term disability claims

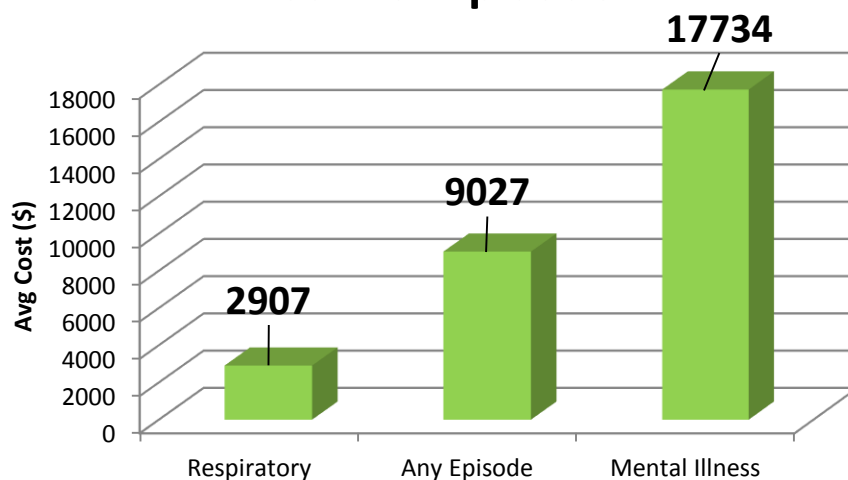


# Fact is...

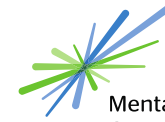
## Episode Length



## Cost Per Episode



Case study example (Dewa, Chau, & Dermer, 2010)



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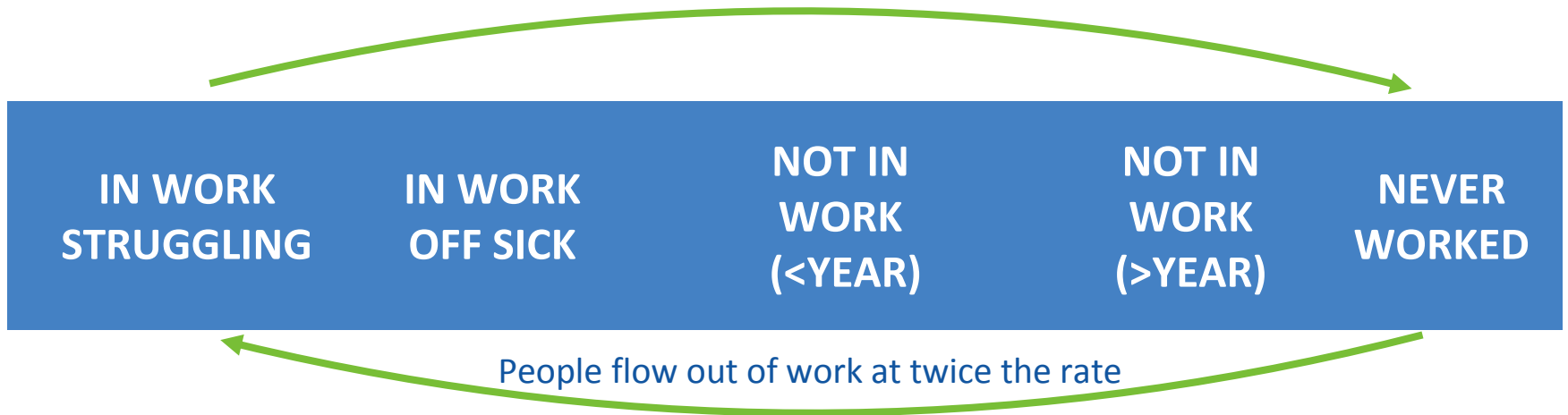
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# Cost of Doing Nothing

