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# PSYCHOLOGICAL HEALTH AND SAFETY AT WORK: GROWING FROM THE GROUND UP

— Charity Village

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# Rensia



- Certified Psychological Health and Safety advisor
- M.A. Social Psychology
- 20+ years in domestic and international employee support services Fortune 500 companies, NGO's and non profit organizations
- Founder Integral Workplace Health







# The case for bottom-up start up

- The organizations are systems of interconnected parts
- It's about vision and focus
- You know more than you think you know
- You have more than you realize
- Builds the larger case



***Psychological Health & Safety (PHS) is a process not a state of being  
It is a direction, not a destination***

Para phrased from Carl Rogers



# Agenda

- Conceptual Refresher:
  - Health
  - Psychological Health & Safety Standard
  - Drivers for change
- Psychological Health & Safety - day to day mental health best practice
- Tools and Tactics for Change
- Conclusion

# Psychological Health and Safety

A Concept Refresher

Shifting Perspective



# What is Health?

The World Health Organization says:

Health is:

*"State of complete physical, mental, and social well being, and not merely the absence of disease or infirmity."*

Psychological Health is:

*"A state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community."*



# The Canadian National Standard for Psychological Health and Safety (PH&S)



- 2013 Mental Health Commission of Canada & Canadian Standards Association
- Plan-Do-Check-Act long term PH&S infrastructure building
- 13 features of a Psychologically Healthy and Safe organization
  
- Employer/organization ability and accountability to influence PH&S
- PH&S on same level as physical health and safety
- Broad definition of mental health



# Drivers for a changing perspective:



REWARDS	COSTS	LEGISLATION
<p>Higher valuation Higher retention Lower absenteeism Better employee performance Higher engagement</p>	<p>Lost productivity due to stress/anxiety Cost of absenteeism Cost of presenteeism Work stress related healthcare costs Workers compensation Lawsuits and complaints Reputation</p>	<p>Workplace Harassment and Bullying legislation (20+ countries, 5 continents) Workplace psychosocial risk legislation  + foreseeable harm</p>

## CHANGING SOCIAL AND H.R. CLIMATE

Corporate Social Responsibility, Mental health de-stigmatization, People Centred H.R., Leadership - from hero to host mentality, Deloitte: the social enterprise

# PH&S in day to day practice

# Features of Psychological Health and Safety

Canadian Standard Association 2013 PHS standard



## Positive Emotions

Psychological support  
Physical protection  
Organizational culture

## Engagement

Engagement  
Involvement &  
influence

## Relationships and Community

Civility and respect  
Organizational culture  
Psychological protection from violence,  
bullying and harassment  
Work life balance

## Meaning

Clear leadership and  
expectations

## Achievement

Recognition and reward  
Growth and development  
Psychological job demands  
Workload management

# Translating Concepts into Day-to-Day Practise



1. Skills
2. Knowledge
3. Attitude

# Features of Psychological Health and Safety

Canadian Standard Association 2013 PHS standard



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# Day to day PH&S

<b>Skills</b>	<b>Knowledge</b>	<b>Attitude</b>
<ul style="list-style-type: none"><li>• Active listening</li><li>• Respectful /assertive communication</li><li>• Cultural competence</li><li>• Ability to Engage ESL staff</li><li>• Empathic listening and communication</li><li>• Giving and receiving feedback</li><li>• Conflict management</li><li>• Holding people accountable</li><li>• Identify troubled staff or peer</li><li>• Self care</li><li>• Psychological first aid</li></ul>	<ul style="list-style-type: none"><li>• Organizational objective</li><li>• Organizational vision</li><li>• Where do I fit in the organization</li><li>• What is the process for conflict or disagreement</li><li>• What is the process to get help</li><li>• What is expected of me?</li><li>• Resources and supports</li><li>• Awareness and knowledge o mental health concerns</li></ul>	<ul style="list-style-type: none"><li>• Commitment to PH&amp;S</li><li>• Open and Flexible</li><li>• Non judgemental</li><li>• People centered</li><li>• Trust</li><li>• Transparency</li><li>• Community</li><li>• Win-Win</li></ul>



# Starting small: what is your goal?

For example:

- Change behaviour
- Common purpose
- Create Insight and Buy-in attitude
- Build the business case
- Save money
- Etc..

