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’
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

2011
66,079,236
texts and calls
$3,303,961.80
for mental health

2012
78,520,284
texts, calls, tweets
$3,926,014.20
for mental health

2013
96,266,266
texts, calls, tweets and shares
$4,813,313.30
for mental health

2014
109,451,718
texts, calls, tweets and shares
$5,472,585.90
for mental health

2015
122,150,772
texts, calls, tweets and shares
$6,107,538.60
more for Canadian mental health
Care & Access: Investing across Canada

Supporting more than 250 organizations

| 30-09-2015 |
Advancing Research

Accelerate learning
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)

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

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<th>Module 1</th>
<th>Module 2</th>
<th>Module 3</th>
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# 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

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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
- Seeked **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

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<thead>
<tr>
<th>Event Survey Results</th>
<th>Live (keynotes/seminars)</th>
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<th>Expert articles</th>
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Event Survey Results

MH training surveys

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

Joint labour committees

Review progress

Discuss and review MH activities

Identify pain points

Improve processes where needed

Analyze feedback
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

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 counselling 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

- 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

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<tr>
<th>Category A</th>
<th>National Standard - 13 factors</th>
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<td>Clear leadership expectations</td>
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<td>Recognition &amp; Reward</td>
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<td>Job Fill / Growth &amp; Development</td>
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<td>Involvement and Influence</td>
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<td>Workload Management / Balance</td>
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<td>Civility and Respect</td>
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<td>Psychological Support</td>
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<td>Recognition &amp; Reward</td>
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<td>Clear expectations / Development</td>
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<td>Culture, Psychological protection &amp; safety</td>
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<td>Psychological support, Respect</td>
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<td>19</td>
<td>Recognition &amp; Reward</td>
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Bell team survey questions mapped to 13 MH factors

Maslow pyramid approach to prioritize MH factors

- Health & Safety protection
- Psychological protection & support
- Civility & Respect
- Recognition
Embedding MH best practices: We are not done...We are on a journey....

<table>
<thead>
<tr>
<th>Workplace Risks</th>
<th>Objectives</th>
<th>Initiatives</th>
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</table>
| Performance Management              | Best practices to address declining performance and behavioral issues       | • Case studies integrated in MH Leadership Training  
• Leaders’ guides  
• MH best practices in performance mgmt training |
| Return to work with Mental Health accommodation requests | Enabling successful return to work for employees  
Enhancing support to leaders faced with MH accommodation requests | • 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     | • 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

Many resources already available

## MH measures – where to start?

### 1. Internal activities

<table>
<thead>
<tr>
<th>Bus / Location</th>
<th>Headcount</th>
<th>Participants</th>
<th>% Participants / Headcount</th>
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<tbody>
<tr>
<td>B. Unit A</td>
<td>82</td>
<td>66</td>
<td>80%</td>
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<td>B. Unit B</td>
<td>425</td>
<td>226</td>
<td>53%</td>
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### Event Survey Results

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2. Targeted KPIs

2X increase
In Utilization

Double digit%
% decrease

Improvement in Employee & Family Assistance Program use

Fewer short-tem disability claims related to mental health

Workplace programs delivering promising results
# 3. Mental health scorecard

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<td>Short term disability</td>
<td>% of employees with at least 1 MH related claim during the year</td>
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<td>Avg claim duration (days) – MH cases</td>
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<td>Recurrence rate</td>
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<td>Long term disability</td>
<td>% of MH related diagnoses (New cases only)</td>
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<td>Usage of benefits and programs supporting</td>
<td>% of total drug costs related to mental health ($M)</td>
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<td># and cost of claims for psych and social worker</td>
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<td>Employee engagement</td>
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<td># of employee complaints to execs and % related to MH</td>
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<td>Cumulative # of employees who completed initial D225 (MH1 Classroom) (In &amp; Out of scope, Active &amp; Inactive)</td>
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Over 90 Key Performance Indicators, tracked for 5 years
Key take-aways

**Educate and mitigate cynicism**
- Engagement at all levels
- Visible leadership support
- Education & communication

**Prepare for raised expectations**
- Process for resolution of employee complaints
- Mental Health Ombudsman
- Alignment with related policies, respect & civility

**Leverage the National Standard**
- Standard is a great framework and flexible
- Keep it simple; integrate with existing practices
- Celebrate early wins; build momentum

**Implement and measure**
- Pilot & test before rollout
- KPI: Balance of business & people elements
- Measure & adapt
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 LeadershipTM 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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