



Mental Health  
Commission  
of Canada

Commission de  
la santé mentale  
du Canada

# Building Workplace Resiliency

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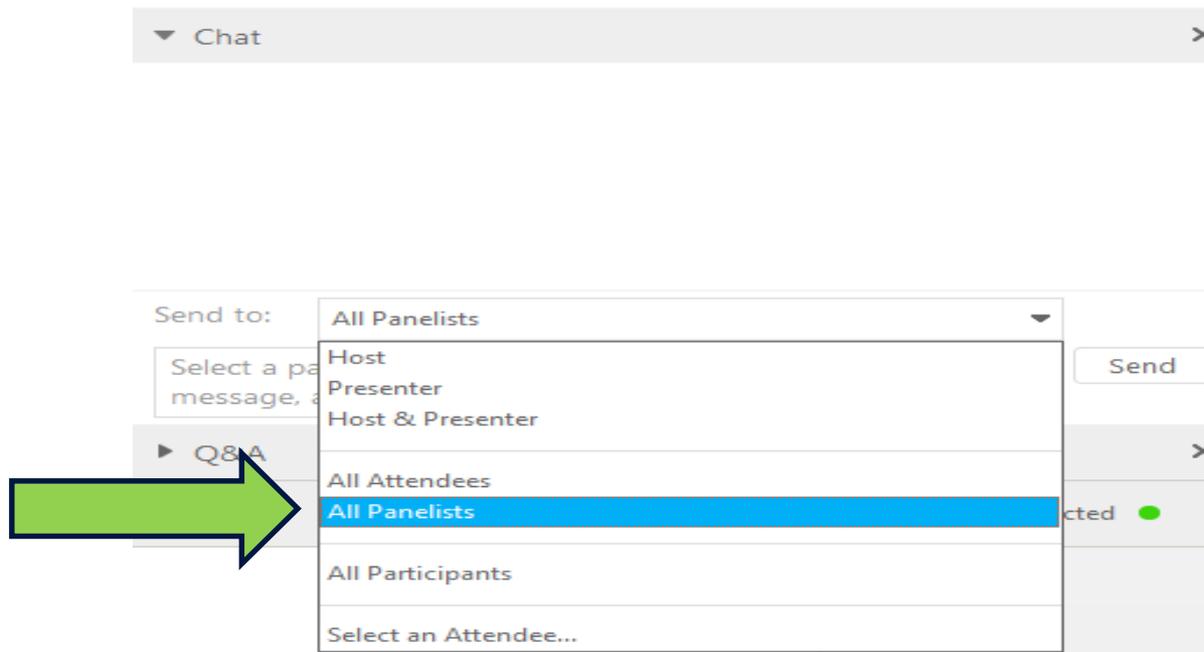
November 25, 2015, 12:00 - 1:00 p.m. ET



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# Important! Send questions/comments to 'All Panelists'





Presenter



Karen Seward  
SCM Health Solutions



# RESILIENCY

# OBJECTIVES

- Understand resiliency
- Understand contributing factors that make us resilient
- How to identify resiliency issues in the workplace
- How to develop your personal resiliency plan



# LIFE CAN CHANGE IN A MOMENT...

...when it does do you have the:

- Information
- Skills
- Support

To minimize impact on your life and others?



# WHAT IS RESILIENCY?



# WHAT IS RESILIENCY?

“Resiliency is the process of adapting well in the face of adversity, trauma, tragedy, threats and stress”

## Stress can be:

- relationship problems serious health problems workplace/financial stress

Resilience **is ability** bouncing back from difficult experiences

# WHAT IS THE ROLE OF RESILIENCY IN WORKPLACE?

When we hire someone we screen for factors that enable us to evaluate the fit of an individual for a role.

