Psychological Health and Safety in the Workplace
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John Dinn, B.A., M.Ed., B.SW, RSW
Workplace Mental Health Coordinator
CMHA Certified Psychological Health and Safety Advisor
Jdinn@cmhanl.ca
Outline

• Mental Health Facts
• Business Case
• Legal Case
• Health Case
• National Standards
• 13 Psychosocial Factors
• Benefits of a PH&S Workplace
• Resources
About the Canadian Mental Health Association

• One of Canada’s oldest national charities – National office in Ontario, 120 Branches

• As the nation wide leader and champion for mental health, CMHA helps people access the community resources they need to build resilience and support recovery from mental illness.

• Our policies and programs anchored in evidence and informed by people’s personal experience.
WE MUST ACT NOW

In any given year, 1 in 5 people in Canada experiences a mental health problem or illness, with a cost to the economy of well in excess of $50 billion.

Most of the 1 in 5 will have a significant episode between the ages of 18 and 65.

Mental illness is the 2nd leading cause of disability and premature death in Canada.

Mental health problems and illnesses typically account for approximately 30% of short- and long-term disability claims.

Nearly 4,000 Canadians die by suicide each year. That’s an average of 11 suicides a day.
Evolution of Safe and Healthy Working Conditions

• Criminal law prohibits physical violence or threats of violence in the workplace (physical safety) - 1970’s

• Human Rights legislation prohibits workplace discrimination based on age, gender, ethnicity, religion, disabilities, sexual orientation, etc. (dignity) - 1980’s

• Employment standards, OHS, workers’ compensation legislation expand policies re: bullying and harassment and compensation for mental disorders - 2010’s

• Canadian Standard for Psychological Health and Safety in the Workplace - 2013

Bottom Line Conference 2015
Fear of job redundancy, layoffs due to an uncertain economy, increased demands for overtime due to staff cutbacks.

Employees can feel the “pressure to perform”, increasing effort to meet rising expectations with no increase in job satisfaction.

Requirements to work at optimum performance can take its toll in job dissatisfaction, employee turnover, reduced efficiency, increased illness and absenteeism, indifference, apathy, lack of motivation and creativity.

From Canadian Center for Occupational Health and Safety
The Business Case for Psychological Healthy and Safe Workplaces

- Improved recruitment and retention.
- Improved employee engagement.
- Improved sustainability.
- Improved health and safety.

The Legal Case for Psychological Healthy and Safe Workplaces

- The provision and maintenance of a psychologically safe workplace has been recognized as a legal duty, similar to the duty to provide a physically safe workplace.

- In both realms, the employer must take every reasonable precaution to protect employee safety and show that they have done so.

The Legal Case for Psychological Healthy and Safe Workplaces

• Mental distress- includes sub-clinical depression and anxiety as well as severe demoralization, disengagement and alienation experienced by an employee. An employee may suffer mental distress as a consequence of experiencing harassment.

• Mental injury - involves harm to a person that results from someone else’s negligent, reckless or intentional conduct. When such conduct occurs in the workplace, the employer may face some liability for it, either directly or by association.

Ensuring psychological safety calls for a new standard of conduct at work. This standard requires that people treat one another with fairness, civility and respect regardless of their power or status within the organization.

Examples of conduct that contravene this standard and may result in mental injury are: bullying; harassment; discrimination; and the imposition of unreasonable work demands coupled with refusing employees minimal levels of control over workload and work pace.

The Health Case for Psychological Healthy and Safe Workplaces?

• There is strong evidence that certain features of the workplace can affect employees’ mental and physical health.

• Workplace risk factors that increase the likelihood an individual will experience increased stress, can in turn increase the likelihood of developing or worsening a mental disorder.

• Workplace factors may increase the likelihood of the occurrence of a mental disorder, make an existing disorder worse, or impede effective treatment and rehabilitation.

The Health Case for Psychological Healthy and Safe Workplaces

• Mental health problems are the fastest-rising cause of short and long-term disabilities, with costs borne by private and public sector insurance, employers and taxpayers.

• Mental health problems are expected to be the source of more than 50% of all disability claims administered over the next five years, exceeding even heart disease.