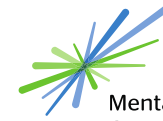
# BACKGROUND

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





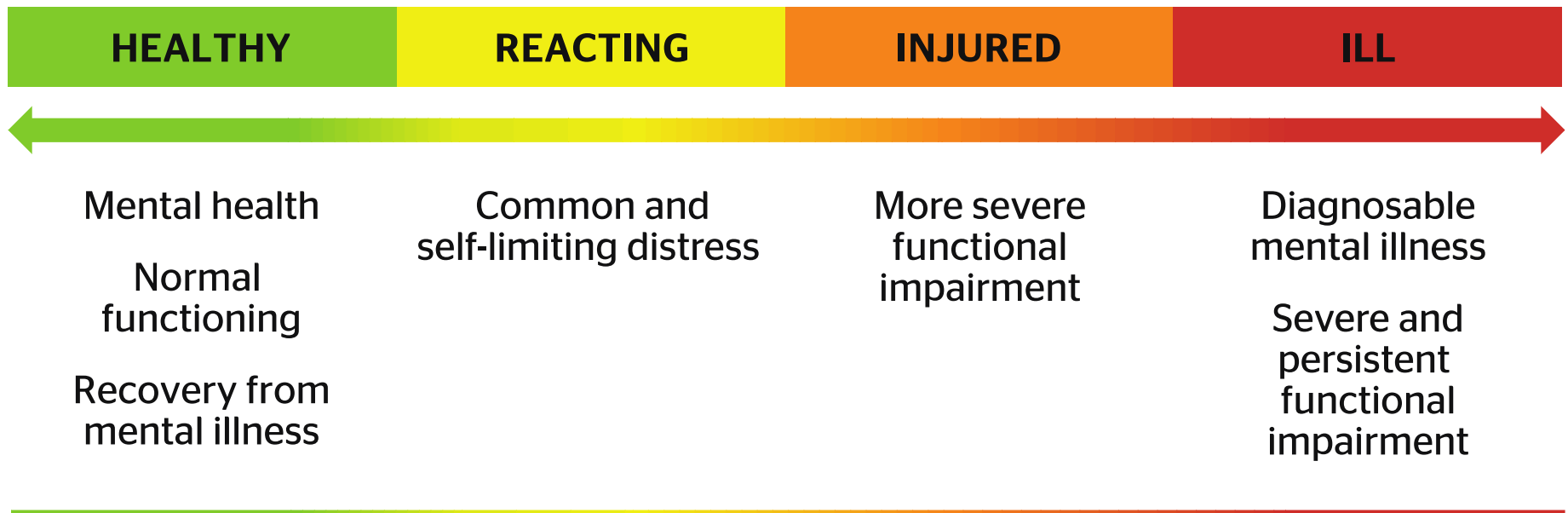
# Our mental health is fluid



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



Optimal mental  
well-being

**Example:** a person flourishing with optimal mental well-being who has no mental illness

**Example:** a person flourishing with optimal mental well-being while living with a mental illness

Minimum  
mental illness

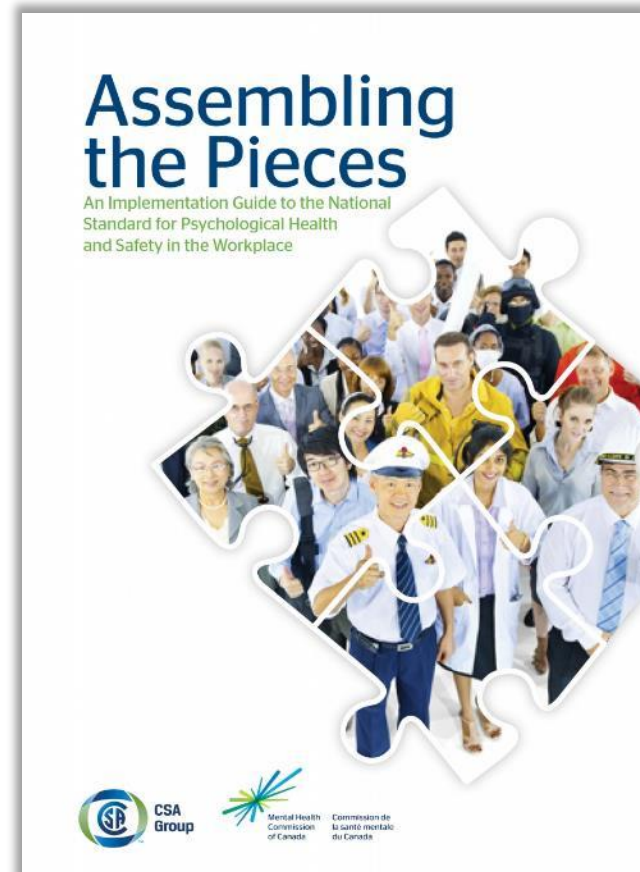
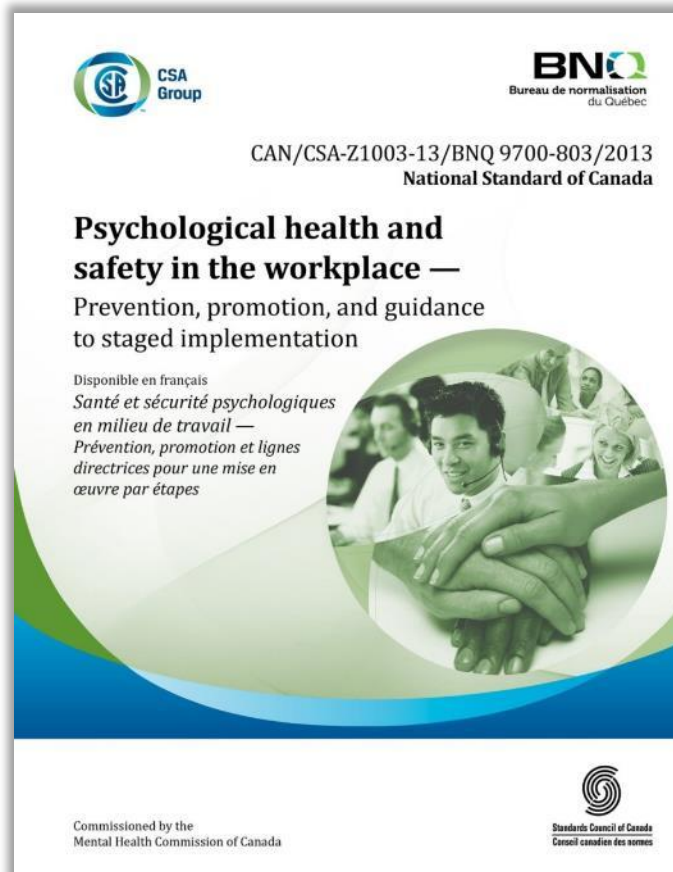
Maximum  
mental illness

**Example:** a person languishing with minimal well-being who has no mental illness

**Example:** a person languishing with minimal well-being while living with a mental illness

Minimal mental  
well-being

# National Standard for Psychological Health and Safety



# Purpose of the Standard

**Prevent** psychological harm

**Promote** psychological health



# Workplace Mental Health Factors



Psychological  
Support



Civility &  
Respect



Recognition  
& Reward



Workload  
Management



Organizational  
Culture



Psychological  
Demands



Psychological  
Protection

Involvement  
& Influence



Supportive  
Physical  
Environment



Clear Leadership  
& Expectations



Growth &  
Development



Engagement



Balance

# Legal Implications

7 Branches of Law implicate employers towards a duty of care for workers' psychological health and safety in the workplace

- ✓ Occupational Health and safety statutes
- ✓ Employment contract law
- ✓ Labour Law
- ✓ Tort Law
- ✓ Human Rights Law
- ✓ Workers' compensation statutes
- ✓ Employment Standards legislation

# Legal Implications

- The Standard does not create new legal obligations
- It can be invoked in claims and defences
- Standard could be used by courts, human rights, tribunals and other bodies as a reasonable approach or set of best practices
- Employers who are using it, can point to this as taking the precaution to prevent worker psychological harm