- Experience
- Competency



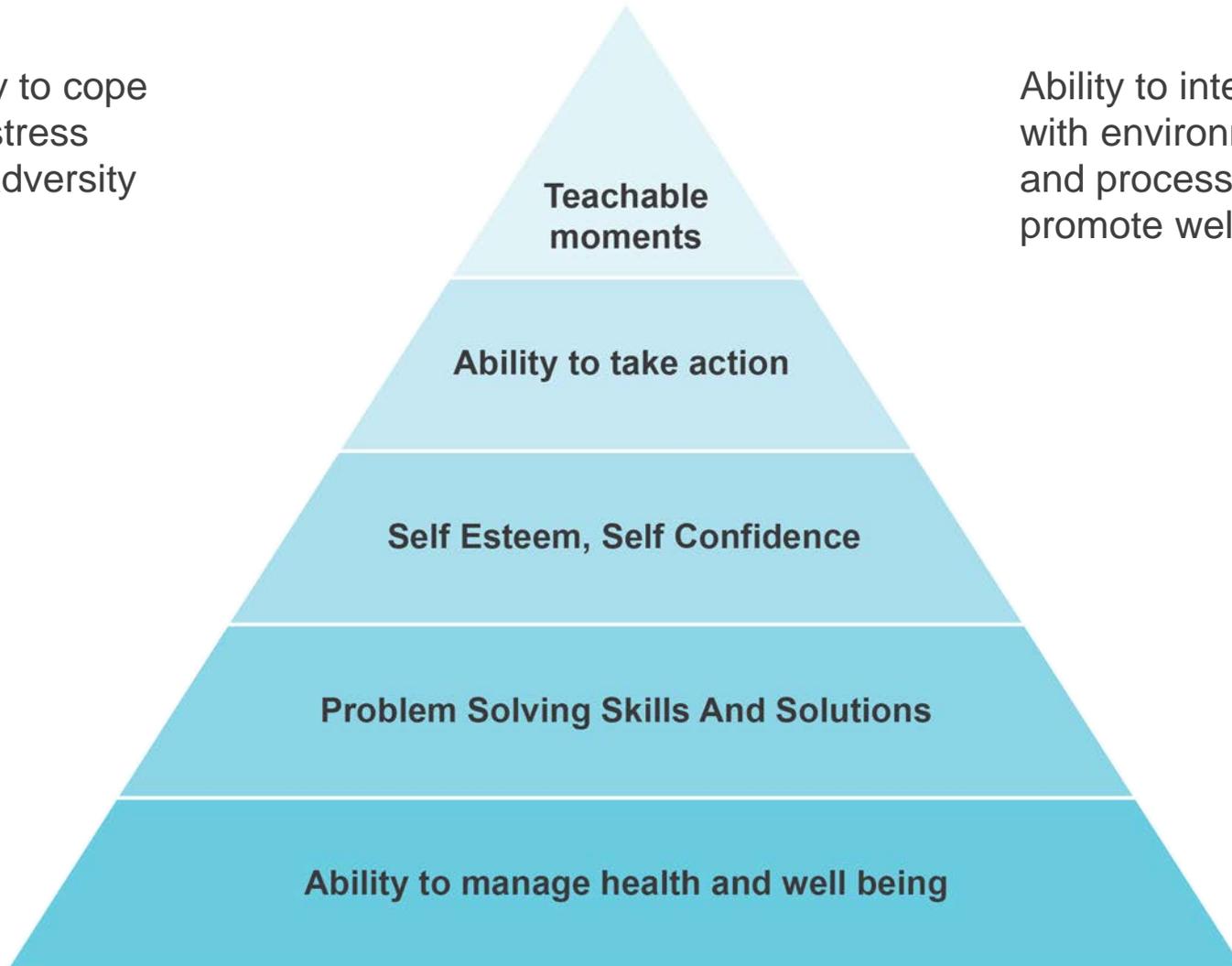
...BUT WE DON'T  
OFTEN SCREEN FOR RESILIENCY