The Health Case for Psychological Healthy and Safe Workplaces

• A supportive work environment can reduce the onset, severity, impact and duration of a mental health disorder.

• Organizations that make the effort to identify psychosocial risks and to create a psychologically healthy workplace reap benefits in productivity, sustainability and growth.

THE NATIONAL STANDARD

Purpose Of The Standard

Prevent psychological harm from conditions in the workplace

Promote psychological health in the workplace through support
THE NATIONAL STANDARD

The Standard is a set of guidelines, tools & resources focused on promoting employees’ psychological health & preventing psychological harm due to workplace factors:

- Voluntary – set of tools, not rules
- Aligned on existing standards and tools
- Applicable to any organization
- Intended to enable employers and employees to measure progress
- Doesn’t create new legal obligations but may have influence on the application of 7 branches of law that currently exist
THE NATIONAL STANDARD

Implementing The Standard

MHCC, GWL and the CSA Group collaborated to develop “Assembling the Pieces: An Implementation Guide to the National Standard for Psychological Health and Safety in the Workplace”

- Intended to be used in conjunction with the Standard
- Assist organizations through the initial planning stages through to full implementation
- Officially launched in November 2014

www.mentalhealthcommission.ca/standardguide
Psychosocial Factors

- Psychosocial factors are elements that impact employees’ psychological responses to work and work conditions, potentially causing psychological health problems.

- Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

Referenced from: https://www.ccohs.ca/oshanswers/psychosocial/mentalhealth_risk.html
13 Psychosocial Risk (PSR) Factors

The 13 organizational factors that impact organizational health, the health of individual employees and the financial bottom line, including the way work is carried out and the context in which work occurs, are:

1. Psychological Support
2. Organizational Culture
3. Clear Leadership & Expectations
4. Civility & Respect
5. Psychological Competencies & Requirements
6. Growth & Development
7. Recognition & Reward
8. Involvement & Influence
9. Workload Management
10. Engagement
11. Balance
12. Psychological Protection
13. Protection of Physical Safety

Referenced from: https://www.ccohs.ca/oshanswers/psychosocial/mentalhealth_risk.html
### 13 Psychosocial Risk (PSR) Factors

<table>
<thead>
<tr>
<th>1. Psychological Support</th>
<th>Why it is important?</th>
<th>What happens when it is lacking?</th>
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</thead>
</table>
| A workplace where co-workers and supervisors are supportive of employees' psychological and mental health concerns, and respond appropriately as needed. For some organizations, the most important aspect of psychological support may be to protect against traumatic stressors at work. | Employees that feel they have psychological support have greater job attachment, job commitment, job satisfaction, job involvement, positive work moods, desire to remain with the organization, organizational citizenship behaviours (behaviours of personal choice that benefit the organization), and job performance. | Employee perceptions of a lack of psychological support from their organization can lead to:  
- increased absenteeism  
- withdrawal behaviours  
- conflict  
- strain - which can lead to fatigue, headaches, burnout and anxiety  
- turnover  
- loss of productivity  
- increased costs  
- greater risk of accidents, incidents and injuries |
1. Psychological Support

**OBJECTIVE:** A work environment where coworkers and supervisors are supportive of employees’ psychological and mental health concerns, and respond appropriately as needed.

What does *psychological support* in the workplace look like?

- Improved overall psychological health of employees
- Successful/sustainable return to work
- Reasonable workplace support during times of emotional distress, crisis or upset
- Understanding and awareness of mental health

From: CMHA-BC Division
Psychological Support ideas

1. Eliminate mental illness stigma
2. Improve awareness of mental health
3. Train union and management to respond when mental health is a factor
2. Organizational Culture

