



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

Building a Psychologically Healthy Workplace

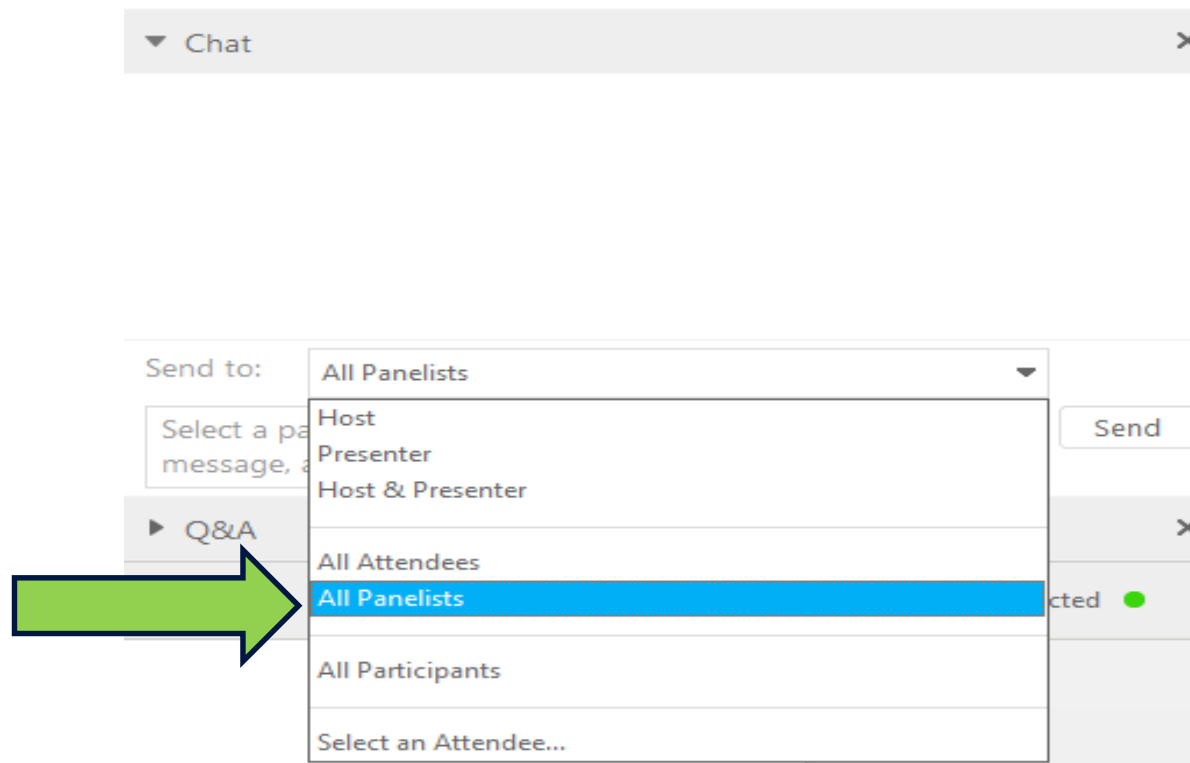
Dr. Marie-Helene Favreau

Director, Mental Health, Disability Management
and Workplace Practices

Bell Canada

September 30, 2015, 12:00 - 1:00 p.m. ET

Important! Send questions/comments to 'All Panelists'





Bell

Let's Talk



Dr. Marie-Helene Favreau

Director, Mental Health, Workplace Practices and Disability Management



Agenda

- Bell Let's Talk pillars & progress
- Overview of our Workplace programs
- Applying the National Standard - How it translates in our workplace
 - Starting points
 - Mid & long-term action planning
 - Capturing feedback, measuring and nurturing continuous improvement
- Getting organized
 - Resources
 - Measurement
- Key take-aways
- Q & A

