



## ***Our Journey Towards a Psychologically Safe Workplace:***

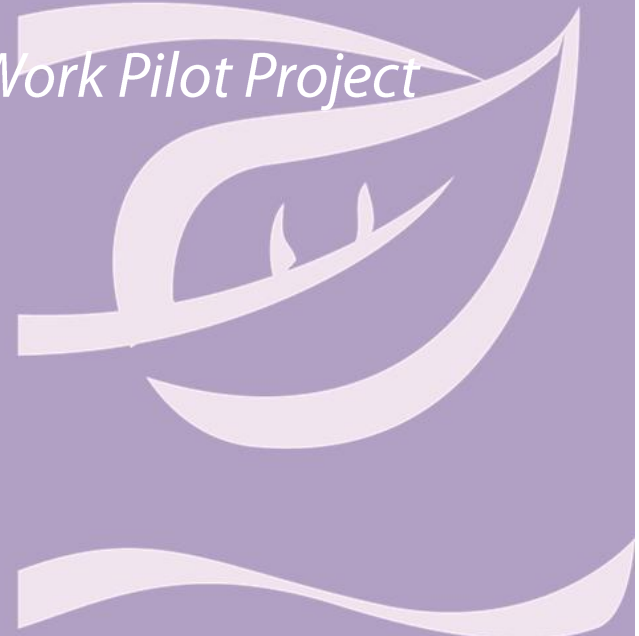
### *An Overview of Central Health's Participation in Excellence Canada's Mental Health at Work Pilot Project*