<table>
<thead>
<tr>
<th>Why it is important?</th>
<th>What happens when it is lacking?</th>
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<tbody>
<tr>
<td><strong>A workplace characterized by trust, honesty and fairness.</strong></td>
<td>Culture &quot;sets the tone&quot; for an organization - a negative culture can undermine the effectiveness of the best programs, policies and services intended to support the workforce.</td>
</tr>
<tr>
<td>Organizational trust is essential for any positive and productive social processes within any workplace.</td>
<td>An unhealthy culture creates more stress, which lowers employee well-being.</td>
</tr>
<tr>
<td>Trust is a predictor of cooperative behaviour, organizational citizenship behaviours (behaviours of personal choice that benefit the organization), organizational commitment, and employee loyalty.</td>
<td>A culture of &quot;profit at all costs&quot; and constant chaotic urgency can create an environment in which burnout is the norm.</td>
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<tr>
<td>An organization that has a health-focused culture enhances employee well-being, job satisfaction and organizational commitment, which helps to retain and attract employees. A work culture with social support also enhances employee well-being by providing a positive environment for employees who may be experiencing psychological conditions such as depression and anxiety.</td>
<td></td>
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</table>
2. Organizational Culture

**OBJECTIVE:** Ensuring a work environment characterized by honesty, trust and fairness

What does *organizational culture* in the workplace look like?

- Higher job satisfaction and morale.
- Greater teamwork.
- Enhanced retention and recruitment.
- A positive public and community image.

From: CMHA-BC Division
Organizational Culture Ideas

1. Ensure meaningful participation in values and code of ethics

2. Provide communication skills and conflict resolution training for everyone

3. Encourage face-to-face communication

From: CMHA-BC Division
### 3. Clear Leadership & Expectations

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<tr>
<td>Effective leadership increases employee morale, resiliency and trust, and decreases employee frustration and conflict.</td>
<td>Leaders who are more &quot;instrumental&quot; in their approach (focusing on producing outcomes, with little attention paid to the &quot;big picture,&quot; the psychosocial dynamics within the organization, and the individual employees) are more likely to hear staff health complaints including general feelings of malaise, irritability and nervousness.</td>
</tr>
<tr>
<td>Good leadership results in employees with higher job well-being, reduced sick leave, and reduced early retirements with disability pensions.</td>
<td>Similarly, leaders who do not demonstrate visible concern for their own physical and psychological health set a negative example for their staff and can undermine the legitimacy of any organizational program, policy and/or service intended to support employees.</td>
</tr>
<tr>
<td>A leader who demonstrates a commitment to maintaining his or her own physical and psychological health can influence the health of employees (sickness, presenteeism, absenteeism) as well as the health of the organization as a whole (vigour, vitality, productivity).</td>
<td>Middle managers are at greater risk because they must be leaders and be led simultaneously. This role conflict can lead to feelings of powerlessness and stress.</td>
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</tbody>
</table>

A workplace where there is effective leadership and support that helps employees know what they need to do, how their work contributes to the organization and whether there are impending changes.
3. Clear Leadership and Expectations

OBJECTIVE: Ensuring a work environment where there is effective leadership and support that helps employees know what they need to do, how their work contributes to the organization, and whether there are impending changes.

What does clear leadership and expectations in the workplace look like?

• Employees have clear expectations regarding job responsibilities and roles.

• Employee morale is positive, and resiliency is high even during times of stress and change.

• Employees have trust in management.

• There is less employee frustration or conflict.

From: CMHA-BC Division
Clear Leadership & Expectations Ideas

1. Encourage emotional intelligence development for leaders.

2. Measure leadership competence.

3. Strive for direct, accurate, timely and face-to-face communication between managers and employees.

From: CMHA-BC Division
4. Civility and Respect

<table>
<thead>
<tr>
<th>Why it is important?</th>
<th>What happens when it is lacking?</th>
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<tbody>
<tr>
<td>A civil and respectful workplace is related to greater job satisfaction, greater perceptions of fairness, a more positive attitude, improved morale, better teamwork, greater interest in personal development, engagement in problem resolution, enhanced supervisor-staff relationships, and reduction in sick leave and turnover.</td>
<td>A workplace that lacks civility and respect can lead to emotional exhaustion amongst staff, greater conflicts, and job withdrawal. A work environment that is uncivil and disrespectful also exposes organizations to the threat of more grievances and legal risks. One example of disrespectful behaviour is bullying. Refer to handout.</td>
</tr>
<tr>
<td>Organizations characterized by civility and respect create a positive atmosphere marked by high spirits and work satisfaction. This allows people to enjoy the environment, whether they are staff, clients or customers.</td>
<td></td>
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</table>

A workplace where employees are respectful and considerate in their interactions with one another, as well as with customers, clients and the public. Civility and respect are based on showing esteem, care and consideration for others, and acknowledging their dignity.
OBJECTIVE: A work environment where employees are respectful and considerate in their interactions with one another, as well as with customers, clients and the public.