Bell Let's Talk mental health initiative

Mental illness impacts every Canadian in some way

1

Anti-Stigma



2

Care & Access



3

Research



4

Workplace Health



**\$73.6-million program built on 4 action pillars
recommitted for 5 more years and \$100 million**



1

Anti-Stigma



Anti-Stigma: Bell Let's Talk day





2

Care & Access



3

Research



Care & Access: Investing across Canada



Supporting more than 250 organizations

Advancing Research



Brain Canada



Accelerate learning

Workplace Mental Health



Workplace health initiatives

Education & Awareness

Employee events

Mental health website for team members and leaders

University-certified training for team leaders



Mental health training for team members, Union and H&S representatives

Care & Support

Promotion of Employee and Family Assistance Program

Enhanced return to work program

Additional benefits coverage for psychological care

Multiple initiatives aligned with best practices

Awareness – employee events

1. Bell Let's Talk Day
2. Mental Health Week (May)
3. Mental Illness Awareness Week (October)



- 1 Language matters
- 2 Educate yourself
- 3 Be Kind
- 4 Listen and ask
- 5 Talk about it



Over 600 mental health speaker sessions since 2010

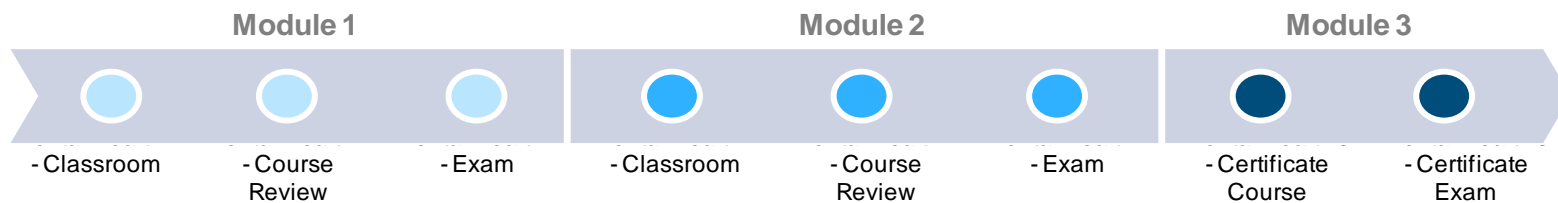
Canada's 1st certified MH workplace training

World's first university-certified workplace mental health program

- Mandatory training for all team leaders driven by CEO leadership
- Worked with expert partners to develop 3 module program
- Aligns with National Standard for Psychological Health and Safety in the Workplace
- Equips leaders with understanding of workplace mental health issues and best practices to provide support
- Available to employers



Workplace Mental Health Leadership™ certificate program



Mental health training for team leaders

Module 1

Overview of mental health and introduction of effective management practices

- 8,000+ leaders trained
- Systematic on-boarding for new leaders

Module 2

In-depth development of leader skills in managing prevention, early intervention, disability and return to work

- Role playing and simulation of challenging situations
- Practical tools and tips

Module 3

Understanding the leader's scope and influence in promoting a mentally healthy workplace

- Online module
- Positive work environment levers

Training shared with 60+ organizations in Canada

Enhanced return to work program



Early intervention



Practical information
and tools for team
members and leaders



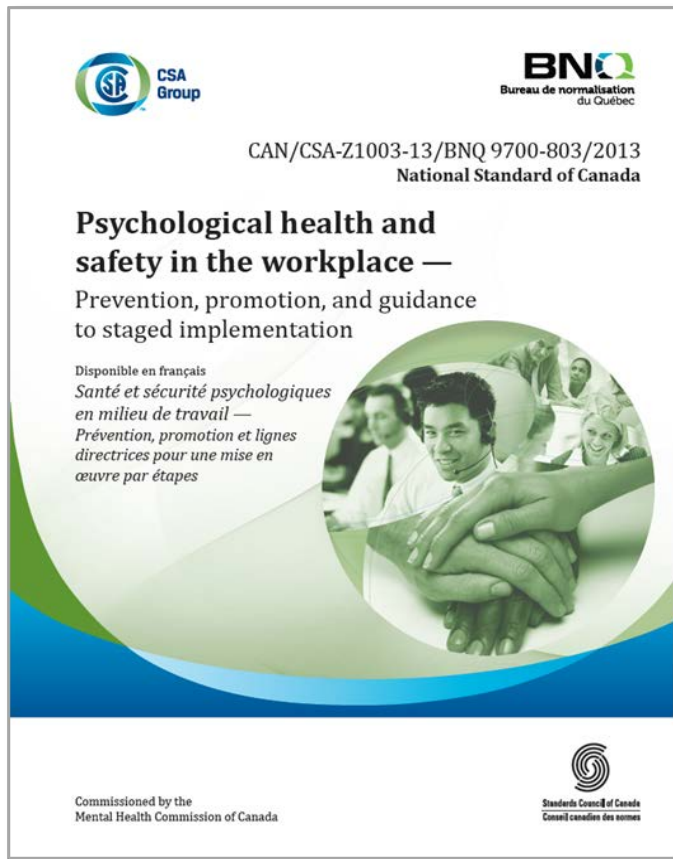
Structured
return to work plan

Multi-disciplinary resources to support team members & their managers



Leveraging the National Standard framework – Practical examples

How did we leverage the National Standard framework?



