



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

Implementation of the Standard: Testimonials



Ce document est disponible en français

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Education Sector



DALHOUSIE UNIVERSITY

Organization Name	Dalhousie University
Size of Organization	1,000+ employees
Depth of Organization	Regional
Is your organization unionized, non-unionized or a hybrid?	Hybrid
Sector most related to organization	Education
Date	June 1, 2016
Contact Name	Janice MacInnis
Contact Title	Manager, Organizational Health
Contact Phone Number	902-494-4568
Contact Email	Janice.MacInnis@Dal.ca

What are the three most valuable actions your organization has taken to address psychological health and safety in the workplace?

Our three most valuable actions regarding psychological health and safety in the workplace include:

1. Launching the “Thrive” mental wellness initiative, which provides a brand that employees can recognize. The Thrive website provides a one-stop-spot to find resources when needed – <http://dal.ca/thrive>.
2. Expanding the education and awareness offerings we provide to target different audiences with different topics and sessions based on their needs. New programs, like “On Being Positive” and “G.R.I.T. Resilience Training” have been developed to broaden perspective, reduce stigma and boost resilience.
3. Changing our biennial workplace survey in 2015 to the Quality of Work Life Survey, which provided data on the engagement, health, stress and coping skills of almost 1,400 of our faculty and staff. This gave us self-reported scores on their workplace experience, health conditions, stressors and wellness behaviours. With the repeat of that survey in 2017, we now have comparison data to measure progress toward our goals.

In your opinion, what have been the most important benefits and/or impacts of these actions?

The most important benefits we've seen from our actions so far, include:

1. Individuals recognize the Thrive logo and know that it refers to mental health. This initiative involved the partnership of Human Resources, Student Affairs and the Dalhousie Student Union, formerly separate and siloed parts of our organization.
2. Expanded education and awareness has provided individuals at all levels with more opportunity to learn and share and signals that Dalhousie seeks to improve our understanding and support for mental health issues, both in the classroom and in the workplace.
3. Pursuing an employee health agenda has gotten leaders involved and increased their awareness of the connection between employee health and organizational success. Having the data specific to our employee population has facilitated the development of our Workplace Wellness Strategic Focus (2016-2019). This survey instrument also benchmarked us against the National Standard for Psychological Health and Safety in the Workplace.

Is there anything else (e.g., a story, quote, testimonial) that you would like to share with MHCC?

Additional resources to support mental wellness initiatives specifically have been provided through unused health spending account funds. When individual employees don't fully utilize their health spending accounts, the remainder is put back into collective employee health initiatives.



OTTAWA-CARLETON DISTRICT SCHOOL BOARD

Organization Name	Ottawa-Carleton District School Board
Size of Organization	1,000+ employees
Depth of Organization	Provincial
Is your organization unionized, non-unionized or a hybrid?	Hybrid
Sector most related to organization	Education
Date	August 5, 2016

Contact Name	Lori Steacy
Contact Title	HR Officer, Employee Wellness
Contact Phone Number	613-596-8778
Contact Email	Lori.steacy@ocdsb.ca

What are the three most valuable actions your organization has taken to address psychological health and safety in the workplace?

Our most valuable actions so far in the area of psychological health and safety include:

1. Including well-being in our strategic plan as follows: A culture which supports and respects the well-being of every individual in safe and caring learning and working environments.

Well-being Objective: By 2019, the District will enhance the use of resources and supports to improve the well-being of all learners and staff.

Strategies:

- Build capacity to improve mental health supports;
 - Increase opportunities to support and encourage creative expression, physical health and physical literacy; and
 - Develop and implement the well-being framework and School Well-being Plans to enhance school climate.
2. Providing Mental Health Leadership Certification training to all people leaders in collaboration with Morneau Shepell and Queen's University.

3. Dedicating staff and trained professionals to support employees transitioning to long-term disability and back to work with supportive return to work guidelines and planning in consultation with unions, health care providers, and people leaders.

4. Partnering with local public health for wellness initiatives in the upcoming school years.

In your opinion, what have been the most important benefits and/or impacts of these actions?

Among the most important benefits and impacts seen to date include:

- Increase in mental health awareness of people leaders – more questions are being asked.
- Staff are coming forward to request accommodations and disclose mental health accommodation needs in the workplace.
- Increased workplace accommodation plans and self-advocacy.
- Policy and procedures, related to mental health promotion, are shared with all new employees.
- Regular training of staff with supports regarding procedures and programs available to support mental health at work.

Is there anything else (e.g., a story, quote, testimonial) that you would like to share with MHCC?