# RESILIENCY - HIERARCHY OF NEEDS

Ability to cope  
with stress  
and adversity

Ability to interact  
with environment  
and processes that  
promote well being



# FACTORS IMPACTING HEALTH AND PRODUCTIVITY OF EMPLOYEES

## Social Determinants

- Genetics
- Life Conditions
- Physical Environment



## Individual Response



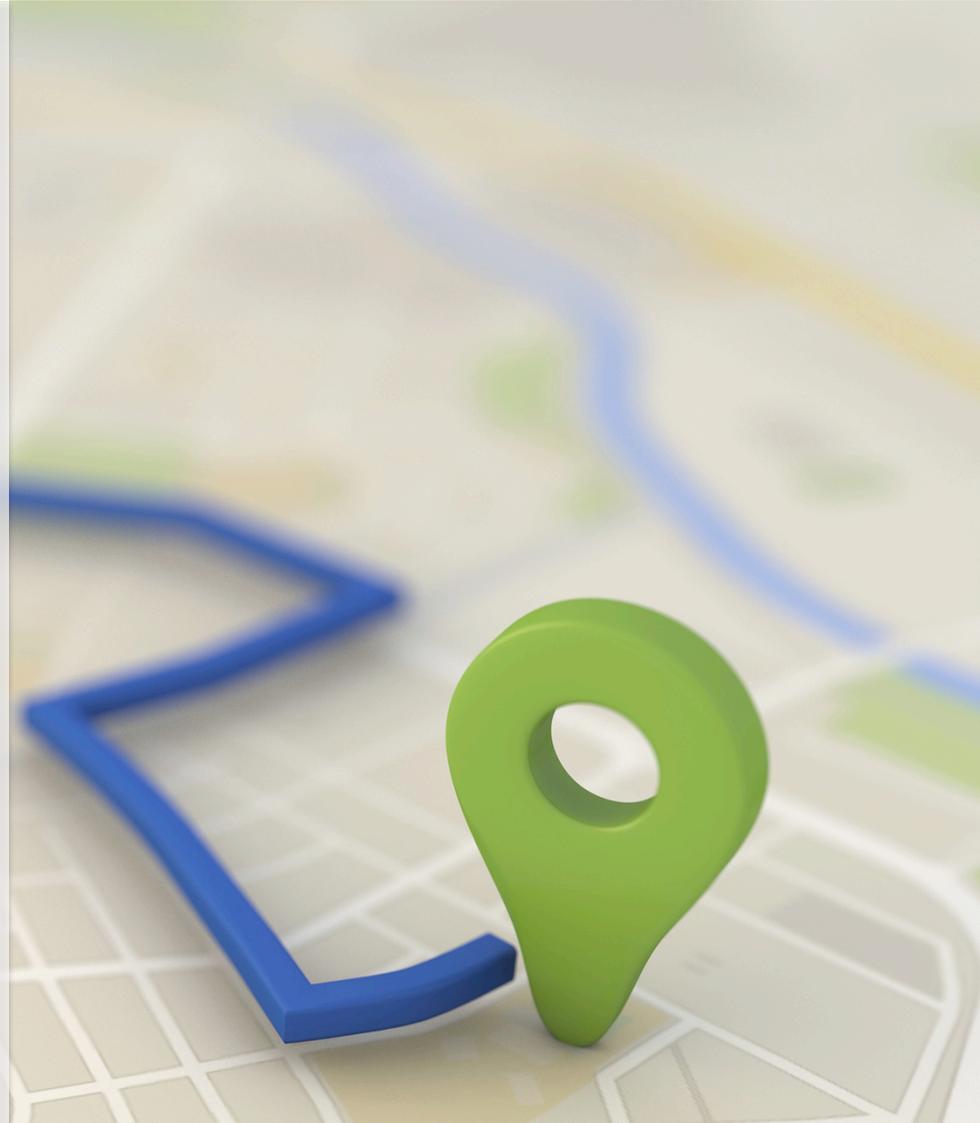
- Care Experience
- Health Promotion
- Quality and appropriate health services
- Patient Experience
- Efficiency and effectiveness