- Started with **awareness & learning**
- **Mapped services, programs** and partnerships already in place
- Sought **employee feedback** and gathered available data
- **Identified gaps and key workplace risks** to build our action plan
 1. **Short term:** Promote and enhance what is already in place – start measuring...
 2. **Mid to long-term:** Prioritize new programs required
- **Built in employee feedback** mechanisms to drive continuous improvements
- **Embedded best practices in HR Processes** to ensure sustainability

Identifying starting points & quick wins

Employee events

MH Training

**Employee and Family
Assistance Program
Promotion &
enhancements**

**Health & Safety
Joint committees**

**Employee networks /
social committees**

Vendor partnerships

Find what works best in your organization!

Channels to capture employee feedback

MH event surveys

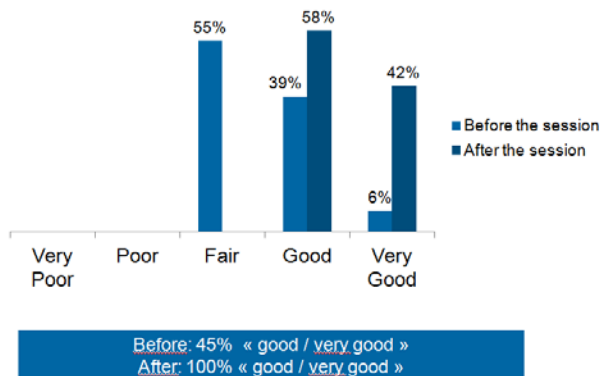
Event Survey Results	Live (keynotes/ seminars)	Online (webinars / webchats)	Expert articles	Video Library
Events were a good use of my time	93%	93%	98%	100%
Content was informative and useful	95%	95%	96%	100%
I learned something new	88%	87%	82%	100%
I can apply my learning's to my personal action plan	87%	87%	91%	85%

Employee surveys

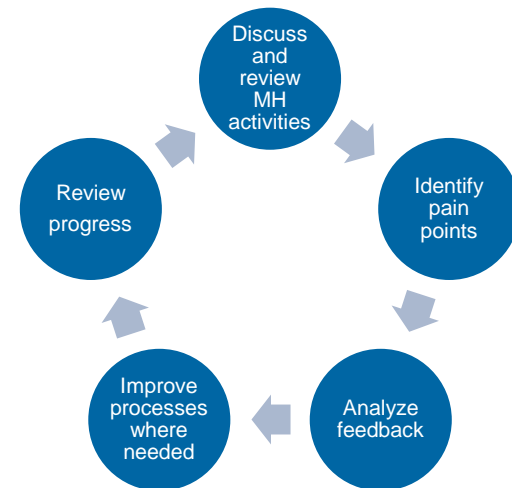


MH training surveys

My level of knowledge, skills and confidence on managing mental health in the workplace was...



Joint labour committees



Responding to employee feedback: Easy Access to Mental Health

Get in Touch



- For immediate and confidential assistance 24/7/365.



- Secure support services booking. Login to access.



- Instant chat with a counsellor, make a service inquiry or book a service.



- Exchange written messages with a professional counsellor via secure online portal.

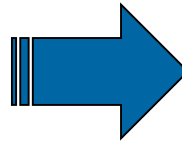
Stay in Touch



- My EAP app
- Your EFAP support on-the-go. Anytime, anywhere.
- Book services
- Access counselling
- Discover helpful articles, videos and assessment tools
- **New** online group therapy
- **New** expanded community referral services
 - Local support services
 - Peer support groups

Embedding MH best practices in HR processes

1. On boarding



2.14 Work Environment

2.14.1 Mental Health

At Bell, we believe that the mental health of our team members is essential to achieving personal and organizational success and we are committed to leading by example in our own workplace by promoting mental health and supporting team members with a mental illness.