The world of disability management and the professionals who lead this very important area in workplaces have evolved significantly over the past few years. The Certified Disability Management Professional designation, provided by the International Association of Professionals in Disability Management, is just one training opportunity for this group.

The most important part of this new world is having professionals with the soft skills to match the training, along with significant mediation skills, understanding of the law and the health care challenges of our time.

Canadian organizations are in a “Perfect Storm” with respect to mental health and disability. The “Perfect Storm” includes: new, younger workers entering the workforce; aging workforce that is working longer; longer recovery times; legislation changes; increased awareness of mental health; increased awareness of individual rights; and more awareness of stories of public figures related to their mental health.

In this new world the rewards and challenges are the same. We get to help people and we get to learn from people.



Utilities



Organization Name	Emera
Size of Organization	1,000+ employees
Depth of Organization	National
Is your organization unionized, non-unionized or a hybrid?	Hybrid
Sector most related to organization	Private Sector Utilities
Date	August 15, 2016
Contact Name	Lyne Brun Leanne Dixon
Contact Title	Supervisor, Sr. Manager of HR and Health
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What are the three most valuable actions your organization has taken to address psychological health and safety in the workplace?

At Emera, our employees are our greatest strength, and part of what makes our team strong is a shared commitment to safety and health. That's an important reason we have taken action to support the psychological health and safety of our team. Our initiatives include:

1. Strategy Development

In 2012, we engaged the Saint Mary's University Centre for the Study of Sport and Health to develop a mental health strategy. They conducted a needs assessment via focus groups and an employee survey to identify key themes.

As a result, we developed education and training sessions to create awareness and reduce the stigma surrounding mental health. We ensured strong attendance by gaining support from senior leadership, resulting in 81% participation of leaders and 76% of employees receiving training in the first two years. We enhanced our intranet resources and have continued to promote mental health messages and resources to employees.

2. Stay at Work/Return to Work Program

Our in-house case management team focuses on early intervention strategies. These include promotion initiatives, which enhance the health and well-being of employees and their families, as well as early return to work plans. Our approach to case management supports our employees by helping them navigate through the health care system for physical issues (e.g., physio), and for psychological services (e.g., counselling, EFAP, addiction support, peer support).

3. Community Partnerships

We take part in a variety of initiatives that promote our commitment to mental health in the workplace and in the community. We have been involved in the Partners for Mental Health "Not Myself Today" campaign for the last three years. We have participated and sponsored numerous mental health events in our community.

In your opinion, what have been the most important benefits and/or impacts of these actions?

Over the past three years we've become more proactive in our approach to managing employee health and disability benefits by addressing health issues before they manifest into a long-term illness. Mental Health training and awareness initiatives have resulted in early identification and intervention for mental health issues.

- Employees are availing themselves of the EFAP services proactively before stress results in absence from work as evidenced by increase in utilization following the introduction our Mental Health Strategy in 2013;
- Successful case management during the Short Term Illness period has resulted shorter absence durations (10 days less than National third party benchmark), and less cases submitted to Long Term Disability;
- We are seeing reduced number of absences due to Mental Health as evidenced in our reduction in incidence of Long Term Disability Cases for Mental Disorder;
- Long Term Disability claims for mental health issues are below comparative benchmarks.

Is there anything else (e.g., a story, quote, testimonial) that you would like to share with MHCC?

"I was going through a challenging period which was having a negative impact on myself and those around me. I did what many of us commonly do. I pretended like it was not having an impact on me and tried to be strong and push through it. However, I did not recognize that I was no longer myself until a couple of great people in the organization asked me one simple question "Are you ok? You have not been yourself." This simple question made me realize that I needed to make some changes and that it was ok to ask those around me for help.

"The culture of our organization is changing in a positive way. We look out for each other and recognize when our co-workers might need help. I believe the organization's commitment to mental health has played a large role in our culture looking out for each other and I am thankful that others were looking out for me when I needed it."

- Manager, Nova Scotia Power

"Over the past 36 months I've attended Emera Health and Wellness's mental health awareness training, Not Myself Today campaigns, and Resiliency Training. Through that time I've realized mental health is an important part of everyone's day and more important than physical illness because it's not something that is clearly visible if you don't know the signs. Over the past 9 months I've struggled with some personal issues related to my mental health. Since I was equipped with the training from the Emera Health and Wellness team, I was able to self-trigger that something didn't feel right and I knew where to turn for support.

"As employees we have the ability to recognize signs of mental illness in ourselves and others. We are building the foundation for a mentally healthy workplace and I'm proud that Emera supports keeping all of us mentally healthy."