Access to Comprehensive Integrated Health Services

# ITS ABOUT OUR OWN GPS...

## How do we know....

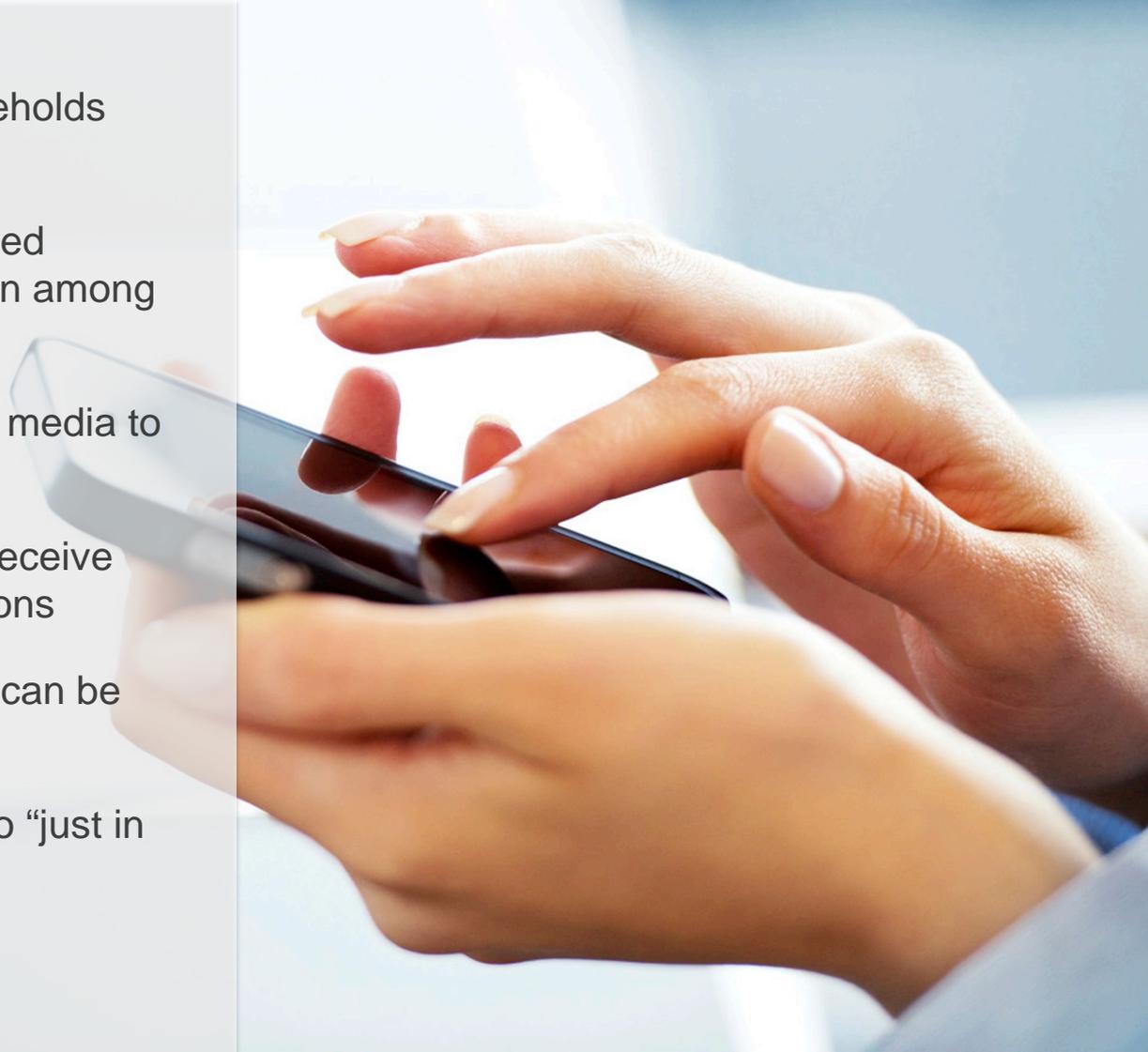
- Where we should be going
- Are we in the right direction



# TOP FOUR REASONS

## PEOPLE MISS WORK ARE FOR PERSONAL REASONS

- 78% of Canadians households have a cell phone
- Technology is the preferred method of communication among many age groups
- Heavy reliance on social media to receive information
- Provides opportunity to receive just in time communications
- Written communications can be misinterpreted
- Stress and anxiety due to “just in time”
- Inability to disconnect



# ABILITY TO MANAGE HEALTH AND WELLBEING



## Awareness

- Be Aware of emotions and how they affect you

## Empathize

- Pay attention to the feelings of others
- Ask questions – active listening

## Mindful

- How you express strong feelings

## Feeling bad

- Remind yourself that feeling bad can be just a moment and that dealt with effectively will move ahead

## Invest

- Invest in your emotional well-being by making time for activities and social networking

# TOP HEALTH ISSUES

## IMPACTING PEOPLE

### Top 3 drivers for STD claims in Canada:

- Mental health
- Musculoskeletal/back issues
- Accidents

### Top 3 drivers for LTD claims in Canada:

- Mental health
- Musculoskeletal/back issues
- Cancer

Source: Towers Watson, "Investing in workforce health generates higher productivity", November 21, 2012.



# STRESS OVERVIEW

- Stress occurs when you have to handle more than you are used to
- When you are stressed, your body responds as though you are in danger
  - Hormones are produced that speed up your heart, make you breathe faster, and give you a burst of energy
  - The fight-or-flight stress response
- Some stress is normal and even useful (need to work hard or react quickly)

# WORK-RELATED STRESS AND ILLNESS

- 10,308 civil servants in the UK
- Work stress = poor work social support, high job demands, and low job control
- Associated with increased risk of BMI obesity (odds ratio, 1.73), and waist obesity (odds ratio, 1.61)
- Men were more likely than women to suffer the negative effects of job strain in terms of obesity
- Women did not experience a significant increase in waist obesity with stress.