# An Integrated Disability Management Model

## RECRUITMENT

- Embrace Diversity
- Flexible Recruitment Process
- On-Boarding Process

## RETURN-TO-WORK

- Graduated Scheduling
- Rehabilitative Coordinators
- Recovery Focused

## MEDICAL LEAVE/ LTD

- Continuous Communications
- Positive Interactions
- Continuous Case Management



## PREVENTION/ PROMOTION

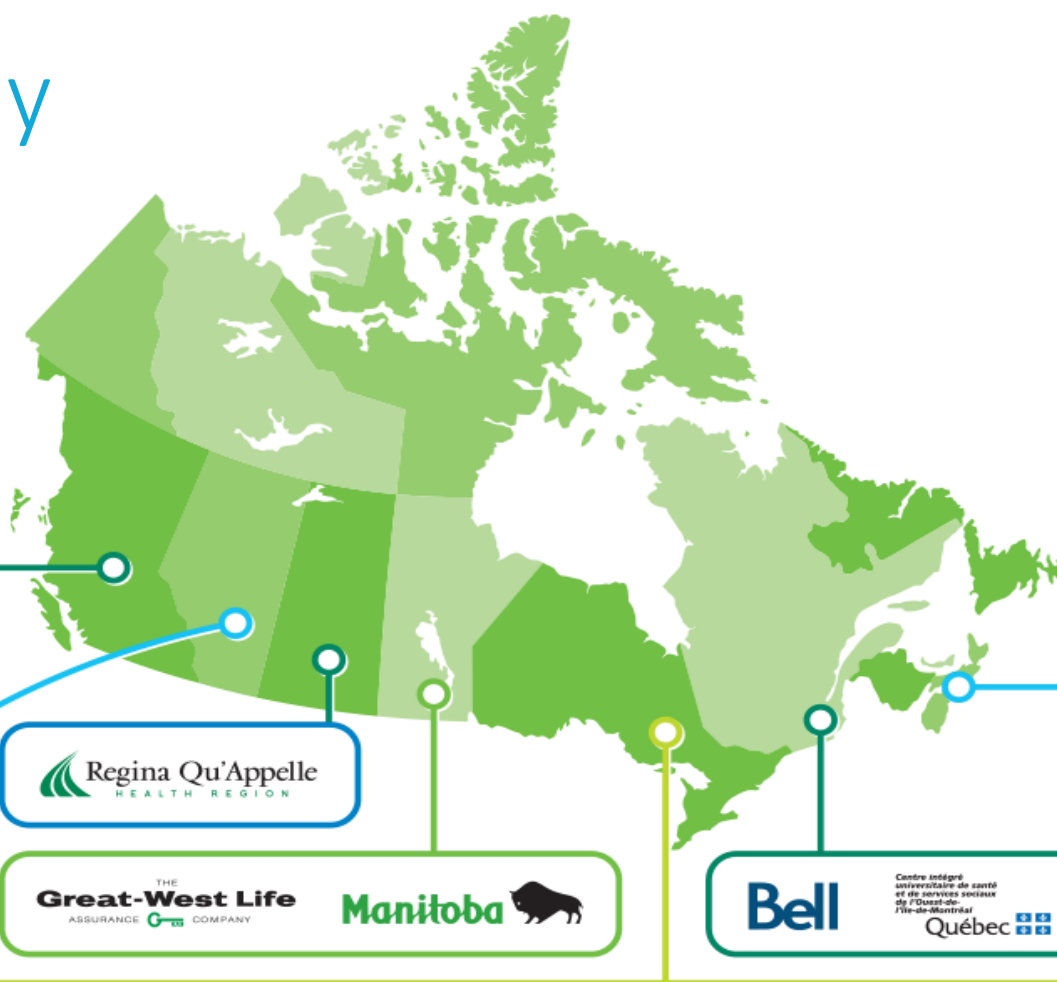
- Wellness Activities
- Training & Education
- Incident/Accident Reporting

## STAY-AT-WORK

- Accommodations
- Early Intervention
- At Work Services
- Reduced Work Scheduling



# Case Study Research Project



# Case Study Research Project

## Nine Promising Practices



Define a business case



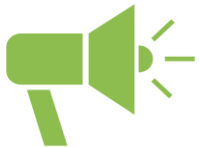
Select the best actions for your organization



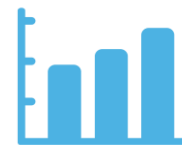
Ensure commitment throughout the organization



Consider psychological health and safety in times of change



Communicate widely and effectively



Measure the impact of implementing the Standard



Build a psychological health and safety culture



Sustain implementation efforts



Ensure adequate resources for implementation

# CASE STUDY EXAMPLES

# Michael Garron Hospital (formerly Toronto East General Hospital)



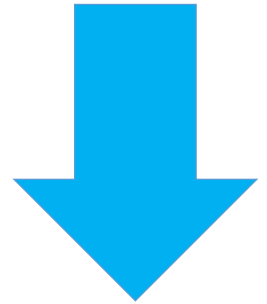


# The Outcomes

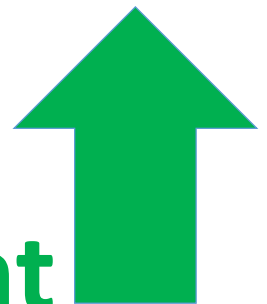
The Michael Garron Hospital has experienced a **7% decrease** in overall healthcare costs over the last four years and a decrease in days absent (10.66 in 2008 to 6.55 in 2014).