- Employee, Emera

ONTARIO **POWER** GENERATION

Organization Name	Ontario Power Generation
Size of Organization	1,000+ employees
Depth of Organization	Provincial
Is your organization unionized, non-unionized or a hybrid?	Unionized
Sector most related to organization	Other Electrical Utility
Date	April 14, 2016
Contact Name	Tanya Hickey
Contact Title	Senior Manager: Health & Safety Strategies
Contact Phone Number	905-576-6959 ext. 3346
Contact Email	Tanya.hickey@opg.com

What are the three most valuable actions your organization has taken to address psychological health and safety in the workplace?

The following are the three most valuable actions our organization has taken so far:

1. The lack of accurate understanding and/or appreciation of psychological health and mental disorders can often create a significant barrier to helping impacted individuals overcome personal challenges. As a result, OPG has committed to train 2000 “People Leaders” across our organization, in Mental Health First Aid. The company has also created a training module targeted at managers and supervisors with tools, tactics and suggestions on how best to support and accommodate employees struggling with a mental illness.
2. OPG’s Employee & Family Assistance Program (EFAP) has proven to be a valuable resource for our employees and their families. It offers support for a multitude of workplace, health, and life challenges, such as stress management, nutrition management, financial advice, or crisis counseling. OPG continues to educate employees on how to access these extensive and confidential services.

3. OPG has provided employees with a personal health risk assessment tool to help reach personal goals regarding mental health, physical health, financial health, and workplace resiliency. This tool provides employees with information on the status of their assessment and helps them develop an action plan to achieve healthier results. These action plans are directly linked to our existing EFAP, which further enhances the level of resources available.

In your opinion, what have been the most important benefits and/or impacts of these actions?

Raising employee awareness of the programs and services available through our EFAP has created a shift in the types of services typically accessed in the past. Employees are now proactively seeking information on nutrition management, stress management, and naturopath services.

OPG is preparing to implement its mental health training program. The initiative has been endorsed and supported by the company’s leadership. This includes a commitment to create greater awareness of mental illness among employees through educational programming, training, and support resources. We expect this training will also eventually yield a positive impact on our

benefit, short-term disability, and long-term disability costs. More importantly, we believe this programming will help advance our workplace health culture in a positive direction, influencing engagement and employee support.

Is there anything else (e.g., a story, quote, testimonial) that you would like to share with MHCC?

After receiving Mental Health First Aid training, one of our supervisory staff revisited an attendance management issue they were managing. The supervisor shifted their current approach (performance management for a culpable absence) to a more supportive approach premised on a non-culpable absence. The supervisor was able to identify the employee’s attendance issue was linked to mental health struggles. The employee was offered support and the services provided by the EFAP. A modified work program was also developed to ensure the individual was able to access the help they needed. This example may not have an immediate cost savings benefit, but the benefit to the employee’s well-being is priceless. OPG values its people and believes a supportive, empathetic workplace will go a long way toward improving employee engagement. This in turn benefits the company’s overall well-being.



Healthcare



Organization Name	Haliburton, Kawartha, Pine Ridge District Health Unit
Size of Organization	101-499 employees
Depth of Organization	Regional
Is your organization unionized, non-unionized or a hybrid?	Unionized
Sector most related to organization	Health
Date	July 28, 2016
Contact Name	Leslie Orpana
Contact Title	Director, Chronic Disease & Injury Prevention
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What are the three most valuable actions your organization has taken to address psychological health and safety in the workplace?

Our organization's three most valuable actions to address this issue include:

1. Establishment of Champions: First, appointing a senior leadership champion who was personally committed to implementation of the Standard, who had content knowledge of workplace health, who was attentive to the details of implementation, who was able to maintain the Standard as an organizational priority and who was able to persevere through the ups and downs of such an initiative.
2. Secondly, capitalizing on the commitment of the Unions' leadership to the Standard by creating a Union/Management team of champions who were trained on PH&S and who created a work plan of supportive activities. Allowing staff to attend the various meetings and activities demonstrated support throughout the organization at both Union and Management levels, and created opportunities for discussions and meaningful engagement.
3. Engaging employees to identify sources of work stress through the Guarding Minds@Work survey tool, as well as follow-up focus groups,

and then creating a detailed action plan that addressed the concerns identified. This action plan was developed jointly by the senior leadership of Management and the Unions.

4. Establishing a Management System whereby elements of the Standard were incorporated into new and existing policies and procedures. The jointly-created action plan was regularly monitored and updated, and there was regular communication and planned activities that demonstrated support for PH&S with a view to continuous improvement.

In your opinion, what have been the most important benefits and/or impacts of these actions?