What does civility and respect in the workplace look like?

• Effective teamwork with positive morale.

• Reduced conflict among colleagues.

• Effective resolution of conflicts that do arise.

• Respectful leadership at all levels.

From: CMHA-BC Division
Civility & Respect Ideas

1. Address uncivil behaviour promptly.
2. Promote respectful leadership behaviour.
3. Adopt non-discriminatory language.

From: CMHA-BC Division
5. Psychological Competencies & Requirements

<table>
<thead>
<tr>
<th>Why it is important?</th>
<th>What happens when it is lacking?</th>
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</table>
| A good job fit is associated with:  
• fewer health complaints  
• lower levels of depression  
• greater self-esteem  
• a more positive self-concept  
• enhanced performance  
• job satisfaction  
• employee retention | When there is a poor job fit, employees can experience job strain, which can be expressed as emotional distress and provocation, excessive dwelling on thoughts, defensiveness, energy depletion and lower mood levels.  
Organizationally, job misfit is linked to fewer applicants in the recruitment and training process, lack of enjoyment and engagement, poor productivity, conflict, and greater voluntary turnover. |

A workplace where there is a good fit between employees' interpersonal and emotional competencies, their job skills and the position they hold.

A good fit means that the employees possess the technical skills and knowledge for a particular position as well as the psychological skills and emotional intelligence (self-awareness, impulse control, persistence, self-motivation, empathy and social deftness) to do the job.

Note that a subjective job fit (when employees feel they fit their job) can be more important than an objective job fit (when the employee is assessed and matched to the job).
OBJECTIVE: A work environment where there is good fit between employees’ interpersonal and emotional competencies and the requirements of the position they hold.

What does psychological competencies & requirements in the workplace look like?

• Enhanced job performance and overall productivity

• Greater job satisfaction

• Increased retention of skilled staff

• Enhanced recruitment success

From: CMHA-BC Division
Psychological Competencies & Requirements Ideas

1. Require relevant interpersonal/emotional competencies when filling positions.

2. Orient and train employees for interpersonal/emotional competencies.

3. Include interpersonal/emotional competencies in job descriptions.

From: CMHA-BC Division
<table>
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<tr>
<th>6. Growth &amp; Development</th>
<th>Why it is important?</th>
<th>What happens when it is lacking?</th>
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<tr>
<td>A workplace where employees receive</td>
<td>Employee development increases goal commitment, organizational commitment and job</td>
<td>Employees who are not challenged</td>
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<tr>
<td>encouragement and support in the development</td>
<td>satisfaction. Employees feel that organizations care when the organization</td>
<td>by their work will grow bored,</td>
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<tr>
<td>of their interpersonal, emotional and job</td>
<td>supports growth and development. Skill acquisition and career development directly</td>
<td>their well-being will suffer,</td>
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<tr>
<td>skills. This type of workplace provides a</td>
<td>enhance employee well-being. It is important to ensure that opportunities go beyond</td>
<td>and their performance will drop.</td>
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<tr>
<td>range of internal and external opportunities</td>
<td>learning specific technical skills, and also include opportunities to learn</td>
<td>When staff do not have</td>
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<tr>
<td>for employees to build their repertoire of</td>
<td>personal and interpersonal skills that are critical to successfully caring for</td>
<td>opportunities to learn and</td>
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<tr>
<td>competencies. It helps employees with their</td>
<td>oneself and relating to others.</td>
<td>improve their interpersonal and</td>
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<td>current jobs as well as prepares them for</td>
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<td>psychological skills, the result</td>
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<td>possible future positions.</td>
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<td>can be conflict, disengagement</td>
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<td></td>
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<td>and distress.</td>
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OBJECTIVE: A work environment where employees receive encouragement and support in the development of their interpersonal, emotional and job skills.