Brunner et al. (2007) *Am J Epidemiol* 165:828-837

# STRESS: ACUTE VS. CHRONIC

## Acute (short-term) stress:

- The body's instant response to any situation that seems demanding or dangerous.
- Stress level depends on how intense the stress is, how long it lasts, and how one copes with the situation
- The body normally recovers quickly from acute stress
- Problems occur if it happens too often or if the body doesn't have a chance to recover
- In individuals with cardiac conditions, acute stress can trigger an arrhythmia or heart attack.

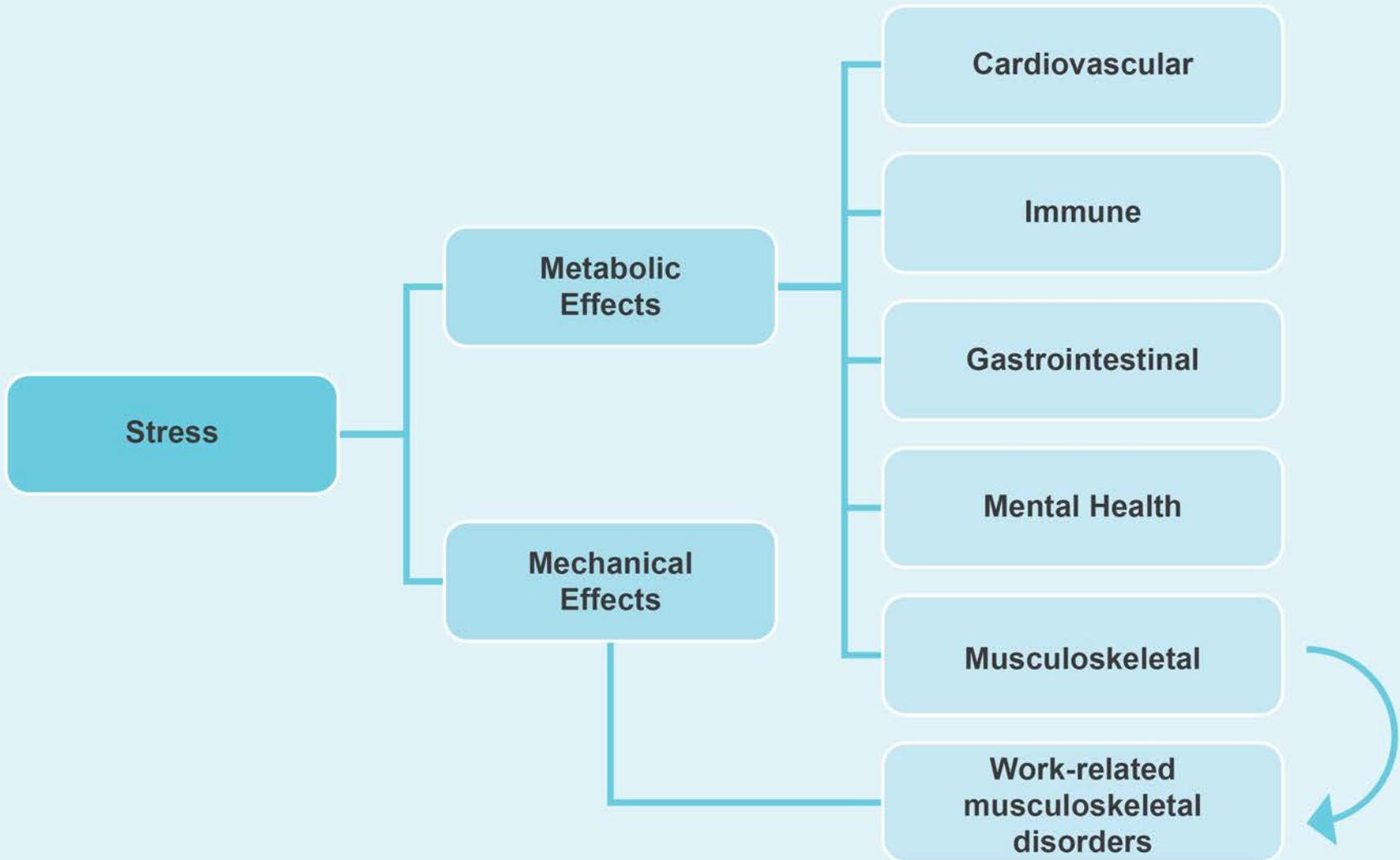
## Chronic (long-term) stress:

- Caused by stressful situations or events that last over a long period of time
- Examples include a difficult job or dealing with a chronic disease
- Any pre-existing health issues can be made worse with stress

# THE STRESS RESPONSE: ABILITY AND DEMANDS



# STRESS EFFECTS



# AT TIMES PLAN MEMBERS DO NOT GET THE SUPPORT THEY NEED

## Work related Ill health study:

- Musculoskeletal and psychological ill-health were rarely referred to secondary care
- Skin and respiratory cases were referred more often

“About 10% of workers have a mental health condition, and mental health issues represent one-third of all short-term disability (STD) and long-term disability (LTD) claims. They also account for 70% of STD and LTD costs”

“...a mental health claim can last 65 days and cost \$18,000, on average.”

*Journal of Occupational and Environmental Medicine.*

## Plan Members Need:

- Clarification of the diagnosis at onset – early intervention
- Identification of treatment options and a return to function plan
- Focus on cost avoidance (eg. Drug Costs)

# PROBLEM SOLVING SKILLS



## Importance of problem solving

- Better functioning
- More satisfying relationships with friends, family and coworkers
- Higher self esteem
- Higher life satisfaction

## If problems are difficult/complex

- Can create stress and impact our health
- Coping can be done by doing what we have done in the past
- Solution though must work. If it doesn't the problem wont be resolved

**What helps in fixing a problem that is difficult or complex?**

# PROBLEM SOLVING SKILLS



## Building Relationships – Strong relationships

- Listening Skills
- Realizing conflict is normal part of relations
- Spend with those who inspire you

## Competence – building competence

- Ask for training or support when you need it
- Don't be afraid to ask questions
- Take advantage of informal and formal learning opportunities – networks, charities, webinars
- Talk to people who know more than you do

# PROBLEM SOLVING SKILLS



## How will I know when I get there?

- Specific
- Measurable
- Attainable
- Realistic
- Time limited

**Look at possible solutions**

**Decide on best solution**



# SELF ESTEEM AND CONFIDENCE

- What is difference between self esteem and confidence
- We can be confident about our abilities to perform a task or a job but we can lack self esteem