Among the most important benefits we have seen from our initiatives:

- Improved knowledge of the employer's efforts to promote and protect psychological health and safety and improvement in the psychosocial factors related to work stress. Scores improved on all factors through Guarding Minds@Work.
- There was a positive atmosphere at recent collective bargaining held with the two unions.
- Union leadership has expressly articulated that work stress has diminished.

Is there anything else (e.g., a story, quote, testimonial) that you would like to share with MHCC?

While we were already supportive of improving psychological health and safety in the workplace, participation in the Case Study Research Project was a good motivator to help with implementation of the Standard. Knowing that there would be a requirement to report on progress was an inspiration to put the necessary structures in place, and to be accountable for making progress.

We have had much informal feedback as well as formal survey responses that indicate that the psychological health and safety of employees has improved. Employees, including past and present union leadership, have expressed that things are better around the workplace since we started implementing the Standard. Union leadership has articulated that having all parties work together is very important and is the key to our success so far.

"Having everyone committed, and when everyone buys in to everything we do, the chances of success are that much higher."

- CUPE president



Organization Name	Groupe Roy Santé
Size of Organization	500-1,000 employees
Depth of Organization	Regional
Is your organization unionized, non-unionized or a hybrid?	Unionized
Sector most related to organization	Specialized health services
Date	November 30, 2016
Contact Name	Anne-Marie Cyr
Contact Title	Quality management coordinator
Contact Phone Number	514-849-1357 ext. 2420
Contact Email	anne-marie.cyr.groys@ssss.gouv.qc.ca

What are the three most valuable actions your organization has taken to address psychological health and safety in the workplace?

1. Work-life balance

Following a survey on workplace quality, the employees requested more flexible work-life balance conditions. In an environment where residents are cared for around the clock, with collective agreements that need to be respected, opportunities for improvement were limited. Several measures aimed at improving work-life balance were implemented, jointly with the local unions, to meet the needs of the employees and the residents.

2. Proximity management approach

The managers have all been trained on the principles of LEAN management, and continuous improvement task forces have been formed in the workplaces. The employees meet regularly to discuss irritants, opportunities for improvement, work planning, and the needs of the residents. These discussions draw employees and managers closer together, and encourage greater involvement by the employees in the work planning process, with support from the managers.

3. Improvement of teamwork

An overall approach to improve teamwork was implemented within the organization. The tools developed in conjunction with the employees and the managers were given to all the teams so that they could set concrete improvement objectives based on a "portrait

of the ideal team." These team objectives are reassessed annually as part of a collaborative approach involving employees and managers.

In your opinion, what have been the most important benefits and/or impacts of these actions?

1. Work-life balance

The new work-life balance conditions helped to decrease absenteeism in the short term. Since leaves are pre planned, it is much easier to schedule replacements for absent employees, thereby reducing the number of staff members who deal with residents. As a result, the residents are safer and the work climate is more positive because everyone who is scheduled to work shows up at the start of their shift. It is also easier to identify and deal with cases of problem absenteeism.

2. Proximity management approach

The proximity management approach has improved the work climate through a continuous reorganizing of each team's work based on the residents' needs. The employees are involved in planning their work, which not only increases their feeling of control but also their sense of responsibility for providing quality services. This also improves the residents' safety.

3. Improvement of teamwork

The approach to improve teamwork had an impact mainly on the quality of the work climate and the creation of a positive work culture centered on cooperation and mutual aid. Communication within the teams is improved,

and irritants are identified faster, which prevents problems from escalating on the teams.

This approach has led to fewer absences due to work-related mental health issues.

Is there anything else (e.g., a story, quote, testimonial) that you would like to share with MHCC?

Most of the employees at Groupe Roy Santé are patient attendants, on the front line providing care and services to residents. The impacts of the actions implemented on the patient attendants were assessed as part of a specific employee engagement and development project. In June 2016, this project, entitled "Nos préposés aux bénéficiaires – des maîtres de l'accompagnement" received an excellence award in the category "Mobilisation et valorisation des ressources humaines" from the Ministre de la Santé et des Services sociaux.

The results speak for themselves: The annualized turnover rate has improved by 33%, the one-year patient attendant retention rate by 35%, the short-term unplanned absence rate by 41%, and the disability insurance claim rate by 19%.

There was also a substantial improvement between the results of workplace quality and employee engagement surveys administered in 2011 and in 2015: 22% improvement in staff achievements, 16% in involvement, 27% in cooperation, 47% in manager support, 31% in communication, 27% in manager leadership and, finally, 14% in safety and environment.