What does **growth & development** in the workplace look like?

- Increased employee competency
- Retention of skilled staff
- Effective succession planning/internal promotions

From: CMHA-BC Division
Growth & Development Ideas

1. Provide opportunities for personal growth and development (i.e. interpersonal skills)

2. Consider job-shadowing, mentoring or job-sharing to provide opportunities for growth

3. Develop a sharing library or intranet

From: CMHA-BC Division
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<tr>
<th>7. Recognition and Reward</th>
<th>Why it is important?</th>
<th>What happens when it is lacking?</th>
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</table>
| A workplace where there is appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner. This includes appropriate and regular financial compensation as well as employee or team celebrations, recognition of years served, and/or milestones reached. | Recognition and reward:  
• motivates employees  
• fuels the desire to excel  
• builds self-esteem  
• encourages employees to exceed expectations  
• enhances team success | Lack of recognition and reward undermines employee confidence in their work and trust in the organization. Employees may feel demoralized or they may quit. An imbalance between effort and reward is a significant contributor to burnout and emotional distress leading to a range of psychological and physical disorders. |
7. Recognition and Reward

**OBJECTIVE:** A work environment where there is appropriate acknowledgement and appreciation of employees’ efforts in a fair and timely manner.

What does recognition & reward in the workplace look like?

• Enhanced employee satisfaction, motivation and loyalty

• Improved teamwork and positive morale

• Increased retention and recruitment of skilled staff

• Enhanced employee and/or labour relations

From: CMHA-BC Division
Recognition & Reward Ideas

1. Celebrate personal and professional milestones

2. Recognize effort, as well as outcomes

3. Train managers to offer constructive feedback

From: CMHA-BC Division
<table>
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<tr>
<th>8. Involvement and Influence</th>
<th>Why it is important?</th>
<th>What happens when it is lacking?</th>
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<tbody>
<tr>
<td>A workplace where employees are included in discussions about how their work is done and how important decisions are made. Opportunities for involvement can relate to an employee's specific job, the activities of a team or department, or issues involving the organization as a whole.</td>
<td>When employees feel they have meaningful input into their work they are more likely to be engaged, to have higher morale, and to take pride in their organization. This, in turn, increases the willingness to make extra effort when required. Job involvement is associated with increased psychological well-being, enhanced innovation, and organizational commitment.</td>
<td>If employees do not believe they have a voice in the affairs of the organization, they tend to feel a sense of indifference or helplessness. Job alienation or non-involvement is associated with cynicism and distress, greater turnover, and burnout.</td>
</tr>
</tbody>
</table>
OBJECTIVE: A work environment where employees are included in discussions about how their work is done and how important decisions are made.

What does involvement & influence in the workplace look like?

• Greater employee job satisfaction and motivation
• Employees take an active role in addressing challenges at work
• Positive employee/labour relations

From: CMHA-BC Division
Involvement & influence Ideas

1. Increase responsibility and reduce micromanagement.

2. Create a mechanism for continual feedback.

3. Encourage discussions between supervisors and employees about how work is done and how it can be improved.

From: CMHA-BC Division
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<thead>
<tr>
<th>9. Workload Management</th>
<th>Why it is important?</th>
<th>What happens when it is lacking?</th>
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<tbody>
<tr>
<td><strong>A workplace where tasks and responsibilities can be accomplished successfully within the time available. A large workload is often described by employees as being the biggest workplace stressor (i.e., having too much to do and not enough time to do it).</strong></td>
<td>Most employees willingly work hard and feel a &quot;good day's work&quot; is fulfilling and rewarding.</td>
<td>Any system subject to excess load without reprieve will break. This is as true for people as it is for equipment. Increased demands, without opportunities for control, result in physical, psychological and emotional fatigue, and increase stress and strain.</td>
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<tr>
<td>It is not only the amount of work that makes a difference but also the extent to which employees have the resources (time, equipment, support) to do the work well.</td>
<td>Workload management is important because there is a unique relationship between job demands, intellectual demands and job satisfaction. Job demands reduce job satisfaction, while intellectual demands or decision-making latitude, increase job satisfaction.</td>
<td>Emotionally fatigued individuals also have a diminished sense of personal accomplishment and an increased sense of inadequacy.</td>
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<td></td>
<td>Even when there are high demands, if employees also have high decision-making ability, they will be able to thrive. Having high decision-making latitude also allows for positive coping behaviours to be learned and experienced.</td>
<td>Excessive workload is one of the main reasons employees are negative about their jobs and their employers.</td>
</tr>
</tbody>
</table>
9. Workload Management