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# ***CENTRAL HEALTH***

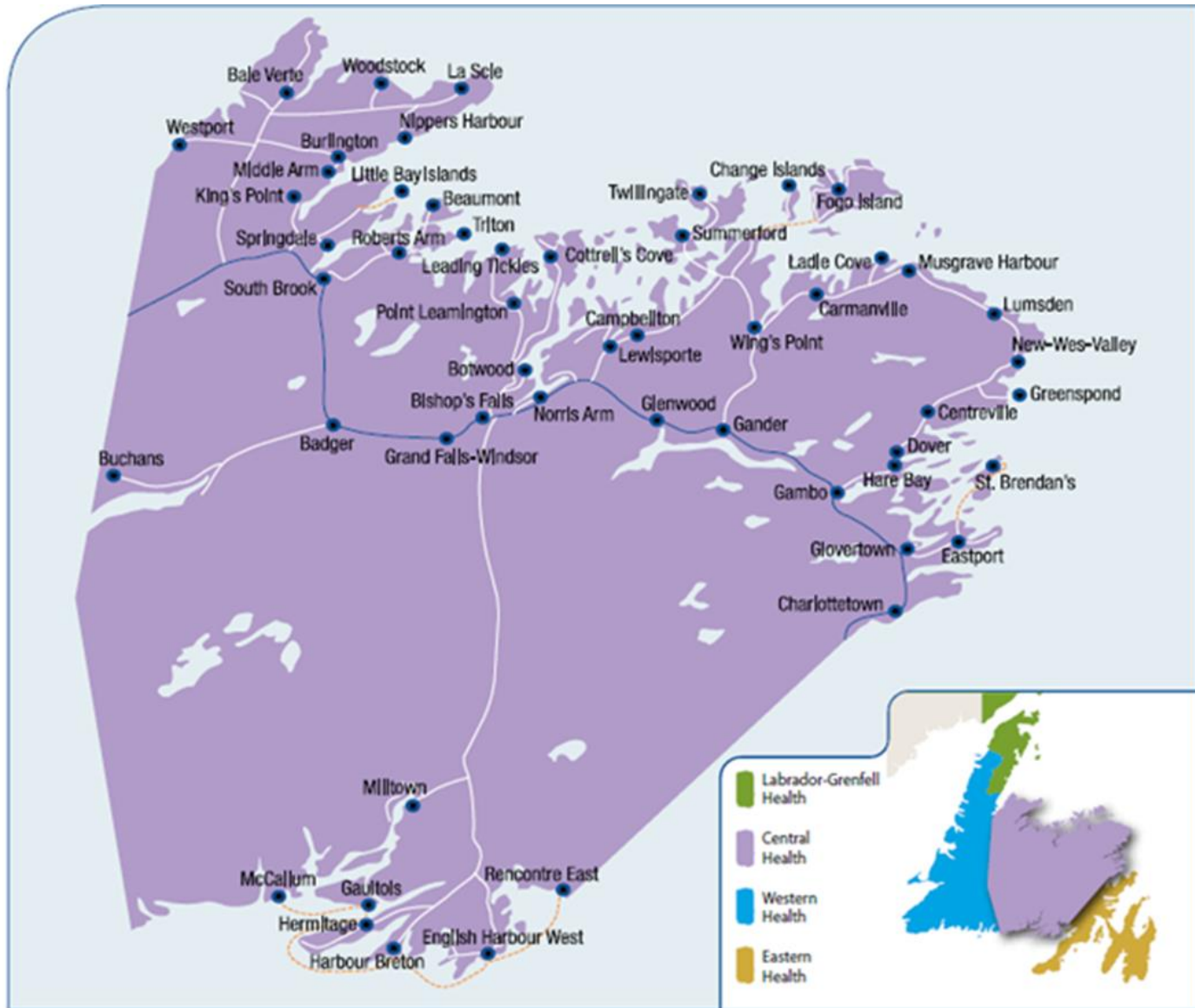
## *Demographics*

- Second-largest healthcare employer in NL
  - Approximately 3 000 employees
- Provides acute care, long-term care and community health services to a rural, aging population of approximately 95, 000 individuals
- Forty-three healthcare facilities which include referral centres, long-term care facilities, health centres and small community clinics



# CENTRAL HEALTH

## Demographics



# ***CENTRAL HEALTH***

- **Vision**

- Healthy people, healthy communities

- **Mission Statement**

- By March 31, 2017, Central Health will have provided quality health and community services and programs which respond to the identified needs of the people of central Newfoundland and Labrador within available resources



# **EXCELLENCE CANADA**

## *Demographics*

- Founded in 1992 by Industry Canada
- Independent, not-for-profit, organization that is committed to advancing excellence across Canada
- Board of governors comprised of leaders from the private sector, public sector, health care, and the not-for-profit sector

# ***EXCELLENCE CANADA***

- **Mission**
  - To help improve organizational performance and to recognize excellence within Canadian companies and non-profits
- **Vision**
  - To promote and enable excellence in every organization in Canada