Manufacturing



ArcelorMittal
DOFASCO | HAMILTON

Organization Name	ArcelorMittal Dofasco
Size of Organization	1,000+ employees
Depth of Organization	National
Is your organization unionized, non-unionized or a hybrid?	Non-unionized
Sector most related to organization	Private Sector Manufacturing
Date	April 5, 2017
Contact Name	Norma Bonner
Contact Title	Manager Integrated Health and Wellness
Contact Phone Number	905-548-7149
Contact Email	norma.bonner@arcelormittal.com

What are the three most valuable actions your organization has taken to address psychological health and safety in the workplace?

At ArcelorMittal Dofasco, Mental Health is an important part of our Journey to Zero – a program that aims to eliminate accidents, injuries and illnesses – both physical and mental.

As a company, we feel that we all have a responsibility to speak up about mental health and we are in good company on that front with many other organizations taking lead roles in many different, and innovative, ways. Our longstanding belief is: Our product is steel. Our strength is people® and their health and safety is our number one priority which includes both physical and mental health.

In 2015, we implemented our Mental Health Policy which reinforces our commitment to employees while setting expectations of leadership. This policy not only brings our philosophy to life, but also sets a new benchmark within our industry.

An important part of improved mental wellbeing is raising awareness and eliminating stigma. That's why we take time, alongside other organizations recognizing Mental Health Week, to educate employees about the resources available to them as well as how mental health fits into behaviours of our health and safety program, which are: Stop, Challenge, Choose at home and work. We feel this is something everyone should use in their daily lives – Stopping to recognize the symptoms associated with mental health, Challenging stigma and Choosing to help ourselves and those around us. An estimated 30 per cent of our employees signed their commitment to mental health at our 2015 Health and Safety Fair. Through change house displays, weekly mental health digital display content as well as Not Myself Today Training and Awareness, we have reached a significant number of our employees every year. In addition, a component on mental health awareness has been added to all New Employee Onboarding sessions.

We also continue to work closely with community partners to improve mental healthcare services in our region, from our investment in St. Joseph's Healthcare's new West 5th Campus as well as their Mental Health Morning, to significant investments in Child and Youth Outpatient Mental Health Programming at McMaster Children's Hospital.

In your opinion, what have been the most important benefits and/or impacts of these actions?

Our focus on mental health has allowed us to achieve a Canada Awards for Excellence silver recognition in Mental Health at Work. This designation has helped us to formalize our commitment to Mental Health and to ensure that we have covered all of the important aspects required. The visibility of mental health within our organization has brought renewed awareness to the support and resources offered and has inspired employees to get on board in recognizing and supporting mental health.

We have also had an increase in the utilization of our Employee Family Assistance Program and have had feedback from employees that they feel more open to speak about mental health in the workplace.

Additionally, our Wellness Programs, already robust in breadth, have expanded to include Resiliency, Mindfulness and Be Well Active Living for Mental Health. We've done a lot of work and made some key investments, but we also know there is always more to do.

Is there anything else (e.g., a story, quote, testimonial) that you would like to share with MHCC?

ArcelorMittal Dofasco is committed to being a leader in workplace mental health and was first recognized in 2014 by Excellence Canada. Our company continues to look for new and innovative ways to continuously improve on our approach to mental health both in the workplace and in our community.

To that end, in 2016, we extended our partnership with St. Joseph's Healthcare to develop a toolkit for employers to help them address mental health in their own workplaces. Focusing on employee recruitment, retention and return to work, as well as employees' psychological safety, the toolkit will improve the knowledge of mental health and addiction within the workplace and promote a culture of psychological safety for both the employer and employee.



Law / Justice / Policing



CALGARY POLICE SERVICE

Organization Name	Calgary Police Service
Size of Organization	1,000+ employees
Depth of Organization	Regional
Is your organization unionized, non-unionized or a hybrid?	Hybrid
Sector most related to organization	Law / Justice / Policing Municipal
Date	March 14, 2016
Contact Name	Theresa Shaw
Contact Title	Wellness Coordinator
Contact Phone Number	403-428-8959
Contact Email	tshaw@calgarypolice.ca

What are the three most valuable actions your organization has taken to address psychological health and safety in the workplace?

We take the mental health of our employees very seriously. Over the years we have built a comprehensive mental health program, which includes a wide range of resources to our employees – from prevention to peer support, to specialized professional support.

In October 2014, the Calgary Police Service launched the Road to Mental Readiness (R2MR) program. Initially developed by the Canadian Department of National Defence, the Calgary Police Service is the first police agency to customize the program for its employees.

The program provides participants with applications they can put into practice to develop and maintain their well-being. It strives to balance education with a health focus while developing skills to better recognize and understand mental illness.