We expect every member of the Bell organization to take primary responsibility for their own health. Every employee also has a responsibility to contribute towards a workplace that promotes mental wellbeing.

Bell is committed to:

- supporting employees experiencing mental illness through our workplace practices
- understanding what factors contribute towards mental wellbeing at work by reviewing Bell's mental health policy, employee feedback, government and legal requirements, and current best practices

- setting objectives that drive continuous improvement of our workplace mental health strategy and regularly evaluating our approach
- implementing or adapting policies and practices that support mental health in the workplace within the context of our corporate priorities and the evolution of our industry
- providing resources and training to educate all team members about mental health
- encouraging employees to take part in activities that contribute to their own mental health in the workplace.

To view the full policy statement, consult the Corporate Ethics and Policy intranet site at the following link: [Corporate Policies and Ethics](#).

Mental health policies and programs

- Bell's workplace Mental Health [policy statement](#)
- Online training available for all team members: [Introduction to Mental Health \(L1041\)](#)
- [Employee and Family Assistance Program](#) offers various counseling support services including psychological, financial, nutrition and many more
- [Bell Let's Talk website](#) provides mental health resources, articles and tools in a single website
- Leader's Corner provides leaders with specific tools to help support mental health in the workplace
- [LifeSpeak](#) video library providing insight from top experts in under than 10 minutes.
 - User Name: bell Password: lifespeak

Questions? workplacehealth@bell.ca

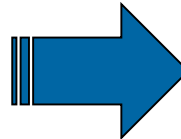


Embedding MH best practices in HR processes

2. Employee Survey

Bell team survey questions mapped to 13 MH factors

Category A	National Standard - 13 factors
1	Engagement
2	Engagement
3	Clear leadership expectations
4	Recognition & Reward
5	Growth & Development
6	Job Fit / Growth & Development
7	Balance
8	Involvement and Influence
Category B	
9	Clear leadership expectations
10	
11	
12	Workload Management / Balance
13	Civility and Respect
14	Psychological support
15	Recognition & Reward
16	Clear expectations / Development
17	
Category B	
18	Engagement
19	
20	Engagement
21	
22	
23	
24	
25	Culture, Psychological protection & safety
26	Psychological support, Respect
27	Recognition & Reward
28	



Maslow pyramid approach to prioritize MH factors



- Identified 19 questions related to MH factors and 4 key questions on foundational MH factors
- Analyzed scores for these questions– Aggregated and by BU
- Benchmark results versus national norms where available
- Analyzed verbatim – queries for MH key words – aggregated and by BU
- Developed corporate action plan on all foundational factors (partnership with H&S and Talent)
- Identified key areas for targeted support

Embedding MH best practices:

We are not done...We are on a journey....

Workplace Risks	Objectives	Initiatives
Performance Management	Best practices to address declining performance and behavioral issues	<ul style="list-style-type: none"> •Case studies integrated in MH Leadership Training •Leaders' guides •MH best practices in performance mgmt training
Return to work with Mental Health accommodation requests	<p>Enabling successful return to work for employees</p> <p>Enhancing support to leaders faced with MH accommodation requests</p>	<ul style="list-style-type: none"> •Defined practical examples to accommodate MH limitations and include in MH leadership training •Leveraging union partnership in the process •Return to work facilitation meetings
Harassment - bullying	Prevent and reduce MH impact of harassment complaints and investigations	<ul style="list-style-type: none"> •Developed MH safeguards in complaint process •MH safeguard checklist included in standard work •Ex. EFAP support offered systematically