Knowing your purpose will guide which tools and tactics you use and what goals you set





# The Power of Small

- Modeling
- Make it easy
- Make it near
- Feedback and language
- Leverage community







# Taking advantage of data for PH&S

- Benchmarking (internal and external) -
- Narrow your focus where is hotspot
- Goal setting
- Motivators
- Boosting and Nudging

# Useful data includes:



## Internal data

- Absenteeism
- Complaints and Grievances
- Turnover
- Recruitment time and challenges  
- to fill a position
- Exit interviews
- Direct & indirect costs of  
absenteeism, turnover etc.
- Employee satisfaction survey
- (Guarding minds at work)

## External data sources

### Provider Data

- Disability stats
- Health insurance stats
- EAP statistics
- Industry trends and  
benchmarking

**Informal** gossip,  
reputation,  
Relations



# A word on Nudging & Boosting

<b>Steering</b>	<b>Empowering Decisions</b>
includes: Simplification Sharing social norms Disclosure Reminders Voluntary	Education/Information Competency Building Conscious Decisions  Voluntary

# Influencers



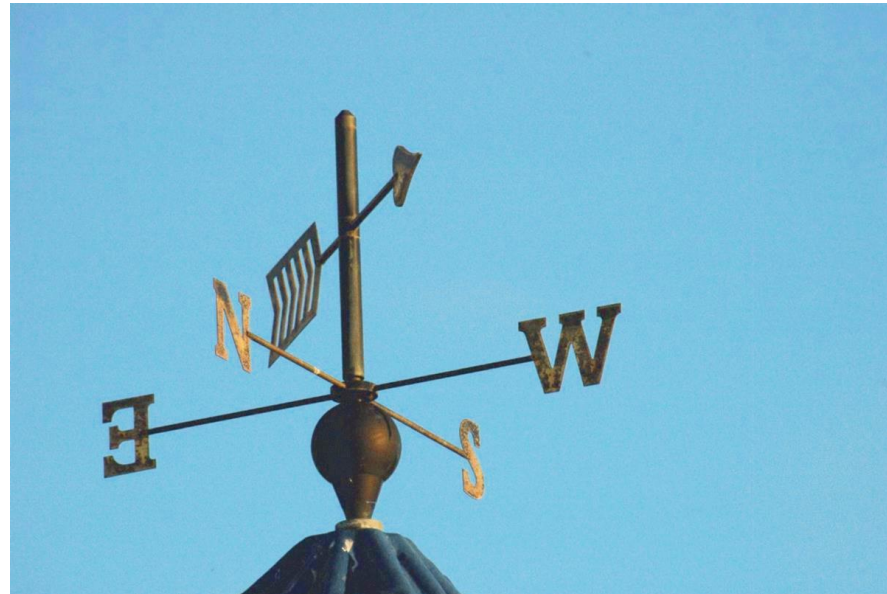
- You: lead by example, create “goal contagion”
- Who are your advocates and champions ?
- Who else already has PH&S focus in your organization?
- Wellness committee?
- Union?
- Peer special interest group? (lgbt, expat support group)

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# Communication for awareness and nudging



- Face to face
- Digital
- Hard copy
  
- Formal / Informal
- Active/ passive



**Communication happens all the time in all directions**



# Additional Levers and Resources

## In House:

- Align with existing principles and guidelines
- Take advantage of ongoing changes in processes and protocols
- Piggyback on existing campaigns or events (townhall, health fair)
- In the community:
- Piggyback on public campaigns (mental health week, women's day)
- Providers: EAP, Benefit providers resources
- Free online resources\*
- Community interest groups
- Community of peers



# In conclusion

- Start with yourself
- Apply PH&S lens
- Change what you can
  
- Stay the course



# Q&A



# Thank you



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# Appendix

Online resources and information

Business case resources

# Free On line resources

- Csa phs standard [https://www.csagroup.org/documents/codes-and-standards/publications/CAN\\_CSA-Z1003-13\\_BNQ\\_9700-803\\_2013\\_EN.pdf](https://www.csagroup.org/documents/codes-and-standards/publications/CAN_CSA-Z1003-13_BNQ_9700-803_2013_EN.pdf)
- Guarding minds at work <https://www.guardingmindsatwork.ca/>
- Workplace strategies for mental health:  
<https://www.workplacestrategiesformentalhealth.com/about-the-centre>
- Mhcc <https://www.mentalhealthcommission.ca/English>
- Cmha <https://cmha.ca/>
- Harvard short guide to nudging  
[https://dash.harvard.edu/bitstream/handle/1/16205305/shortguide9\\_22.pdf?sequence=4](https://dash.harvard.edu/bitstream/handle/1/16205305/shortguide9_22.pdf?sequence=4)

