Improving Mental Health at Work: 
Promising Practices for Implementing *The National Standard of Canada for Psychological Health and Safety in the Workplace*

MHCC Workplace Webinar - March 29, 2017 – 12pm ET
Welcome

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Mental Health Commission of Canada
Case Study Research Project
Following More than 40 Organizations

Three year national study (Feb 2014 - March 2017)

• Break down barriers to implementation and identify gaps and challenges
• Determine promising practices
• Build a strong business case for implementation
• 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
## Organization Breakdown

<table>
<thead>
<tr>
<th>Representation</th>
<th>Unionized</th>
<th>Mixed</th>
<th>Non-Unionized</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10</td>
<td>19</td>
<td>14</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type</th>
<th>Public</th>
<th>For Profit</th>
<th>Not for Profit</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>30</td>
<td>8</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Size</th>
<th>Small (1-99)</th>
<th>Medium (100-500)</th>
<th>Large (500+)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>12</td>
<td>3</td>
<td>28</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reach</th>
<th>Local/Regional</th>
<th>Provincial</th>
<th>National</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>12</td>
<td>18</td>
<td>13</td>
</tr>
</tbody>
</table>

Approximately 250,000 employees from 11 sectors
Dr. Merv Gilbert PhD, RPsysch

Co-Lead CSRP,
Adjunct Professor,
Simon Fraser University,
Director,
Psych Health + Safety Consulting
Research Team

- **Dan Bilsker**, PhD, Rpsych - Co-lead CSRP; Adjunct Professor, Simon Fraser University; Director, Psych Health + Safety Consulting
- **Mike Teed**, PhD – Williams School of Business, Bishop’s University
- **Elliot Goldner**, MD, FRCP – Centre for Applied Research in Mental Health & Addiction Faculty of Health Sciences, Simon Fraser University
- **Rebecca Zappelli** – Centre for Applied Research in Mental Health & Addiction Faculty of Health Sciences, Simon Fraser University
- **Kevin Kelloway**, PhD – Department of Psychology, Saint Mary’s University; Canada Research Chair in Occupational Health Psychology; Director, CN Centre for Occupational Health & Safety
- **Caroline Biron**, M.Ps, Ph.D. – Faculty of Business Administration, Laval University
- **Hélène Sultan-Taïeb**, Ph.D. – Département d’organisation et ressources humaines, Université du Québec à Montréal
It is an Implementation Study

• Examined the integration of innovative practices into complex system
  (i.e. How does an organization systematically improve workplace psychological health and safety?)
It uses a Formative Evaluation Approach

• Documented the journey of organizations as they implemented the Standard
• Individualized intervention and measurement strategies
• Ongoing feedback was given to organizations
• Outcomes were seen as a work in progress, rather than a final result.
Multiple Measures

- Expressions of Interest
- Implementation Questionnaire (IQ)
- Organizational Review (OR)
- Implementation Interview (II)
- Psychological Health Assessment Survey for Employees (PHASE)
- Organizational Champion Questionnaire (OCQ)
2014
BASELINE
• Data collection: IQ | OR | II-1
• Outputs: Organizational Feedback Reports

2015
INTERIM
• Data collection: IQ | OR | II-2 | PHASE
• Outputs: Organizational Feedback Reports, Interim Report

2016
FINAL
• Data collection: IQ | OR | II-3 | PHASE
• Outputs: Organizational Feedback Reports, Final Report

KNOWLEDGE EXCHANGE (in conjunction with MHCC)
### Implementation Progress

#### Participating Organizations' Achievement Scores (aggregate) on the Implementation Phases of the Standard

<table>
<thead>
<tr>
<th>Element of Implementation</th>
<th>Baseline</th>
<th>Interim</th>
<th>Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment, leadership and participation</td>
<td>60%</td>
<td>68%</td>
<td>75%</td>
</tr>
<tr>
<td>Planning</td>
<td>61%</td>
<td>71%</td>
<td>78%</td>
</tr>
<tr>
<td>Implementation</td>
<td>68%</td>
<td>66%</td>
<td>74%</td>
</tr>
<tr>
<td>Evaluation and corrective action</td>
<td>40%</td>
<td>47%</td>
<td>58%</td>
</tr>
<tr>
<td>Management review</td>
<td>42%</td>
<td>48%</td>
<td>59%</td>
</tr>
<tr>
<td>Overall</td>
<td>55%</td>
<td>65%</td>
<td>72%</td>
</tr>
</tbody>
</table>