# **EXCELLENCE CANADA**

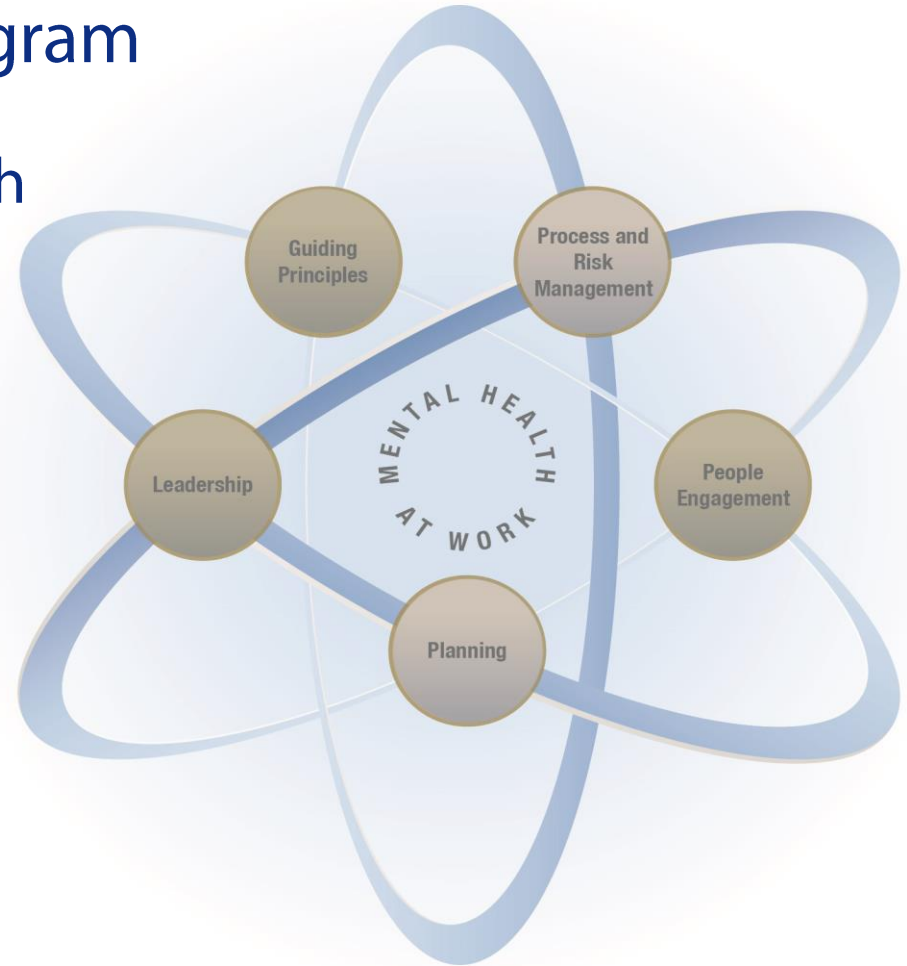
## *Services*

- Assist organizations by providing:
  - Principle-driven, criteria-based ways to implement organizational excellence
    - **PEP** and CEP Certification Programs
  - National recognition through the *Canada Awards for Excellence*
  - In-house, public and on-line training
  - Consultation and advisory services

# ***MENTAL HEALTH AT WORK PILOT PROJECT***

## *Progressive Excellence Program*

- Progressive Excellence Program
  - Levels with a staged approach to implementation
  - By implementing the requirements for the Mental Health at Work, also satisfying the requirements of the *National Standard for Psychological Health and Safety in the Workplace*





# ***MENTAL HEALTH AT WORK PILOT PROJECT***

## ***Progressive Excellence Program***

- **Guiding Principles**

- Make every reasonable effort to avoid foreseeable injury or harm to the psychological health and safety of employees
- Actively engage employees in the development and sustainability of a Mental Health Plan
- Embed and integrate prevention, promotion and intervention efforts across all policies, processes and programs
- Foster and support cooperation and teamwork