**OBJECTIVE:** A work environment where tasks and responsibilities can be accomplished successfully within the time available.

What does **workload management** in the workplace look like?

- Reduced staff stress and/or burnout.
- Fewer job-related errors, incidents, accidents or injuries.
- Increased employee retention.

From: CMHA-BC Division
Workload Management Ideas

1. Support and encourage success rather than applying pressure to avoid failure.

2. Provide education about resilience, time management, stress and burnout.

3. Inform and prepare staff for increased workloads.

From: CMHA-BC Division
10. Engagement

<table>
<thead>
<tr>
<th>Why it is important?</th>
<th>What happens when it is lacking?</th>
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<tbody>
<tr>
<td>Engagement is important for individual satisfaction and psychological health, and leads to:</td>
<td>Organizations that do not promote engagement can see:</td>
</tr>
<tr>
<td>• increased profitability for company</td>
<td>• negative economic impact in productivity losses</td>
</tr>
<tr>
<td>• greater customer satisfaction</td>
<td>• psychological and medical consequences</td>
</tr>
<tr>
<td>• enhanced task performance</td>
<td>• have greater employee turnover</td>
</tr>
<tr>
<td>• greater morale</td>
<td>• workplace deviance (in the form of withholding effort)</td>
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<tr>
<td>• greater motivation</td>
<td>• counterproductive behaviour</td>
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<tr>
<td>• increased organizational citizenship behaviours (behaviours of personal choice that benefit the organization)</td>
<td>• withdrawal behaviours</td>
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</tbody>
</table>

Employees enjoy and feel connected to their work and where they feel motivated to do their job well. Employee engagement can be physical (energy exerted), emotional (positive job outlook and passionate about their work) or cognitive (devote more attention to their work and be absorbed in their job).

*should not be mistaken for job satisfaction.
10. Engagement

**OBJECTIVE:** A work environment where employees feel connected to their work and are motivated to do their job well.

What does *engagement* in the workplace look like?

- High employee morale and motivation.
- Enhanced recruitment and retention of skilled employees.
- Improved customer and client relations.

From: CMHA-BC Division
Engagement Ideas

1. Foster the use of individual talents/strengths

2. Provide space for employees to gather

3. Publicly acknowledge employees/teams.

From: CMHA-BC Division
### 11. Balance

Present in a workplace where there is recognition of the need for balance between the demands of work, family and personal life. This factor reflects the fact that everyone has multiple roles employees, parents, partners, etc.

These multiple roles can be enriching and allow for fulfillment of individual strengths and responsibilities, but conflicting responsibilities can lead to role conflict or overload. Greater workplace flexibility enables employees to minimize work-life conflict by allowing them to accomplish the tasks necessary in their daily lives.

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<tr>
<td>Recognizing the need for work-life balance:</td>
<td>When work-family role conflict occurs (that is, roles within the workplace and outside it are overwhelming to a person or interfering with one another), health and well-being are undermined by accumulating home and job stress.</td>
</tr>
<tr>
<td>• makes employees feel valued and happier both at work and at home</td>
<td>This imbalance can lead to:</td>
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<tr>
<td>• reduces stress and the possibility that home issues will spill over into work, or vice versa</td>
<td>constant tiredness</td>
</tr>
<tr>
<td>• allows staff to maintain their concentration, confidence, responsibility, and sense of control at work</td>
<td>bad temper</td>
</tr>
<tr>
<td>• results in enhanced employee well-being, commitment, job satisfaction, organizational citizenship behaviours (behaviours of personal choice that benefit the organization), job performance and reduced stress</td>
<td>inability to progress</td>
</tr>
<tr>
<td></td>
<td>high job stress resulting in dissatisfaction with work and being absent either physically or mentally</td>
</tr>
</tbody>
</table>
11. Balance

**OBJECTIVE:** A work environment where there is recognition of the need for balance between the demands of work, family and personal life.