We know from research that if identified and treated early, mental health concerns can be temporary and reversible. By creating resiliency and strengthening skills, our officers are better husbands, wives, mothers, fathers, daughters and sons – and are stronger, more resilient police officers.

In addition to the preventative information provided in R2MR, we also offer a Chaplaincy service, Peer Support program and professional help through our Psychological Services Division.

We offer these services to our employees because we recognize that offering support and ensuring that resources are in place is making a difference in our employees' lives. We're changing the conversation on mental health.

In June 2015, the Mental Health Advisory Committee was set up to provide support, as well as an avenue to ensure all mental health initiatives, training, operational structures and organizational policies are aligned to a Calgary Police Service strategy to manage mental health concerns and situations. The Psychological Services Division plays a key role in providing subject matter expertise on the area of mental health issues.

For sustainability CPS participates in the following initiatives:

- Bell Let's Talk Campaign
- Suicide Prevention Day
- Mental Health Week

Speaking openly about mental health while providing educational programs and options for seeking help is what makes our organization stronger.

In your opinion, what have been the most important benefits and/or impacts of these actions?

R2MR is making a difference not only directly from the courses, but even more importantly indirectly through peers.

R2MR evaluation results show a significant decrease in stigmatizing attitudes in managers and employees; a significant increase in resiliency, and an increase in overall mental health and well-being.

CPS employees do amazing work under intense pressure and scrutiny. While the evaluations demonstrate participants' changing views on mental health and their resiliency, the real success stories come from employees seeking help as a result of the program.

We may never know the number of lives we all have impacted, but we know that we have made a cultural shift in our organization.

R2MR has become yet another valuable asset in our ability to take care of ourselves and others.

Is there anything else (e.g., a story, quote, testimonial) that you would like to share with MHCC?

Testimonials

“Sgt, Thanks again for reaching out to me after my 900 [Officer Involved Serious Injury or Death]. And on that same note. I thought you'd like to know this. After your R2MR session, I went and chatted to the guys over java. One member close to me, put his hand up and said he needed help and that home life was suffering badly. He's now coming along with me to the psychologist, we're going to do back-to-back sessions during shifts. It all stemmed from your R2MR chat. I have seen lots of barriers and stigma coming down as members will go to the psychologist or psychiatrist in uniform and marked cars, not worried that fellow members see them there.”

- Front Line Constable

“Everyone in the CPS regardless of being civilian or sworn should embrace this [R2MR] course because mental health doesn't have boundaries and is not only prevalent in the our work life but also in our home life. This is an illness that has impacted my own family and sadly by taking the course it brought great awareness into my own life of where I fit on the scale of wellness.”

“We offer a great deal of wellness opportunities at CPS such as doctors, fitness courses, and flexible work hours for work/life balance which I truly support. However, the R2MR course in my opinion is the one that brings clarity for supervisors and provides the support that we need to maintain our own wellness but also to support CPS members and their families who are impacted by mental health issues to make a better workplace for all of us.”

- Civilian Member

“I have been a member of this organization for over fifteen years and have had amazing opportunities for development in my career – however, not one that impacted me as much as R2MR. Out of all the courses and developmental opportunities I have had, R2MR has changed my life both, personally and professionally. Life can be hard, unfair and test our strength, resiliency and abilities. R2MR has normalized what I have felt over the years and provided me the knowledge and language to decrease stigma, remove barriers to care and help me improve my own mental health and the mental health of peers around me. R2MR has given me the tools necessary to successfully support people “back into the green” as a leader in this organization.”

- Sworn Member

“I am a Mental Health Professional with years of experience in a variety of capacities serving individuals experiencing mental health and addiction challenges.”

“My home was destroyed in the 2013 flood that devastated Calgary. For almost 5 months, my son and I lived on a variety of couches and air-mattresses. Approximately one month after we finally were able to move back home, I started working with the Calgary Police Service (November 2013).”

“I completed the R2MR Train the Trainer course in December 2013 and began providing training. It was during my first training session, that I looked at the Mental Health Continuum and realized silently, “I'm in the Orange-Red!”. I realized at that moment that I had been so busy surviving, I hadn't paid attention to my own health.”

“Despite the fact that I am a mental health expert, and work with other mental health experts in a variety of areas, none of us had recognized or identified that my mental health had been declining post-Flood. It wasn't until I was teaching the MHCM that I was able to do some self-reflection and realize that I needed help.”

“I went for help immediately after that discovery, and have been able help others by teaching the Mental Health Continuum Model. It's one of my favorite tools!”