# ***MENTAL HEALTH AT WORK PILOT PROJECT***

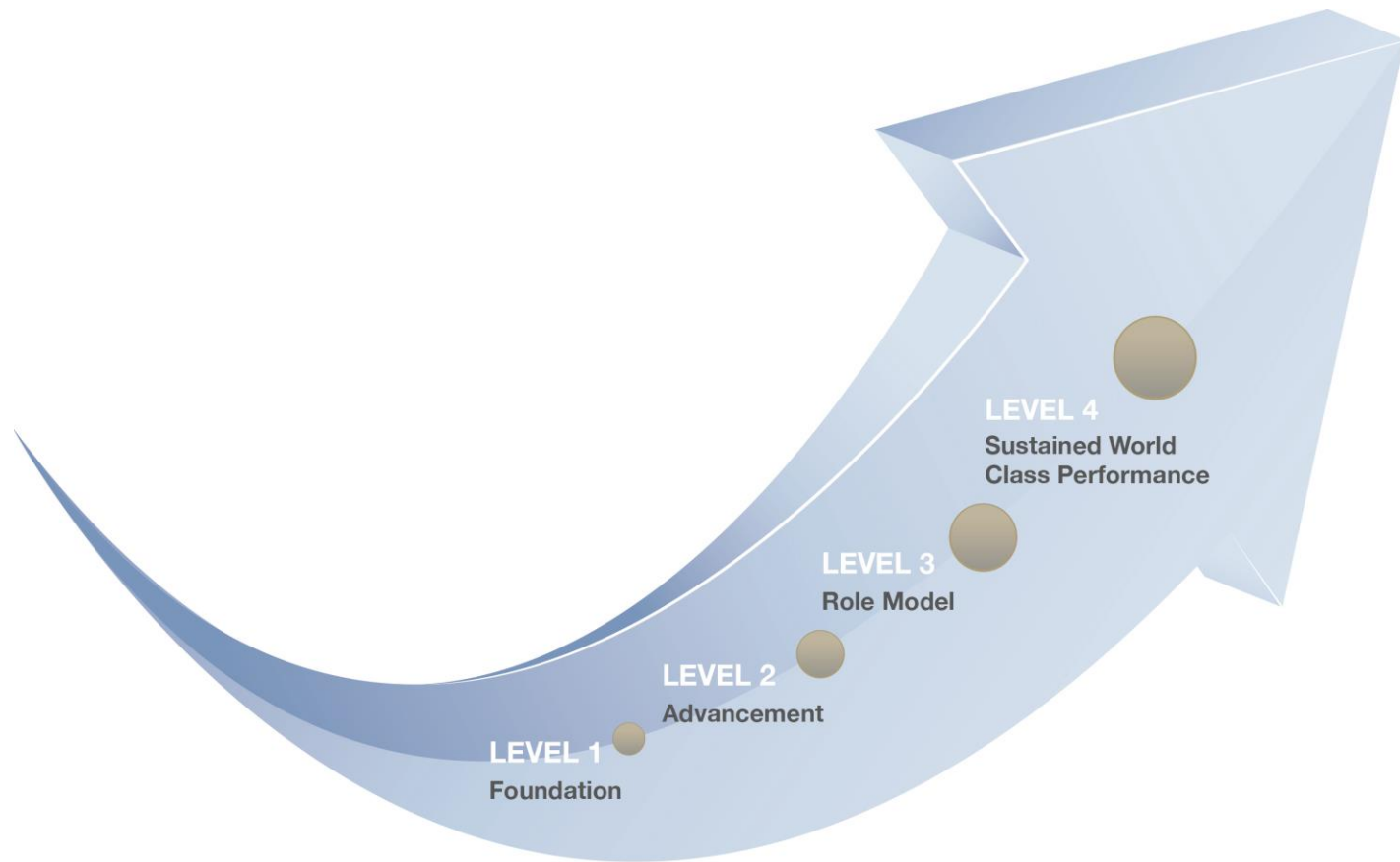
## *Progressive Excellence Program*

- **Guiding Principles** (cont'd)

- Respect others' ideas, values, beliefs and diversity
- Foster a work culture that is characterized by trust, honesty and fairness
- Recognize that workplace factors impact mental health and mental illness and that employee mental health and mental illness can impact organizational stability