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**.

Days  
absent



Staff  
Engagement





- 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

# 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												
	# and % of employees with												
	% of executives and % related to												
	# of leaders in scope for Workplace Mental Health Leadership training program												
	Cumulative # 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

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**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**



# Different Sectors, Different Approaches

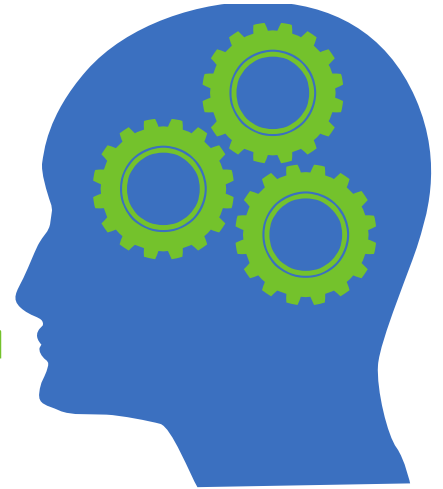


# Awareness and Education

You know all about  
physical first aid, now  
find out about the  
importance of  
**MENTAL HEALTH  
FIRST AID TRAINING**



The Working Mind



# New Online Tools

## Assembling the Pieces toolkit

This **FREE** online toolkit is designed to support organizations working to implement the National Standard of Canada for Psychological Health and Safety in the Workplace (the Standard). It provides **practical advice** for implementing key elements of the Standard, as well as links to **tools** and **templates**.

This course is recommended for **employers, senior leaders, human resource managers**, and **occupational health and safety professionals**.



**Visit:** [mentalhealthcommission.ca](https://mentalhealthcommission.ca/English/new-online-training-psychological-health-and-safety)  
[/English/new-online-training-psychological-health-and-safety](https://mentalhealthcommission.ca/English/new-online-training-psychological-health-and-safety)

# New Online Tools

## Being a Mindful Employee: An Orientation to Psychological Health and Safety in the Workplace

This **FREE** online training program helps you, as an employee, understand the 13 psychosocial workplace factors from the Standard and what **you can do** to support yourself and others in the workplace.

This course is recommended for **anyone** interested in learning more about mental health at work and how we all have a role to play.













**Visit:** [mentalhealthcommission.ca](https://mentalhealthcommission.ca)

[/English/new-online-training-psychological-health-and-safety](https://mentalhealthcommission.ca/English/new-online-training-psychological-health-and-safety)

# A Clear Business Case for Hiring Aspiring Workers



*“ We see creating accessible and sustainable employment as a beneficial end in and of itself regardless of financial profits – money, time and resources invested in that effort are never lost!”*

ORGANIZATION	TYPE OF BUSINESS	SIZE	SECTOR AND PROVINCE	URBAN OR RURAL	PROFIT ORIENTATION	UNIONIZED
1	 CAFÉ	Small	Consumer/ Survivor Run Social Enterprise (Ontario)		Aims for profit	No
2	 CATERING	Small	Private Social Enterprise (Ontario)		For-profit	No
3	 FARMING	Medium	Private (Ontario)		For-profit	No
4	 BANK	Large	Crown Corporation (Alberta)		For-profit	Yes
5	 GOVERNMENT	Large	Public (Nova Scotia)		Government	Yes

Notes: Small = < 100 employees. Medium = > 100 < 500 employees. Large = > 500 employees.



