**Building Healthier Workplaces:
National Standard on Psychological
Health and Safety in the Workplace**

CSA Group

October 16th, 2014
Cathy Esposito, CSA Group

The Issue – Economic Impact

CSA Group

*$51 billion cost to
Canadian economy*

*$20 billion from
workplace losses*

The Issue

CSA Group

- 1 in 5 Canadians will develop a mental illness
  (often during their working years)

- Only 1 in 4 individuals will seek treatment for mental
  health issues due to lack of awareness and stigma
  associated with mental health

The issue – impact on workplaces

CSA Group

In any week, 500,000
Canadian employees will
be off work for mental
health issues
- One in three disability
  claims in Canada are
  related to mental health
- Mental health claims
  represent 70% of the total
  cost of disability claims

The Issue - Legal Landscape is changing

- Emerging legal duty - One in which every practical effort is made to avoid reasonably foreseeable injury to the mental health of employees." (Shain 2009)

- Perfect Legal Storm; merging of various legal rulings in favor of employee who has been mentally injured at work.

- Damages awarded for MH injuries up by 700% in last 5 years

- New regulations (e.g. Bill 168) "Workplace harassment": "comments ... known or ought reasonably to be known to be unwelcome"

- National Standard (CSA Z1003) – Published Jan. 2013

What does the research show ?

Major study by Ceridian in June 2013:
- 90% believe that mental health is an important part of health and wellness strategy
- BUT, only 22% believe that the services they provide are adequate
- Addressing "stress" is their most significant health concern
- 85% say mental health is being considered in wellness strategies
- 40% have reviewed the Standard

Canadian Healthcare Association

Policy Statement:

"The Canadian Healthcare Association recognizes the importance of psychological health as a key component to creating a productive, effective and psychologically healthy workforce and strongly encourages its members and all health system stakeholders to adopt and take action to implement the standard on *Psychological Health and Safety in theWorkplace."*

Approved by CHA Board of Directors October 2013

How did it come about ?

- Championed by Mental Health Commission of Canada
- Funded by Federal Government, with additional funding by Great-West Life & Bell Canada
- Developed jointly by CSA Group and BNQ
- Balanced matrix expert Technical Committee (labour, employers, government, service providers, general interest)
- Many resources available

The Standard 101

Leadership + Health Promotion + Stigma Reduction = Standard

Key Features:
- Voluntary (tools /not rules)
- Builds on what employers are already doing
- Adaptable /flexible to organizational needs and culture
- Not focused on mental illness – focus is prevention & promotion

Why is Such a Standard Needed?

- Serious harm is being done to workers that could be prevented or significantly reduced

- This harm is referred to as "mental injury"

- Mental injury is a significant but largely ungoverned risk for organizations

Purpose of Standard

- ***Prevent psychological harm*** from conditions in the workplace.

- ***Promote psychological health*** in the workplace through support.

Typical Forms of Mental Injury

- Depression

- Anxiety

- Burnout

- PTSD

Mentally Injurious Conduct Contexts

- Treatment of employees by supervisors

- Treatment of employees by co-workers

- Management of employees returning to work

- Management of employees while on disability leave

- Management of employees with mental disorders

- Dismissal and how it is done

The Anti-Standard

"Ten steps to a psychologically _unsafe_ workplace"

1. Don't listen
2. Don't even try to understand
3. Show that you really don't care
4. Make fun of anyone who's struggling
5. Make fun of anyone who's different
6. Shut down discussion
7. Expect too much
8. Give nothing in return
9. Be arbitrary, unpredictable and inconsistent
10. Ignore signs of conflict

Conduct (Usually Intentional) That Foreseeably Leads to Mental Injury

- Harassment

- Bullying

- Mobbing

- Discrimination

Examples?

What Does this Voluntary Standard Require?

- Requires that employers use a **systematic** approach to **assess and address risks** to the psychological health of workers that arise in whole or in part **from certain ways in which work is organized and people are managed.**

- **In short, it** specifies **requirements for a** *psychologically safe system of work which in turn defines the duty of care for mental health protection*

What is a Psychologically Safe System of Work?