# ***MENTAL HEALTH AT WORK PILOT PROJECT***

## *Certification Levels*

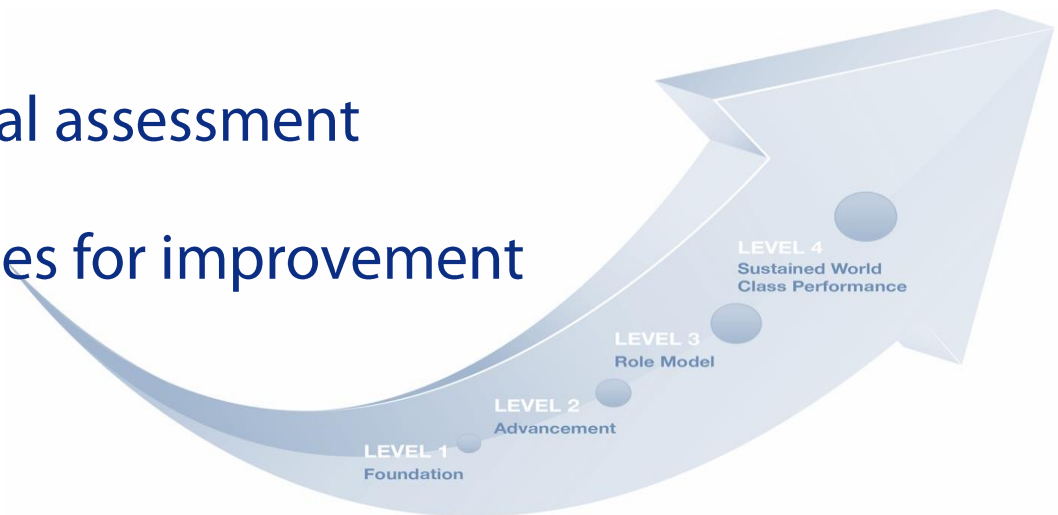


# ***MENTAL HEALTH AT WORK PILOT PROJECT***

## *Certification Levels*

- **Level I – Foundation**

- Early stages of implementing a long-term strategic focus on mental health
- Commitment to continuous improvement with awareness and education
- Internal and external assessment
- Establishing priorities for improvement



# MENTAL HEALTH AT WORK PILOT PROJECT

## Certification Levels

- **Level II – Advancement**

- Builds on the commitment and foundation established in Level I
- Solid methodology is in place across the organization that has been implemented in key areas
- Focus is more on a *proactive* vs. *reactive* approach
- Positive results are being achieved from improvement efforts in some areas



# ***MENTAL HEALTH AT WORK PILOT PROJECT***

## *Certification Levels*

- **Level III – Role Model**

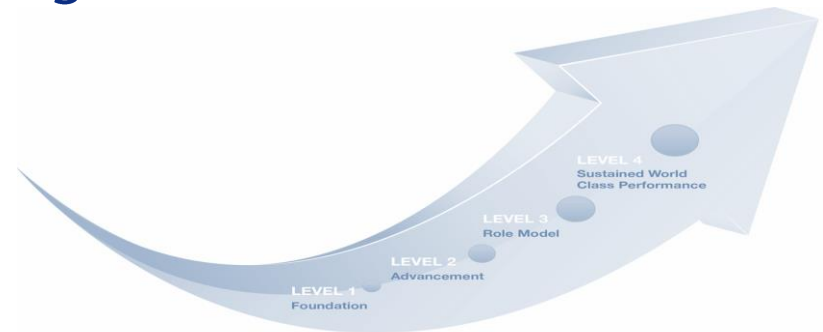
- Builds on the solid mental health plan established in Level II
- Organization-wide implementation of strategic focus on mental health through the understanding and application of the requirements of the project
- There is a sound, systematic approach to mental health



# ***MENTAL HEALTH AT WORK PILOT PROJECT***

## *Certification Levels*

- **Level IV – Sustained World Class Performance**
  - Focus is on establishing sustainable practices
  - Organization has achieved good to excellent results and positive trends from its efforts for overall improvement to employee mental health
  - Organization can clearly identify sustained improvements against specific objectives and goals



# ***PSYCHOLOGICAL SAFETY STANDARD***

- Mental Health Commission of Canada (MHCC), Bureau du normalisation du Québec (BNQ) and the Canadian Safety Standards Association (CSA) – released January 2013
- Voluntary standard that provides a methodology to make measureable improvements in workplace psychological health and safety
- Business Case for the Standard
  - Enhanced cost effectiveness
  - Improved risk management
  - Increased organizational recruitment and retention
  - Corporate social responsibility



# ***PSYCHOLOGICAL SAFETY STANDARD***



## **The Standard**

# **PSYCHOLOGICALLY SAFE WORKPLACES**

*How employees feel...*

- Energized
- Engaged
- Enthusiastic
- Calm
- Creative
- Helpful
- More likely to care