What does **balance** in the workplace look like?

- Greater staff satisfaction and morale.
- Reduced staff stress and burnout.
- Reduced absenteeism and disability.

From: CMHA-BC Division
Balance Ideas

1. Have senior leaders model balance
2. Promote and support health and well-being
3. Provide flexible work arrangements where possible.

From: CMHA-BC Division
<table>
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<th>12. Psychological Protection</th>
<th>Why it is important?</th>
<th>What happens when it is lacking?</th>
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<tr>
<td>Workplace psychological safety is demonstrated when employees feel able to put themselves on the line, ask questions, seek feedback, report mistakes and problems, or propose a new idea without fearing negative consequences to themselves, their job or their career.</td>
<td>When employees are psychologically protected they demonstrate greater job satisfaction, enhanced team learning behaviour and improved performance. Employees are more likely to speak up and become involved. They show increased morale and engagement and are less likely to experience stress-related illness.</td>
<td>When employees are not psychologically safe, they experience demoralization, a sense of threat, disengagement, and strain. They perceive workplace conditions as ambiguous and unpredictable. This can, in turn, undermine shareholder, consumer, and public confidence in the organization.</td>
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</tbody>
</table>

A psychologically safe and healthy workplace actively promotes emotional well-being among employees while taking all reasonable steps to minimize threats to employee mental health.
12. Psychological Protection

**OBJECTIVE:** A work environment where employees’ psychological safety is ensured.

What does **psychological protection** in the workplace look like?

• Reduced conflict.

• Fewer job-related errors, incidents, accidents and injuries.

• Enhanced compliance with legal and regulatory requirements.

• Bullying or harassment is not permitted.

From: CMHA-BC Division
Psychological Protection Ideas

1. State the organization’s commitment to psychological health and safety.

2. Ensure fairness and resolve issues.

3. Provide training and develop policy on harassment, discrimination, bullying, violence and conflict resolution.

From: CMHA-BC Division
13. **Protection of Physical Safety**

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<tr>
<td>Employees who work in an environment that is perceived as physically safe will feel more secure and engaged. Higher levels in the confidence of the safety protection at work results in lower rates of psychological distress and mental health issues. Safety is enhanced through minimizing hazards, training, response to incidents, and the opportunity to have meaningful input into the workplace policies and practices. The concept of 'safety climate' is linked to this factor as they both relate to the larger culture or climate of the organization.</td>
<td>Failure to protect physical safety results in workplaces that are likely to be more dangerous. Not only could employees be injured or develop illnesses, those who do not see their workplace as physically safe will feel less secure and less engaged.</td>
</tr>
</tbody>
</table>

This factor includes the work environment itself. Steps can be taken by management to protect the physical safety of employees. Examples include policies, training, appropriate response to incidents or situations identified as risks, and a demonstrated concern for employees' physical safety.
13. Protection of Physical Safety

OBJECTIVE: A work environment where management takes appropriate action to protect the physical safety of employees.

What does protection of physical safety in the workplace look like?

• Policy to protect workers’ physical safety.

• Training in safety-related protocols.

• Rapid and appropriate response to physical accidents or situations identified as risky.

• Clearly demonstrated concern for employees’ physical safety.

From: CMHA-BC Division
Protection of Physical Safety Ideas

1. Plan, do, check, act.

2. Communicate to employees.

3. Educate/train employees on safety.

From: CMHA-BC Division
The Cost of Doing Nothing!

- Disability claims
- Absenteeism
- Presenteeism
- Injuries / illnesses
- Grievances / complaints
- Turnover
- Legal implications
Benefits of a Psychologically Healthy and Safe Workplace?

• Enhanced employee creativity and initiative.

• Better employee retention rates and lower absenteeism rates.