# ABILITY TO TAKE ACTION



Resiliency dependent on ability to take action

Two things affect ability to take action

## 1. Motivation

- Awareness and reason

## 2. Perspectives

- Two views which often times can be extreme



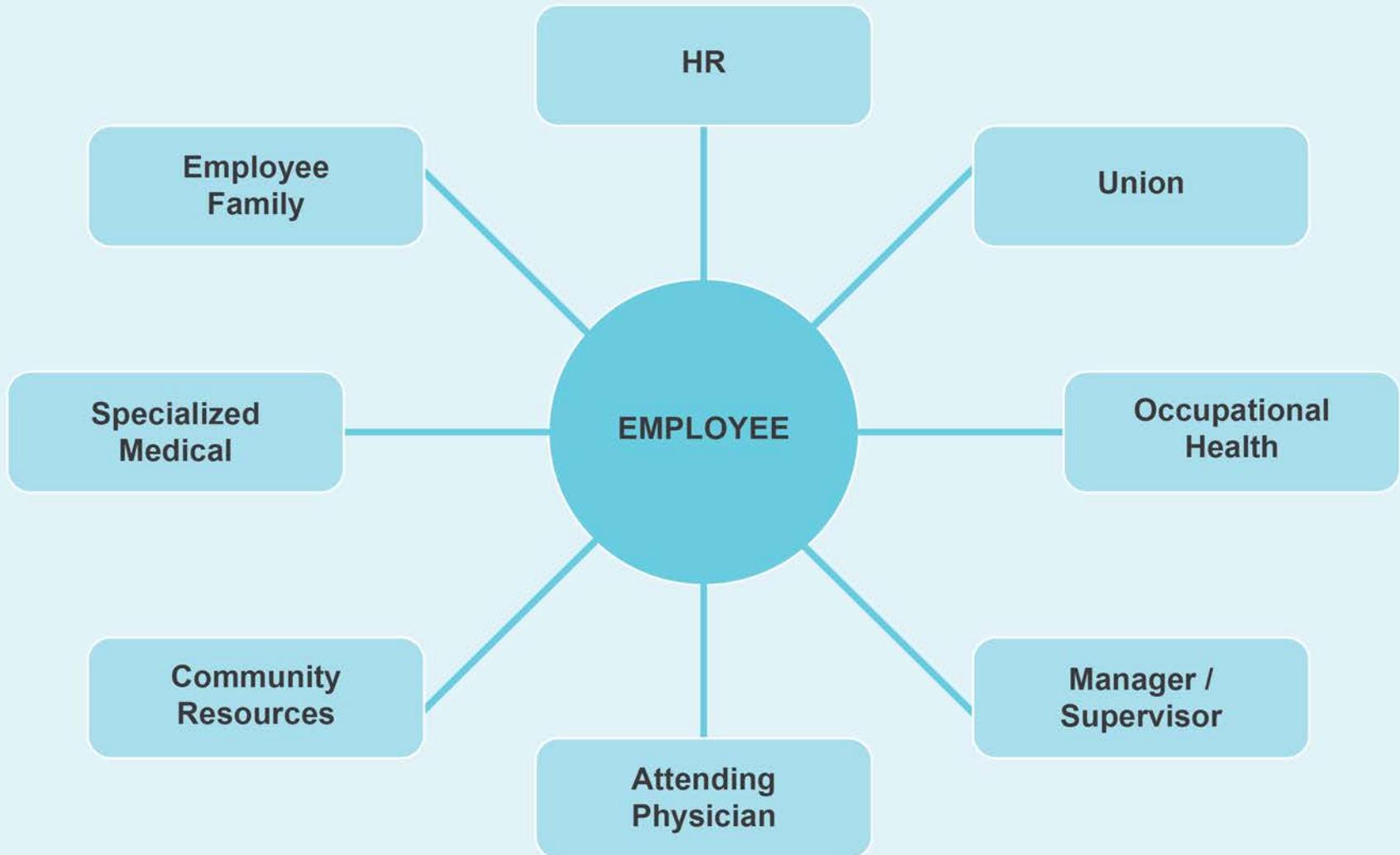
# ABILITY TO TAKE ACTION



## Optimism

- Keep a list of things that help you cope in difficult situations
- Stay connected to people who can help you cope
- Make time for self
- Break problems down into smaller parts
- Make a plan to change things you have power and influence to change
- Celebrate success as change happens

# MULTIPLE STAKEHOLDERS



# TEACHABLE MOMENTS

What is a teachable moment?