Getting organized

**Do we need an army of people?
How can we measure?**

Internal Commitment

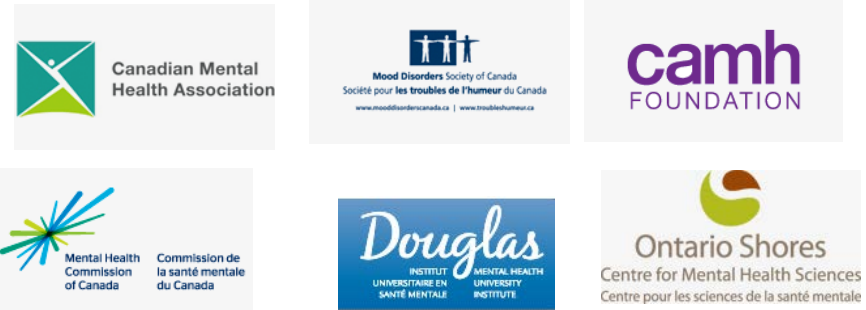
- CEO sponsorship and senior leadership engagement
- Dedicated Mental Health Chair
- 3 resources in HR dedicated Workplace Health and strategic partners
 - Communications & Community Investments
- Key resources also partnering as required:
 - Health & Safety
 - Human Resources / Labour Relations
 - Disability Management Team
 - Finance
 - Internal audit team
 - Passionate employees and union representatives

Employees are proud to be involved!

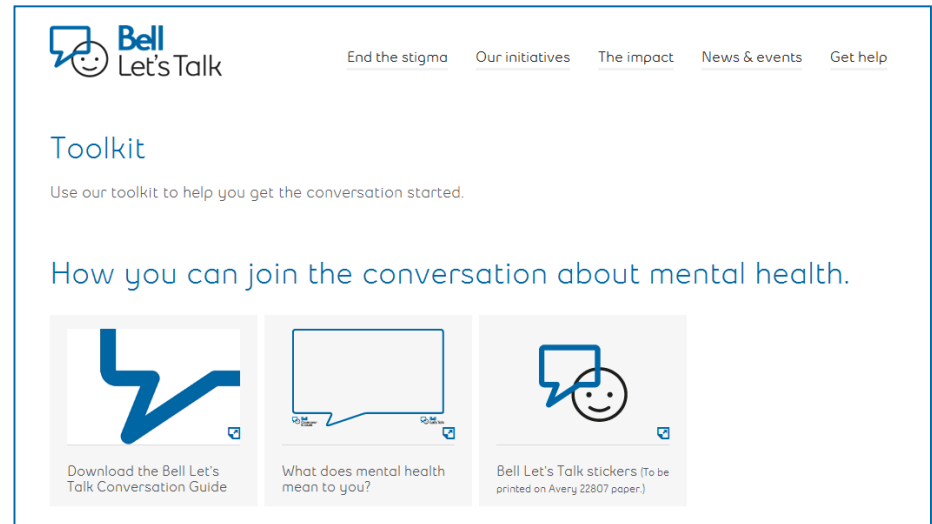
External resources & partnerships

- Mental health experts & partnerships
- Public organizations & educational institutions
- Vendor expertise and resources
 - EFAP, Insurance Carrier

<http://letstalk.bell.ca/en/get-help/>



**Many resources
already available**



MH measures – where to start?

1. Internal activities

Examples

Bus / Location	Headcount	Participants	% Participants / Headcount
B. Unit A	82	66	80%
B. Unit B	425	226	53%

Event Survey Results	Live (keynotes/ seminars)	Online (webinars / webchats)	Expert articles	Video Library
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I learned something new	88%	87%	82%	100%
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2. Targeted KPIs