- Mental Health Professional



Retail / Wholesale



Canada Sportswear

Organization Name	Canada Sportswear Corp.
Size of Organization	21-100 employees
Depth of Organization	National
Is your organization unionized, non-unionized or a hybrid?	Non-unionized
Sector most related to organization	Private Sector Wholesale Trade / Reseller
Date	March 29, 2016
Contact Name	Ralph Goldfinger
Contact Title	Co-CEO
Contact Phone Number	416-740-8020 ext. 314
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What are the three most valuable actions your organization has taken to address psychological health and safety in the workplace?

The three most valuable actions our organization has taken to address psychological health and safety in our workplace are:

1. We've become aware of each employee's inherent habits and attributes. Negative changes should be confronted, not for the purpose of condemnation, but rather for the pursuit of understanding the change. Aberrations in demeanor, performance, absenteeism and other issues can be a first sign of mental distress. It is important as an employer to recognize inconsistencies and work with the employee, instead of potentially dismissing the employee from the company.
2. We fit the job with the right person. In a competitive environment there are great pressures to demand more from each employee. A person could either be under-qualified for the requirements of a job, or that position could be too time consuming for that person. In each case the employee is not in control, causing a feeling of failure or that the job controls them. Each position must be monitored on a continuous basis to ensure it does not exceed the person's capability.

3. We've created a family atmosphere. Looking out for each other is a goal that organizations of all sizes should strive for. Isolation can occur if a person is treated as a cog in a wheel. One can feel alone, like on a deserted island, creating a perception that reaching out is futile. We maintain an open-door policy in order for each employee to gain trust in the workplace, so that they can confide with staff. We had an instance where an employee who clearly showed signs of distress due to outside matters was unable to make lunch for himself. The co-workers that were in his department volunteered to bring him lunch. This was done on an alternating basis. We all face times of need during our lifetime and a support team can make a positive difference.

In your opinion, what have been the most important benefits and/or impacts of these actions?

Although not calculated on the basis of a return on investment, we have seen the following benefits:

1. Reduced absenteeism leading to minimal disruption in workflow;
2. Longevity of employment which is minimizing the cost of hiring;
3. Employees who treat the firm as their own which leads to better quality work;
4. Personal satisfaction that we have helped people in time of need;
5. Reduced pilferage.

Is there anything else (e.g., a story, quote, testimonial) that you would like to share with MHCC?

We have a female employee who has undergone chemotherapy and very recently received a double mastectomy. The third step is radiation treatment. Throughout this process she has continued to work remotely by choice. Working allows her to gain confidence after a major physical health issue and she's been able to concentrate on productive issues rather than focus on her medical condition. She is engaged in life, and as a company we feel we have had some part in her success.



Transportation



Organization Name	NAV CANADA
Size of Organization	1,000+ employees
Depth of Organization	National
Is your organization unionized, non-unionized or a hybrid?	Hybrid
Sector most related to organization	Private Sector Transportation / Logistics
Date	March 14, 2016
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What are the three most valuable actions your organization has taken to address psychological health and safety in the workplace?

Below are the three most valuable actions we have taken to address psychological health and safety in the workplace:

1. In October 2012, NAV CANADA became one of the first private-sector companies in the country to implement a mental health peer support program, Light the Way. With this program, trained peer supporters share their experiences living with mental health challenges and provide confidential support to fellow employees experiencing similar issues. Together they explore options in terms of treatment, support systems and resources. Light the Way builds on successful peer support programs pioneered by NAV CANADA: Critical Incident Stress Management and the Chemical Dependency Education and Rehabilitation Program. Today the company is considered a national leader in the peer-support area.

2. The company has established a mental health policy and a strategy that consists of these five pillars: creating a culture that stands up to stigma; building awareness of the resources and support available; building awareness and skills to deal with and prevent occurrences; focusing on early intervention; and building sustainability through monitoring and evaluation. In comparing our mental health initiatives against the Mental Health Commission of Canada's Psychological Health and Safety Standard, we found that more than 80% of its recommendations are addressed by our policies and practices. Strengths include: senior management commitment; effective peer support and wellness programs; third-party providers, such as Sun Life, Shepell and others; and policies that support health, safety and a respectful workplace.

3. NAV CANADA is active in both implementing and participating in mental health awareness campaigns. Our Healthy Minds initiative provides information and resources online for use by employees. The company regularly participates in external campaigns such as Mental Health Awareness Week and Healthy Workplace Month. We provide health information and tools on our Live Well website, including a video library offering guidance on coping with everyday challenges, and have introduced anti-stigma campaigns such as Not Myself Today.