# TEACHABLE MOMENTS

Teachable moments

Ability to take action

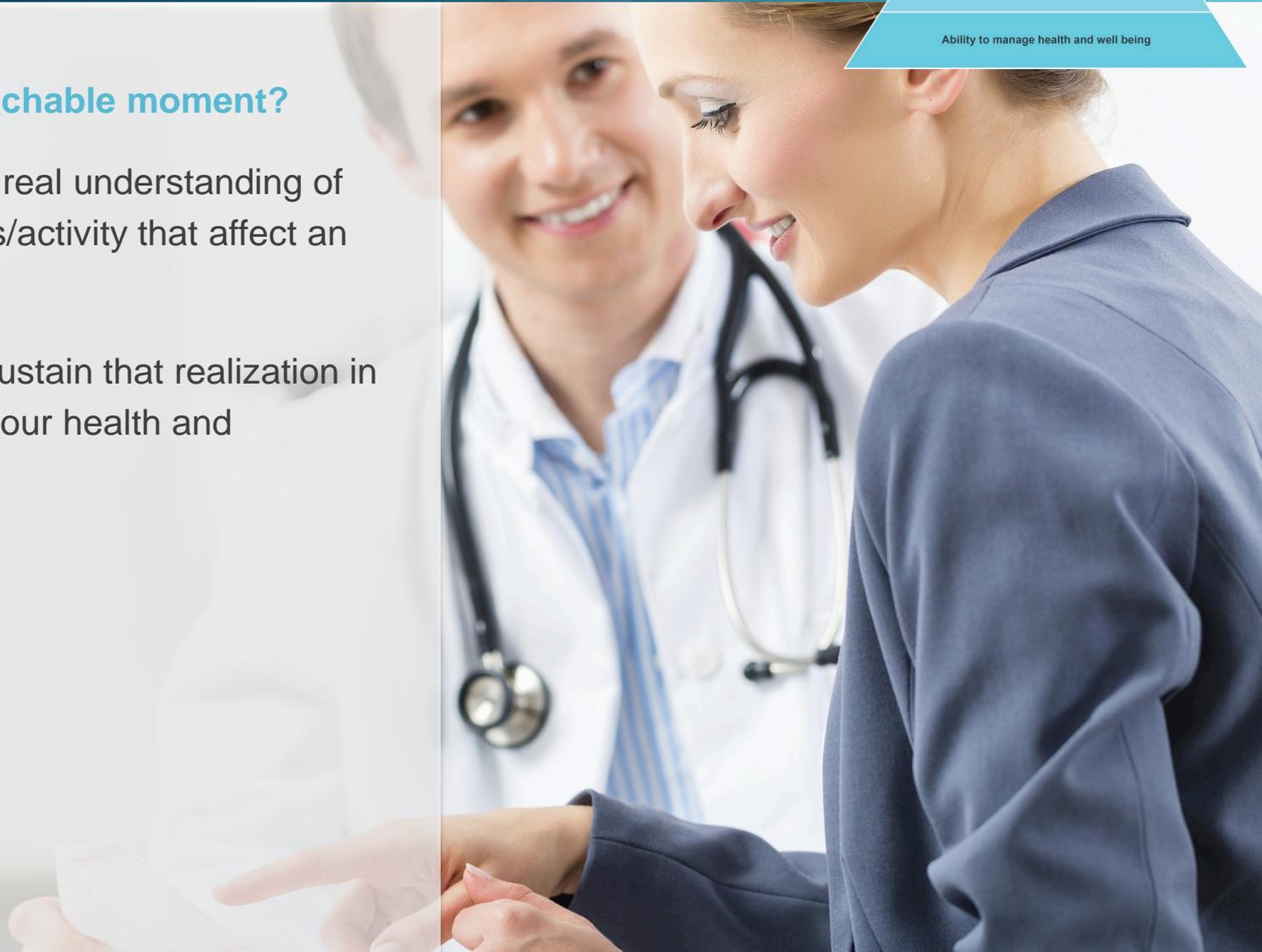
Self Esteem, Self Confidence

Problem Solving Skills And Solutions

Ability to manage health and well being

## What is a teachable moment?

- There is a real understanding of the actions/activity that affect an outcome
- Ability to sustain that realization in managing our health and wellbeing



# ROLE OF RETURN TO WORK

- A successful return to work is not the day the employee returns to workplace.
- Successful return to work is when an employee returns and is able to sustain level of engagement in workplace
  - Discussion with employee, manager and peers about return to work
  - Process for checking in
  - Health coaching or other programs to support employee
  - Transformational Leadership

# RESILIENCY ISSUES IN WORKPLACE

- Begin a dialogue on the importance of understanding resiliency of our coworkers
- Create an understanding of thresholds of resiliency of our staff
- Create ways to ensure we recognize and support those who are not as resilient



# Resources

## Resiliency / Workplace Mental Health

Five Quick Tips for Employers to Build Workplace Resiliency

[www.ciramedical.ca/About/White-Papers-and-Resources/Five-Quick-Tips-for-Employers-to-Build-Workplace-Resiliency](http://www.ciramedical.ca/About/White-Papers-and-Resources/Five-Quick-Tips-for-Employers-to-Build-Workplace-Resiliency)

Balancing Workplace Mental Health Issues and Employee Privacy Rights

[www.ciramedical.ca/About/White-Papers-and-Resources/Balancing-Workplace-Mental-Health-Issues-and-Employee-Privacy](http://www.ciramedical.ca/About/White-Papers-and-Resources/Balancing-Workplace-Mental-Health-Issues-and-Employee-Privacy)

## National Standard

National Standard for Psychological Health and Safety in the Workplace

[www.csa.ca/z1003](http://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](http://www.csa.ca/z1003)

## The Working Mind

[www.mentalhealthcommission.ca/English/initiatives-and-projects/working-mind](http://www.mentalhealthcommission.ca/English/initiatives-and-projects/working-mind)

Contact: Claudia Canales at  
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# Questions



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# Next Workplace Webinar

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

To watch our past webinars, visit our website at:  
[www.mentalhealthcommission.ca/English/workinar](http://www.mentalhealthcommission.ca/English/workinar)



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# Thank you

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