• Higher quality work and higher levels of collaboration.

• Healthier levels of employee stress and improved resiliency.

• Reduced grievances, improved employee satisfaction and engagement.

• Prevention of human right complaints and improved recruitment of talent.

Mary Ann Baynton and Associates
What’s in it for Employers and Unions?

Productive workforce

Reduced absenteeism/sick leave

Help your employees/members stay healthy

Don’t want to see an increase in your workers’ compensation premiums

Want your great and skilled employees to stick around

Want members to keep their jobs

Want a good reputation and are committed to corporate social responsibility

Bottom Line Conference 2015
How can CMHA help?

“I’d like to learn how to be less critical. My mouth has been classified as a weapon of mass destruction.”

Copyright 2002 by Randy Glasbergen. www.glasbergen.com
Workplace Presentations

The Canadian Mental Health Association of Newfoundland and Labrador (CMHA-NL) has available evidence-based presentations that can be delivered by trained facilitators at your location on the following topics:

- Work-life Balance
- Workplace Stress
- Bullying/Respectful Workplaces
- Psychological Healthy and Safe Workplaces
- Suicide Awareness
- Stress Management
- Seniors Mental Health
- Anxiety Depression
- PTSD
Mental Health Works general description:

One day highly interactive workshop with activities and discussion throughout, targeted towards staff, supervisors, and union representatives.

Workshop provides participants with a holistic understanding of mental health and mental illness.

It is made up of four modules, touching on awareness building, responding skills, and collaborative change. It discusses the social determinants of health, and how mental health fits in to the context of overall health. The workshop promotes positive mental health for all, and effectively reduces the stigma around mental illnesses. Participants will learn practical skills to help address mental health problems at work.
Learning Objective and Key Messages

By the end of this session, participants will be able to:

Acknowledge mental health as an asset to their personal and professional life.
Have greater understanding of what mental illnesses are and how they can occur.
Have greater comfort in seeking help for themselves and others.

The content of this workshop is underpinned by the following key messages:

There is no health without mental health.
Most mental health problems are common and can be overcome effectively.
Everyone has a role to play in reducing workplace stigma of mental health.
Mental Health First Aid

You know all about physical first aid, now find out about the importance of MENTAL HEALTH FIRST AID TRAINING.
Aims of MHFA

- Preserve life where a person may be a danger to themselves or others
- Provide help to prevent the mental health problem from becoming more serious
- Promote the recovery of good mental health
- Provide comfort to a person experiencing a mental health problem
MHFA – Three primary objectives and outcomes:

1. Increase recognition of signs and symptoms (specific component)
2. Increase helping behaviour (specific component)
3. Decrease stigma (woven throughout the course)

The ability to start conversations, provide encouragement, and steer toward appropriate resources are included.
Protection of Physical Safety Ideas

1. Increase recognition of signs and symptoms (specific component)
2. Increase helping behaviour (specific component)
3. Decrease stigma (woven throughout the course)

The ability to start conversations, provide encouragement, and steer toward appropriate resources are included.
Resources

Download *Action Guide for Employers* - provides guidelines that encourage executive leadership to commit to making mental health in their workplace a priority


Train employees in *Mental Health First Aid* so they can recognize emerging mental health problems or crises in themselves and their colleagues, and provide initial help [http://www.mentalhealthfirstaid.ca/EN/Pages/default.aspx](http://www.mentalhealthfirstaid.ca/EN/Pages/default.aspx)

Take advantage of the free and comprehensive set of resources offered by *Guarding Minds at Work* to help protect and promote psychological health and safety in the workplace [http://www.guardingmindsatwork.ca/](http://www.guardingmindsatwork.ca/)

Learn about additional solutions for employers and supports for employees offered by *Mental Health Works*, a national program of the Canadian Mental Health Association

Join *Partners for Mental Health* in taking the pledge to support the improvement of mental health for all Canadians. [http://www.partnersformh.ca/](http://www.partnersformh.ca/)
Remember, it’s all about working together!
For more information please contact us.

John Dinn
Workplace Mental Health Coordinator
JDinn@cmhanl.ca

Visit our website at
www.cmhanl.ca