# **PSYCHOLOGICALLY SAFE WORKPLACES**

*What employees say...*

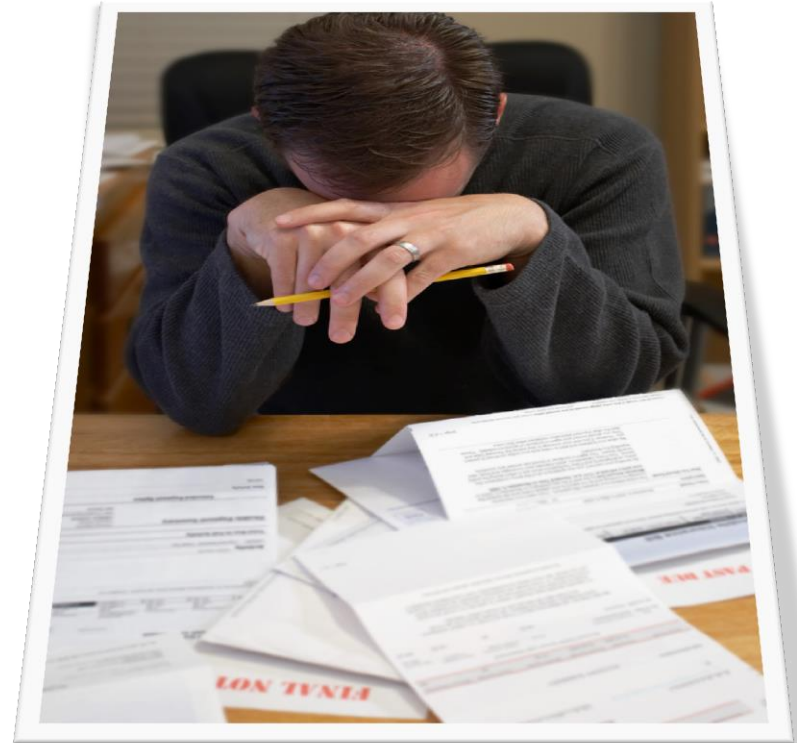
- I am satisfied with the amount of involvement I have in decisions that affect my work
- In the last six months, my work demands have been reasonable
- I am satisfied with the amount of fairness and respect I receive
- I believe that most of the people I work with on a daily basis are careful to think about how their words and actions affect me



# **PSYCHOLOGICALLY UNSAFE WORKPLACES**

*How employees feel...*

- Demoralized
- Disengaged
- Depressed
- Anxious
- Resentful
- Unhelpful
- Less likely to care



# **PSYCHOLOGICALLY UNSAFE WORKPLACES**

*What employees say...*

- I am more fair and respectful towards you than you are towards me
- I understand you better than you understand me
- I know and care how I affect your feelings than you know and care about how you affect my feelings
- I watch out for you more than you watch out for me
- I care about you more than you care about me



# ***PSYCHOLOGICAL SAFETY STANDARD***

*One year later...*

- Standard has been downloaded 16 000 times; 250 of which have been from the USA
- Representatives from the MHCC have travelled to Australia to discuss the standard
- Canadian Healthcare Organization has written a policy statement encouraging the use of the standard
- Accreditation Canada has adopted the standard and integrated it into their accreditation standards
- Excellence Canada – Mental Health at Work



# ***CENTRAL HEALTH AND THE PILOT PROJECT***

- Became involved in March 2011
- Level I
  - Self- assessment process
  - Signing of Mental Health Principles
  - Meetings with Excellence Canada
- Level II
  - Self-assessment process
  - Baseline data – Guarding Minds at Work Employee Survey
  - Action Planning
  - Site visit by Excellence Canada for verification process
  - ***Bronze Level Achievement***



# NEXT STEPS

- Level III
  - Self assessment and site visit
  - Re-administer Guarding Minds at Work Employee Survey
  - Continuation of mental health wellness initiatives
    - Managers training
    - Frontline staff
    - New research
    - Policy development
    - Spreading the word





# LESSONS LEARNED

- Communication
- Engagement
- Celebrations
- Change processes
- Leadership involvement
- Data collection
- Trends and current research
- One size *does not* fit all
- Action planning



# QUESTIONS

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