# Business case: Rewards

- Higher market valuation :
  - socially responsible companies that invest in the health and well-being of their workers demonstrate a higher market valuation than those that don't.  
Journal of Occupational and Environmental Medicine, January 2016
- Lower absenteeism:
  - engaged employees with substantial well-being miss 70% percent fewer workdays due to poor health. Gallup's October 2015
- Excellent work performance:
  - High engagement + high wellbeing 27% more likely to report "excellent" performance in their own job at work Gallup's October 2015
- Higher retention:
  - High engagement + high wellbeing:
    - 59% less likely to look for a job with a different organization in the next 12 months
    - 18% less likely to change employers in a 12-month period  
Gallup's October 2015

# Business case: Cost

## Canada

- 50 billion Canadian\$ lost productivity/year due to depression and anxiety, Conference Board of Canada, 2017
- Canadian companies lose an estimated \$16.6 billion in productivity per year due to workers calling in sick, as a result of mental health issues (Mercer)
- Psychological health problems are number one cause of disability in Canada and worldwide
- Cost of psychological health disability to Canadian economy \$20 billion annually

## World Wide

- 20 billion Euro cost of healthcare for work related stress in the EU countries/year European Agency for Safety and Health at Work European Risk Observatory Report, 2009
- US\$ 150 billion cost of presenteeism/year ( 3 x cost of lost productivity due to absenteeism) American Productivity Audit, 2018
- 200+ workers compensation claims for Karoshi (suicide and cardiovascular attack due to overwork) Health, Labor, Welfare ministry Japan, 2014

Cost of presenteeism is estimated 3 to 10 x the cost of absenteeism

# Business case: Legislation Canada

- 65% of the Canadian population is covered by workplace anti bullying and harassment legislation
- Bill 168: Bill 168 is an amendment to Ontario's Occupational Health and Safety Act (“OHSA”). It came into force on June 15, 2010 and aims to protect workers from violence and harassment. The Bill outlines stiff penalties for all employers in Ontario who fail to meet their new responsibilities and duties under the law
- Bill 127: amendments to the WSIA expand Workplace Safety and Insurance Board (WSIB) benefit entitlement for mental health injuries resulting from chronic work-related mental stress
- Supreme Court of Canada holding that the law of negligence accords identical treatment to mental and physical injury.

# Business case: Legislation International

- **Counties with workplace antibullying and harassment legislation:** Australia/parts, Belgium, Canada (QC, ON, SK, MB), China, Denmark, Finland, France, Germany, Ireland, Luxembourg, Norway, Netherlands, Poland, Serbia, South Africa, Spain, Sweden, South Korea, Turkey, U.K. USA (16 states), Kenya, Singapore
- **Risk mitigation** (mandated workplace audits, workplace intervention) EU social directive, psychosocial risk factors in the workplace, Netherlands mandatory stress mapping, Belgium, France, Japan, mandatory stress audits
- **Employee rights** – right to a healthy and safe workplace, mental health discrimination and return to work obstacles France, Charter of Fundamental Rights of the European Union, Canada potential legislation of Canadian PHS standard or parts, Charter of rights

# Drivers changing leadership vision

## Trendsetters and new role models

- Jeff Weiner (LinkedIn) – “compassionate management”
- Richard Branson – (Virgin) *“Train people well enough so they can leave, treat them well enough, so they don’t want to. If you look after your staff, they’ll look after your customers. It’s that simple.”*
- Elon Musk (Tesla) – “open communication”
- Sundar Pichai (Google)– “helping others succeed”
- Arianna Huffington (Huffington Post) - “taking great care of employee’s wellbeing to keep them productive”

The 2016 Price Waterhouse Cooper CEO survey identified the need for employees with soft skills a one of the greatest challenges for organizations.



# Drivers social and h.r. trends

- Want to engage with Millennials? Try C.S.R.  
<https://www.forbes.com/sites/marissaperetz/2017/09/27/want-to-engage-millennials-try-corporate-social-responsibility/#480a38146e4e>
- PWC Ceo Survey 2016: <https://www.pwc.com/gx/en/ceo-survey/2016/landing-page/pwc-19th-annual-global-ceo-survey.pdf>
  - CEOs believe customers are seeking relationships with organisations that address wider stakeholder needs
  - CEOs are seeking to better communicate 'softer' issues and to better measure 'harder' drivers of business success
  - A majority of CEOs agree that business success will be defined by more than financial profit
- Deloitte : towards the social enterprise <https://www2.deloitte.com/insights/us/en/focus/human-capital-trends.html>
- WHO: world mental health day [https://www.who.int/mental\\_health/world-mental-health-day/en/](https://www.who.int/mental_health/world-mental-health-day/en/)
- The fourth industrial revolution: Klaus Schwab (World Economic Forum)
- Back to human, Dan Schawbel <https://danschawbel.com/back-to-human/>
- The art of hosting <https://www.artofhosting.org/>