In your opinion, what have been the most important benefits and/or impacts of these actions?

Three employee peer support programs at NAV CANADA – Light the Way, Critical Incident Stress Management and the Chemical Dependency Education and Rehabilitation Program (CDERP) – openly acknowledge the reality of mental health issues in the workplace. We believe they have gone a long way toward building an anti-stigma culture at our company.

In particular, with the introduction of Light the Way, which supports employees with personal or family mental health challenges, we have seen increased usage of our Employee Assistance Program and psychological services, and more requests for educational sessions from employees. This also indicates increased awareness on where employees can obtain such services.

We have also seen lower rates of short-term and long-term disability. Over a five-year period (FY 2009-FY2014), short-term disability related to mental health absences declined by 20% and long-term disability related to mental health declined by 10%.

NAV CANADA conducts a comprehensive employee engagement survey every two years. In comparing results from the last four surveys, we have seen a steady increase in the number of employees who agree that employee health and well-being is strongly supported in our company.

With respect to CDERP, which has supported addiction treatment and rehabilitation since 1992, 100% of the program's clients have returned to work and more than 95% have sustained their recovery.

In 2015, we held our first joint national conference involving both Light the Way and CDERP, which acknowledged the connection between mental health and addiction. The conference featured inspirational guest speakers, discussions on the role of peer support, and ideas on how to continue to lift the stigma of mental illness in the workplace.

In conclusion, we believe the existence of these programs have helped to 're-humanize' the workplace, with less stigma, more openness, and earlier resolution of potential mental health issues.

Is there anything else (e.g., a story, quote, testimonial) that you would like to share with MHCC?

What follows are excerpts of testimonials from two employees who faced chemical dependencies and participated in the company's CDERP program:

"I owe a lot to the Company and to the CDERP program. My advice for anyone in a similar situation is to be prepared to jump in feet first. NAV CANADA will take care of you, and that includes investing a great deal of time and money in a fantastic recovery facility. The program changed my relationships, saved my job and changed my life."

- NAV CANADA employee

"I have been in recovery for 12 years. Before that, I was in a dark, black hole and I called a fellow employee who was a former client of CDERP and he got me into the program. My choice at the time was to seek recovery or die. CDERP saved my life ... I always thought help was far away. I always thought that I could do it myself, but until I took the initiative to ask for help, until I stepped forward, I was not able to change.

"Today I try to live a plain, honest, moral life. I am still involved in AA and so is my wife. Our house is known as a safe house ... We welcome anyone who wants to recover: Just come on in, have a coffee and let's get started. I have been told by family members that I am an asset, especially through recent troubled times of family illness and tragedy. I owe my life to NAV CANADA and I am grateful."

- NAV CANADA employee



Public Sector



CIHR IRSC

Canadian Institutes of Health Research Instituts de recherche en santé du Canada

Organization Name	Canadian Institutes of Health Research
Size of Organization	101-499 employees
Depth of Organization	National
Is your organization unionized, non-unionized or a hybrid?	Non-unionized
Sector most related to organization	Federal Government
Date	July 21, 2016
Contact Name	Lynn Frappier
Contact Title	Labour Relations Advisor
Contact Phone Number	613-948-6752
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What are the three most valuable actions your organization has taken to address psychological health and safety in the workplace?

Our most valuable actions on psychological health and safety in our workplace include:

1. Receiving leadership support for our mental health strategy and implementation strategy.
2. Investing in education and awareness through the purchase of the “Not Myself Today” anti-stigma campaign, “Mental Health First Aid” and “The Working Mind” training.
3. Establishing a working group of employees and managers committed to being mental health ambassadors and supporting the change in culture that fosters and encourages healthy workplace and individual behaviours and mindsets.

In your opinion, what have been the most important benefits and/or impacts of these actions?

Most notably, we've heard from employees who are living with various mental health challenges that, in some cases for the first time in their careers, they are opening up to management about their situation and asking for what they need. They have been positively surprised by how open, supportive and accommodating management has been. These employees have said that this support has allowed them to remain at work instead of taking extended time off to focus on their health, as they would have done in the past.

Is there anything else (e.g., a story, quote, testimonial) that you would like to share with MHCC?

Not long after we launched our mental health program, we were approached by an employee living with bi-polar disorder. She asked if she could deliver a presentation to staff about her experience. This request inspired another employee to ask if she could also deliver a presentation about her experience caring for family members living with mental health challenges. They decided to deliver their talks together. By sharing their personal stories they've put well-known and respected faces to mental health, increased awareness of mental health issues from 2 different perspectives and created a space for more employees to share their stories.



Mental Health
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of Canada

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