**2X increase
In Utilization**

Improvement in Employee &
Family Assistance Program use

**Double digit
% decrease**

Fewer short-term disability
claims related to mental health

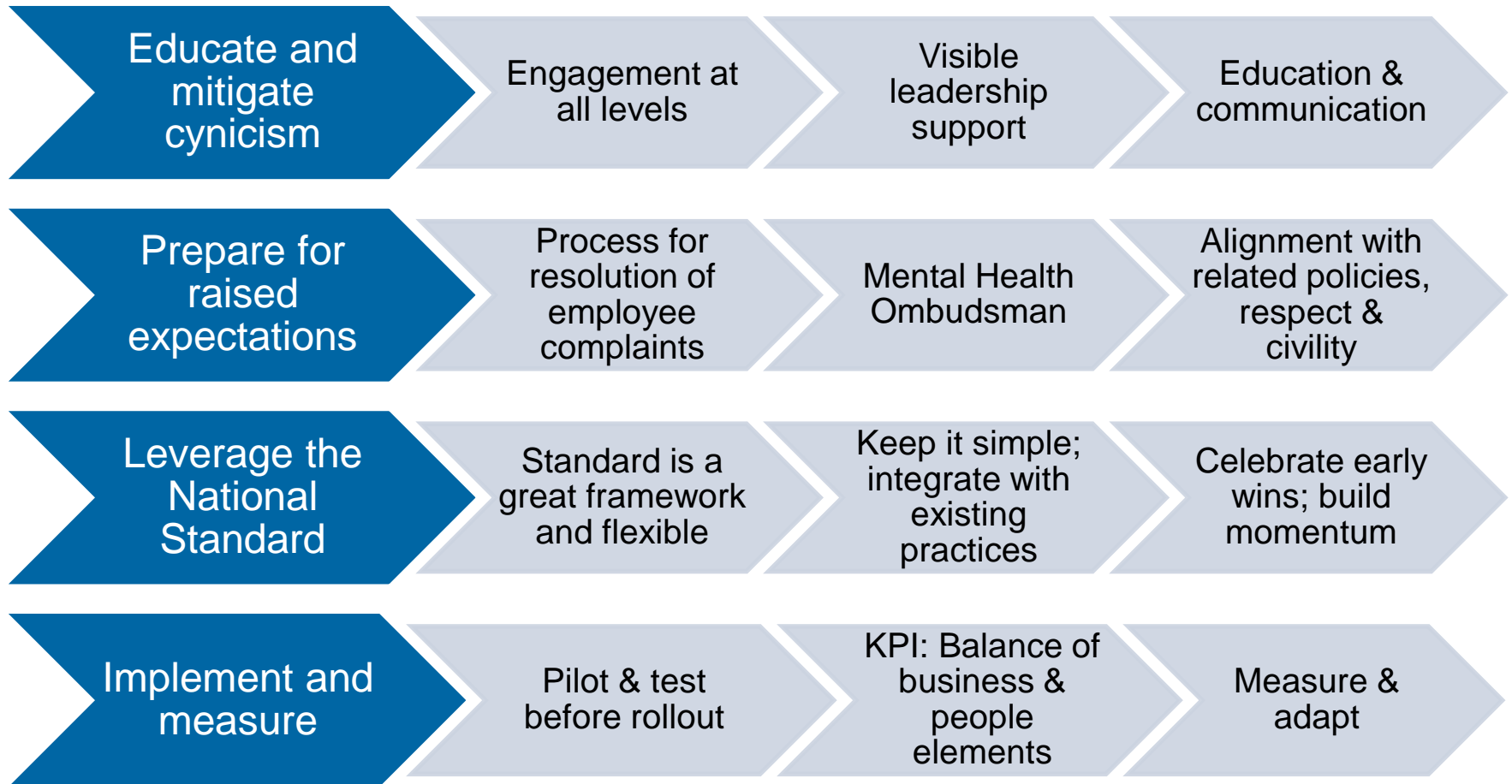
Workplace programs delivering promising results

3. 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												
Long term disability	Recurrence rate												
	% of MH related diagnoses (New cases only)												
Usage of benefits and programs supporting mental health	# new MH claims accepted												
	% of total drug costs related to mental health (\$M)												
	# and cost of claims for psych and social worker												
Employee engagement	EFAP utilization rate												
	Engagement Survey Results												
	# of employee complaints to execs and % related to MH												
	# 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

Key take-aways



Next Steps

- Continue capturing feedback and ongoing risk assessment:
 - Health risk assessment questionnaire – Mental health & physical health components
 - Increase support during & after business transformations
- Continue to strengthen awareness and seek new progressive solutions
- Share best practices and learn from others in their journey to build psychologically healthy workplaces in Canada





Questions?

More Resources



Multi-year program designed to break the silence around mental illness and support mental health all across Canada

www.letstalk.bell.ca

Workplace Mental Health Leadership™ certificate program

<http://www.shepell.com/publicworkshops/queens/>

(please use different browser if link doesn't work in Google Chrome)

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





Next Workplace Webinar

Date: October 28, 2015 at 12:00pm to 1:00pm ET

Topic: Promising Results of using the National Standard

Speakers: Merv Gilbert and Dan Bilsker, Centre for Applied Research in Mental Health and Addiction, Faculty of Health Sciences, Simon Fraser University
Jen Gorman, Belmont Health & Wealth



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www.mentalhealthcommission.ca/English/workinar



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