

Mental Health Commission of Canada – Case Study Research -

https://www.mentalhealthcommission.ca/sites/default/files/2017-03/case_study_research_project_findings_2017_eng.pdf

Findings – Nine Practices for Implementing the Standard

Practice	Guiding Questions	Strategies	Resources
1. Define a solid business case to justify the investment of resources.	Discussed at afternoon session.	<p><u>Define Costs/Benefits</u></p> <p>Incorporate evidence from research and industry best practices into action planning.</p>	<p>Workplace Strategies for Mental Health – Including Establishing Baseline Costs – https://www.workplacestrategiesformentalhealth.com/</p> <p>Health & Safety Ontario – The Business Case for a Healthy Workplace https://www.wspss.ca/WSPS/media/Site/Resources/Downloads/BusinessCaseHW_Final.pdf?ext=.pdf</p> <p>Making the Business Case, Great-West Life Centre for Mental Health in the Workplace – Workplace Strategies for Mental Health: http://www.workplacestrategiesformentalhealth.com/display.asp? 1=3& 2=37&d=37</p> <p>The ROI in Workplace Mental Health Programs – Deloitte - https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/about-deloitte/ca-en-about-blueprint-for-workplace-mental-health-final-aoda.pdf</p>
2. Ensure commitment exists throughout the organization.	<p>How can we identify champions?</p> <p>What existing structures are already in place that we can take advantage of?</p> <p>How do we get Leadership commitment?</p>	<ul style="list-style-type: none"> ● Identify Champions ● Use existing structures – OH&S Joint Safety Committees ● Leadership commitment might take the form of a statement expressing the priority of PH&S or a comprehensive strategy for organizational change. ● Organizational commitment depends upon persuading leaders 	<ul style="list-style-type: none"> ○ Identify a Champion, A Leadership Project for Advancing Workplace Mental Health, Mental Health Commission of Canada: http://www.mhccleadership.ca/identify-a-champion/ ○ Championing a Healthy Workplace, Workplace Strategies for Mental Health - Great-West Life Centre for Mental Health in the Workplace: http://www.workplacestrategiesformentalhealth.com/display.asp? 1=4& 2=55& 3=58&d=58&



		<p>that: (i) improving PH&S is important in relation to overall organizational priorities (ii) that is, there is a strong business case for taking action; (ii) improving PH&S is feasible given available staff and financial resources.</p> <ul style="list-style-type: none"> •Champion leaders to accept different measures of their leadership – empathy •Overarching OHS committee and providing tools to translate to a change in the lived experience. •What is the goal – inspire good or manage bad? •We are all leaders – where are the influencers? •Create a gathering time •Turning to or turning away 	<ul style="list-style-type: none"> ○ Establishing a Healthy Workplace Committee, Workplace Mental Health Promotion Guide, Canadian Mental Health Association Ontario: http://wmhp.cmhaontario.ca/comprehensive-workplace-health-promotion-affecting-mental-health-in-the-workplace/element-2
<p>3. Communicate widely and effectively to maximize awareness and engagement.</p>	<p>How can we communicate our message effectively to all employees regardless of communication style, demographics, language, etc.</p> <p>What should the message be?</p>	<ul style="list-style-type: none"> • Challenges – concerns over privacy & permission to contact • Communication at each department level and employee level • Multipronged communication • Iweb • Newsletters • Town Halls • Safety Minutes – PH&S safety minute • Staff meetings, health and safety bulletins, intranet memos, and postings in areas where employees gather. • Consider employees’ communication preferences; • Translators 	<p>Role for Senior Leaders, A Leadership Framework for Advancing Workplace Mental Health, Mental Health Commission of Canada: http://www.mhccleadership.ca/accountability/implementing-change/role-for-senior-leaders/</p> <p>Overview of Health Communication Campaigns, Health Communication Unit, University of Toronto: http://www.thcu.ca/infoandresources/publications/OHCMasterWorkbookv3.2.m ar26.07.pdf</p>



		<ul style="list-style-type: none"> • Pay attention to employee demographics to ensure information is presented in an appropriate style and language(s). • Communication is most effective when it comes from the top and is reinforced throughout the organization. PH&S should not be a one-time message; to create culture change, key messages must be repeated and woven into communications about other organizational issues, as appropriate • Message includes consequences for violation but focuses on well being of people 	
<p>4. Embed psychological health and safety in the overall organizational culture.</p>	<p>What stakeholders do we need to partner with?</p> <p>What policies, process and procedures do we need to consider?</p> <p>What about our vision/mission/values and strategic Plan?</p>	<ul style="list-style-type: none"> • Partner with relevant stakeholders - establish collaborative working relationships with stakeholders such as disability insurance providers, employee assistance programs and workers' compensation boards. • Imbed PH&S into policies and processes into Mission/Vision • Develop Guiding Principles • Training – difficult conversations • Put appropriate resources in place. • Challenges: not everyone buys in, language, culture 	<ul style="list-style-type: none"> ○ Psychological Health & Safety— Employers' Action Guide https://www.mentalhealthcommission.ca/English/media/3050 ○ Great-West Life Centre for Mental Health in the Workplace, https://www.workplacestrategiesformentalhealth.com/ ○ Assembling the Pieces—An implementation Guide to the National – https://www.csagroup.org/documents/codes-and-standards/publications/SPE-Z1003-Guidebook.pdf ○ National Standard of Canada on Psychological Health and Safety, https://www.mentalhealthcommission.ca/English/what-we-do/workplace/national-standard ○ MHCC Workplace Mental Health website.