*Elements of Implementation:
- Commitment, leadership and participation
- Planning
- Implementation
- Evaluation and corrective action
- Management review

*Adherence Scores in %*
Three lessons learned we
Ensure commitment throughout the organization.
Commitment includes:

- Transformational Leadership
- Employee Engagement
- Clarity of Implementation Objectives
Reasons For Implementation

- Do the right thing: 91%
- Protect employee psychological health: 84%
- Increase engagement: 72.5%
- Enhance reputation: 72.5%
- Manage costs: 37.5%
- Reduce liability: 30%

Percent (%) of organizations endorsing this reason
Communicate widely and effectively.
Effective communication includes:

• Ongoing dissemination of information about psychological health and safety initiatives

• Use of psychological health and safety language

• Assessment of employee awareness (and trust)
## Staff Knowledge About Psychological Health and Safety

<table>
<thead>
<tr>
<th>PHASE ITEM</th>
<th>AVERAGE RESPONSE (n=457)</th>
<th>DON’T KNOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>This organization informs workers about psychological health and safety programs.</td>
<td>3.01</td>
<td>6%</td>
</tr>
<tr>
<td>This organization has taken action based on surveys or interviews that identify psychological risks in the workplace.</td>
<td>1.68</td>
<td>31%</td>
</tr>
</tbody>
</table>
Select actions that fit your organizational needs.
Successful and sustained implementation occurs when actions are:

- Based on *Commitment* and *Planning*
- Supported by evidence of effectiveness
- Customized to fit the organization
- Evaluated
Action Guide for Employers
24 employer actions to enhance and protect PH&S
• evidence based • practical • free

POLICY ACTIONS
Get Management Endorsement
Build the Action Team
Communication the Policy

PLANNING ACTIONS
Gather the Facts
Survey your Employees
Measure Readiness to Change

PROMOTION ACTIONS
Build Employee Resilience
Create a Respectful Workplace
Enhance Understanding of Psychological Health

PREVENTION ACTIONS
Primary
Provide Stress Management Training
Use the PH&S Lens for Job Design & Selection
Support Work-Home Balance

Secondary
Provide Self-Care Tools
Provide Manager Training
Provide EFAP Early Intervention

Tertiary
Support Stay At Work
Ensure Access to Psychological Treatment
Provide Coordinated Disability Management

PROCESS ACTIONS
Plan your Evaluation
Measure the Implementation Process
Measure Short- and Longer-Term Outcomes

PERSISTENCE ACTIONS
Support Champions and Communities of Practice
Create a Culture of Psychological Safety
Conduct PDCA Cycles
Ultimate Goal

Creation of a psychological safety culture
“If we achieve a real cultural change in the organization, this will become integral to who we are.”

Organizational Champion
The Research Continues: Implementation Sustainability Project

• 25 CSRP organizations have agreed to participate in a follow-up project to examine how well implementation of the Standard is sustained without the supports provided by the MHCC.

• This project will be completed in the summer of 2017.

Stay tuned!
Question and Answer Period
Access Videos - 13 Workplace Factors

Video Series:
https://www.youtube.com/playlist?list=PL2NuAPXp8ohZmoVaECl6sRiV9lQ25XkId

Facilitator’s Guide:
http://www.mentalhealthcommission.ca/sites/default/files/2017-02/Workplace%20Videos%20Facilitator%20Guide_ENG.pdf
Register for Free Workplace Webinars

Join us the last Wednesday of each month at 12pm (ET)

Visit our website for more information: www.mentalhealthcommission.ca/English/workininar

View past webinars on YouTube – 1MHCC: www.youtube.com/user/1MHCC
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 at GWL Centre for Mental Health in the Workplace: 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.
Links to download the Case Study Research Project final report, and view video playlist on YouTube

Case Study Research Project - Impact Video – YouTube (1MHCC):
https://www.youtube.com/watch?v=8wSpZEpdUtM

Case Study Research Project – Final Report - EN:
http://www.mentalhealthcommission.ca/English/case-study-research-project

Case Study Research Project – Final Report - FR:
http://www.mentalhealthcommission.ca/Francais/projet-de-recherche-sous-forme-detudes-de-cas
Learnings from Organizations

https://www.youtube.com/playlist?list=PL2NuAPXp8ohYZtxhORbsuwNTeEOb6i3UA
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