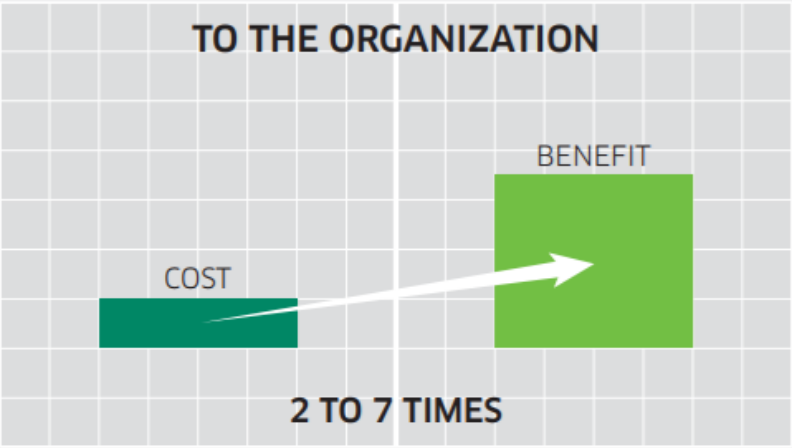
# Costs and Benefits Assessed

## Costs and Benefits/Impacts Considered from the Organizations' Perspective

ITEMS	COSTS	BENEFIT/IMPACTS (TANGIBLE)	BENEFIT/IMPACTS (INTANGIBLE)
<b>Related to work time and productivity</b>	Time spent to make the accommodation (planning, evaluation, training, maintenance, other time) Cost of providing a flexible schedule for the accommodated worker	Work absences (days, replacement costs) Turnover Productivity at work	
<b>Related to external or material expenses</b>	Professional/Consultant fees Equipment purchases	Insurance and other payroll costs Fines related to compliance violations	
<b>Other</b>	Other costs of the accommodations	Other benefits/impacts	Job satisfaction Intent to stay Organizational citizenship and workers' commitment (accommodated worker, co-workers) Organizational climate

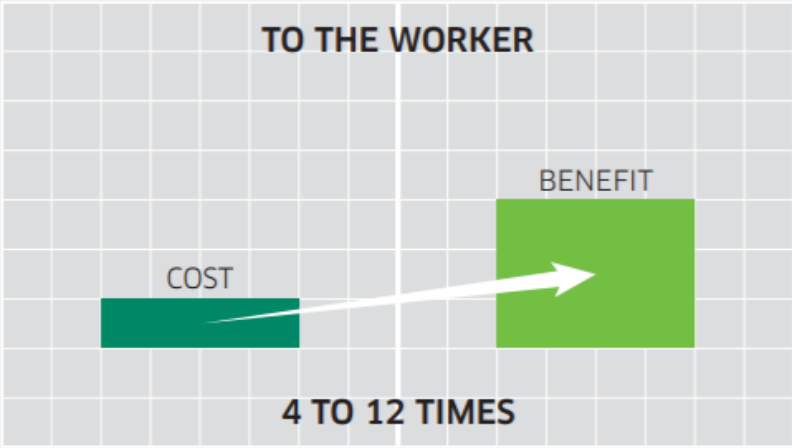
## Economic benefits

### TO THE ORGANIZATION



In all four case studies, there was an **economic benefit to the organization** ranging from **2-7 times** the cost of accommodating workers.

### TO THE WORKER



In all four case studies, there was an **economic benefit to the worker** ranging from **4-12 times** the cost.

# Large Public Sector Organization

## Organization 5 – Large, Public Sector Organization

This is a provincial government agency with multiple sites and 11-12,000 workers, most of whom are unionized.

The accommodated worker is an inspector who has worked with the organization for 12 years. Much of his time is spent in the field, but he needs to check in at the office at the start and end of each day. The hours are set, so there is no flexible schedule, and the work must be done on site. The person experiences severe depression and has episodic anxiety attacks.

*"Employment offers people means to support themselves and their families, a feeling of purpose and value....these are things every person should have, including those who have mental health concerns."*

**– Employee, Large, Public Sector Organization**

He is open with his manager and co-workers about his mental illness. His colleagues are supportive of his condition and accommodation needs. In addition, he sometimes uses his sick days and vacation time, and has taken a medical leave of absence, which are benefits available to all employees.

<b>Position</b>	Inspector
<b>Health Condition</b>	Severe depression and episodic anxiety attacks
<b>Accommodation</b>	The manager has accommodated this worker by offering regular check-ins to ensure the accommodation process is working effectively and factors such as attendance and workload are considered.
<b>5-year net worker benefits</b>	\$67,171
<b>benefit-cost ratio for the worker</b>	<b>12.19</b>
<b>5-year net organization benefits</b>	\$203,650
<b>benefit-cost ratio for the organization</b>	<b>7.81</b>

In this organization, the benefit-to-cost ratio is high, benefits are mainly due to a higher productivity at work.

# Qualitative Findings

Culture of Inclusivity

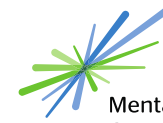
Accommodation for Workers  
with Mental Illness

Recruitment

# 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 on the Great-West Life Centre for Mental Health in the Workplace website: <https://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/](http://www.partnersformh.ca/)





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