			https://www.mentalhealthcommission.ca/English/what-we-do/workplace
5. Dedicate the necessary human and financial resources required for implementation.	How can we develop a budget? What time commitment might we need from different organizational departments? What about volunteers?	<ul style="list-style-type: none"> • Develop a budget • Determine volunteers to support • What frameworks are already in place? Use these • Challenge – staff turnover • Set strong deadlines • Coordinate leadership groups – face to face, emails, teleconference • Focus on low-cost items first • Mental health days • Mental health tool-kit • Pillar brainstorming – allocate existing resources to pillars to save money • Large and on-going time commitment at the beginning to get ball rolling • Monthly lunch/learns • Food, fun, education, interactive 	(See 1 above) Mental Health Toolkit for Organizations: https://mentalhealth.csmls.org/i-am-an-organization/
6. Select relevant programs, practices and policies best suited to your organization.	• What programs and practices do we need to focus on?	<ul style="list-style-type: none"> • EFAP • Accommodation Practices • enhanced return-to-work (RTW) program, improved accessibility of resources and tools • Mandatory leader training • Better support during short-term disability leave • Determine need • Align solutions to end state needs 	Explaining Accommodation to other employees; http://www.mentalhealthworks.ca/explaining-accommodations-to-the-other-employees/ A Guide for Managing Return to Work: http://www.chrc-ccdp.ca/sites/default/files/gmrw_ggrt_en_2.pdf Human Rights and the Return to Work: The State of the Issue http://www.chrc-ccdp.ca/research_program_recherche/R_TW_RAT/toc_tdm-en.asp



		<ul style="list-style-type: none"> • Align with organizational values/mission, etc. • Set a baseline – level-setting. 	<p>Working Minds – https://theworkingmind.ca/working-mind</p> <p>Mental Health First Aid – https://www.mhfa.ca/</p> <p>Psychologically Safe Leader – https://www.workplacestrategiesformentalhealth.com/psychological-health-and-safety/psychologically-safe-leader-assessment</p>
7. Consider and mitigate where possible the impact of organizational change on employees’ mental health.	<p>What are our existing change management practices? How might they need to change?</p> <p>What are the psychological hazards present during change initiatives?</p> <p>How can we identify workers that are affected and what support they may need?</p>	<ul style="list-style-type: none"> • Change management Practices Resource – psychological safety lens. • Minimizing psychological hazards during change (fear, uncertainty, anger) • Identifying workers affected during change • Providing timely support • Communication critical – change ambassadors • Feeling uncomfortable - resiliency capacity building • Early engagement in change • Open conversations – employees share concerns, etc. 	<p>Helping Employees Manage Change – https://www.workplacestrategiesformentalhealth.com/managing-workplace-issues/helping-employees-manage-change</p>
8. Regularly measure the impact and results of implementing the Standard.	<p>What methods will we use to measure the impact of our program? What will we need to measure?</p> <p>What timing will be required?</p>	<ul style="list-style-type: none"> • Utilize Health Data – LTD, STD • Pre/post Survey • Longitudinal information • Define positive change • Check in with employees regularly • Gatekeeper – social leaders who know what’s happening • Focus Groups • Pulse Checks 	<p>Assessment Tools –</p> <p>Guarding Minds at Work – Initial Scan & Comprehensive</p> <p>Workplace Fairness Brief PH&S</p> <p>Workplace Health Score Card</p> <p>Respect Survey</p> <p>(see links in this section)</p>
9. Sustain organizational focus on the	<p>How do we continue to focus our efforts once</p>	<ul style="list-style-type: none"> • Clear, consistent communication answering the ‘why’. 	<p>(See 4 above)</p>



<p>Standard beyond its initial implementation.</p>	<p>the program is launched? How do we ensure this is not a one-time message?</p>	<ul style="list-style-type: none">• Get support from leadership with timelines• Project plan the program• Flexibility to adjust program and adapt• Listen to employees after program is launched• Leadership buy in and on-going commitment• Engage different levels of leadership• Respect Ambassador committees to keep message alive• Involve right people at right time in the right way to keep message going.	
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