A psychologically *safe system of work* is:

- One that routinely identifies and eradicates situations which could foreseeably lead to significant injury to employee mental health resulting from negligent, reckless or intentional acts and omissions

- One in which every reasonable precaution is taken to protect the mental health of employees [= due diligence]

PHSM System

The Psychological Health and Safety Management System (PHSMS) – the Heart of the Standard

1. Leadership commitment and policy
2. Planning
3. Implementation
4. Evaluation
5. Review and corrective action

Implementation – A Journey- Key Learnings to date:

- Results are encouraging:
  - **Downloads – Near 20,000**
  - Ontario in the top 3 and accounts for 45% - B.C. 10%, Alberta10%
  - 2,000 in French

- Early adopters are finding:
  - They have a solid base already;
  - Commitment, leadership, & planning are key.

Navigating the Standard: a 12 Step Introduction

Commit to the vision of the Standard → Share the vision → Examine in-house data → Plan to assess risks

Implement survey methodology

Identify areas of high, medium and low risk ← Implement survey methodology

Establish SMART goals ← Conduct Root Cause Analysis ← Identify areas of high, medium and low risk

Assign resources, designate responsibilities and accountability → Execute the plan → Evaluate the outcome → Revise policies and procedures as needed

Commitment

Shown by:
•Vision/mission/values statement acknowledging value of people
•Psychologically Healthy & Safe Workplace Policy
•Written support for new Psychological H & S Principles (Leadership)
•Leadership Commitment – actions, resources & access
•Cascade of responsibility/accountability through line management structure
•Psychological health issues considered in decision-making at all levels

What is "culture"?

a set of values, meanings, understandings and practices shared by a stable group or community

Guarding Minds at Work Risk Factors

13 Workplace Factors

Organizational Culture	Psychological And Social Support	Clear Leadership & Expectations	Civility and Respect	Psychological Demands
Growth & Development	Recognition & Reward	Involvement & Influence	Workload Management	Engagement
	Balance	Psychological Protection	Protection of Physical Safety	

www.guardingmindsatwork.ca and *Annex A-4*

From Harm to Care: the Goal of the Standard

Carefulness [diligence]

Carelessness

Toward Psychological Injury

Negligence

Recklessness

Intentional Harm

Toward Psychological Safety

"Shifting the Culture"

Cultural Basics for the Psychologically Safe Workplace:

Basic understandings needed to reduce stigma include:

- Mental health is *gained and lost* every day through our normal interactions and relationships at work
- Not all mental illness is brought to work: sometimes it is *created or catalyzed* there
- Mentally ill people are not "the other"; they are *us*
- Mental *injury* and mental *illness* are not always the same thing
- Mentally injured and ill workers are often *good people in bad situations*

Implementation – A Journey-

Case Study: UHN Culture

- The University Health Network is a group of hospitals in downtown Toronto that has been working toward a healthier workplace for over 10 years. They recognized the need for psychological well-being and started to implement strategies to achieve a happier culture.
- Webinar archived on MHCC website highlights UHN's attempt to address Civility and Respect

Implementation – A Journey

Sector Downloads – CSA to date	%
Health Care	20.41%
Other	20.02%
Government / Judicial / Policing	16.57%
Education	10.75%
Manufacturing	7.13%
Occupational Health and Safety	5.93%
Finance & Insurance	4.35%
Engineering / Scientific / Technical	3.21%
Mining / Oil & Gas	3.01%
Construction / Trades	2.92%
Transportation / Logistics	2.32%
Utilities, Retail, Media, Agriculture, Real Estate, Environmental, Wholesale, Electrical	< 2% each

- Guarding Minds@Work *(www.guardingmindsatwork.ca)*
- Mental Health Commission of Canada's Resources, including: Psychological Health and Safety: An Action Guide for Employers *(www.mentalhealthcommission.ca) and*
- A Leadership Framework for Advancing Workplace Mental Health *(http://www.mhccleadership.ca/index.html)*
- Workplace Strategies for Mental Health *(www.workplacestrategiesformentalhealth.com)*
- Your Own Benefits and EFAP Program

Official MHCC reports produced for/by the MHCC
- Psychological Health and Safety: An Action Guide For Employers
- Psychological Safety and the Law in the Canadian Workplace - The Shain Reports - One Page Overview
- The Shain Reports on Psychological Safety in the Workplace – A Summary
- Tracking the Perfect Legal Storm: Converging Systems Create Mounting Pressure to Create the Psychologically Safe Workplace
- Stress at Work, Mental Injury and the Law in Canada: A Discussion Paper for the Mental Health Commission of Canada
- The Road to Psychological Safety: Legal, Scientific and Social Foundations for a National Standard for Psychological Safety in the Workplace
- Making the Case for Investing in Mental Health in Canada
- CHANGING DIRECTIONS, CHANGING LIVES: The Mental Health Strategy for Canada