

Workplace Mental Health:

Psychological Health & Safety Training
for Supervisors and Managers



Introduction

- About Me
- About Vital Life



Supported by a grant from the **Research and Workplace Innovation Program** of the **Workers Compensation Board of Manitoba**.

This information is provided for educational and awareness purposes only.

Overview

- Psychological Health & Safety - The Standard
 - 13 Workplace Factors
- Mental Health & Addictions
 - Workplace Costs, Signs, Stigmas, Why Care?
- Manager Responsibilities, Toolkit
 - Key Questions, How to Intervene, Do's & Don'ts
- Accommodations
- Promoting Psychological Safety
 - Tips for Improved Mental Health
- Resources

Psychological Health & Safety



National Standard of Canada for Psychological Health & Safety in the Workplace

“the Standard”

13 Workplace Mental Health Factors



1. Psychological Support



2. Civility & Respect



3. Recognition & Reward



4. Balance



5. Organizational Culture



6. Psychological Job Fit



7. Involvement & Influence



8. Psychological Protection



9. Clear Leadership & Expectations



10. Growth & Development



11. Workload Management



12. Supportive Physical Environment



13. Engagement

1) Psychological & Social Support

- All supportive social interactions available at work, either with co-workers or supervisors.
- The degree of social and emotional assistance and trust among co-workers and supervisors, real or perceived.



2) Organizational Culture



- A mix of norms, values, beliefs, meanings, and expectations that workers share and base their behaviour and problem-solving on.
- Improves the psychological safety and health of the workplace and the workers when it is made up of trust, honesty, respect, civility, fairness & so on...

3) Clear Leadership & Expectations



- Leadership :
 - Effective
 - Provides adequate support to help workers know what they need to do
 - Explains how their work contributes to the organization
 - Is open and transparent about upcoming changes.

4) Civility & Respect



- Workers are respectful and considerate in their interactions with one another, as well as with customers, clients, and the public.
- Based on showing esteem, care, and consideration for others, and acknowledging their dignity.

5) Psychological Job Demands

- Psychological demands of the job are documented and assessed alongside the physical demands of the job.
- Like physical hazards, when psychological hazards are identified, consider ways to reduce risk through job redesign, analysis of work systems, risk assessment, etc.



6) Growth & Development



- Encouragement & support in development of interpersonal, emotional, and job competencies.
- Provide internal & external opportunities to build range of skills to help with current job, and prepare for future positions.

7) Recognition & Reward



- Appropriate acknowledgement & appreciation of efforts in fair & timely manner.
- Appropriate and regular acknowledgements such as worker / team celebrations, recognition of good performance, years served, milestones reached.

8) Involvement & Influence

- Workers included in discussions about how work is done and how important decisions are made.
- Can relate to a worker's specific role, activities of a team or department, or issues involving the whole company



9) Workload Management

- Assigned tasks & responsibilities can be accomplished successfully within available time given.
- **This is the risk factor that many Canadians describe as the biggest workplace stressor!**
 - *Too much to do and too little time!*



10) Engagement



- Workers enjoy & feel connected to their work, making them motivated to do job well.
- Workers are committed to, toward overall success and mission of their company.
- Worker engagement can be physical, emotional, and / or cognitive.

11) Work / Life Balance

- Acceptance of need for sense of harmony between the demands of personal life, family, and work.
- Reflects everyone has multiple roles: workers, parents, partners, etc.



12) Psychological Protection

When workers feel able to put themselves on the line they:

- ask questions
- seek feedback
- report mistakes and problems
- or put forward new ideas



without fearing negative consequences to themselves, their job, or their career.

13) Protection of Physical Safety

- A worker's psychological and physical safety is protected from hazards and risks in the physical work environment.



What is Mental Health?

- A state of **well-being** where a person can realise their own abilities,
- Can **cope** with the normal stresses of life,
- Can work **productively** and fruitfully,
- Is able to make a **contribution** to his or her community.

➤ *The World Health Organisation*

Also called **Psychological Health**.

What Influences Mental Health?

- Family history (genetics)
- Lifestyle & health behaviours
- Exposure to toxins
- Exposure to trauma
- Personal life circumstances & history
- Access to supports
- Coping skills
- Levels of personal and **workplace stress.**

➤ *Canadian Centre for Occupational Health & Safety*

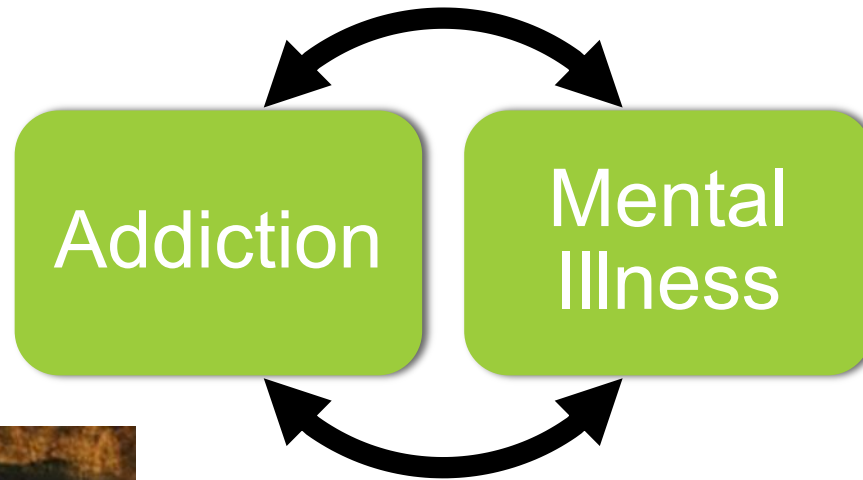


Workplace Signs of a Possible Mental Health Problem

- Frequent absences
- Increased sick time
- Incomplete work
- Missing deadlines
- Increased accidents
- Unable or unwilling to adapt to change
- Impaired learning
- Problems with memory or focus
- Increased helplessness
- Extreme changes in mood (for example, aggression or crying)

Could be a reason
other than
mental health!

The Relationship Between Mental Health & Addiction



Workplace Signs of a Possible Addictions Problem

Physical Signs

- Slurred speech
- Slowed reaction time
- Sweating profusely
- Bloodshot eyes
- Shaky/ trembling
- Unsteady
- Smell

Behavioural Signs

- High or low mood
- Appearing nervous or anxious
- Dazed or confused
- Secretive
- Isolated

Performance Signs

- Frequent absences
- Increased sick time
- Incomplete work
- Missing deadlines
- Increased accidents at work

Why Should Employers Care?

Because ignoring mental health in the workplace is bad for business.

- **Leading cause of disability worldwide**
- **Costs - \$51 Billion / year Canada**
- **In Canada, mental health problems:**
 - 30% of all disability claims.
 - rated top cause of disability claims by over 80% of employers.

➤ *Mental Health Commission of Canada*

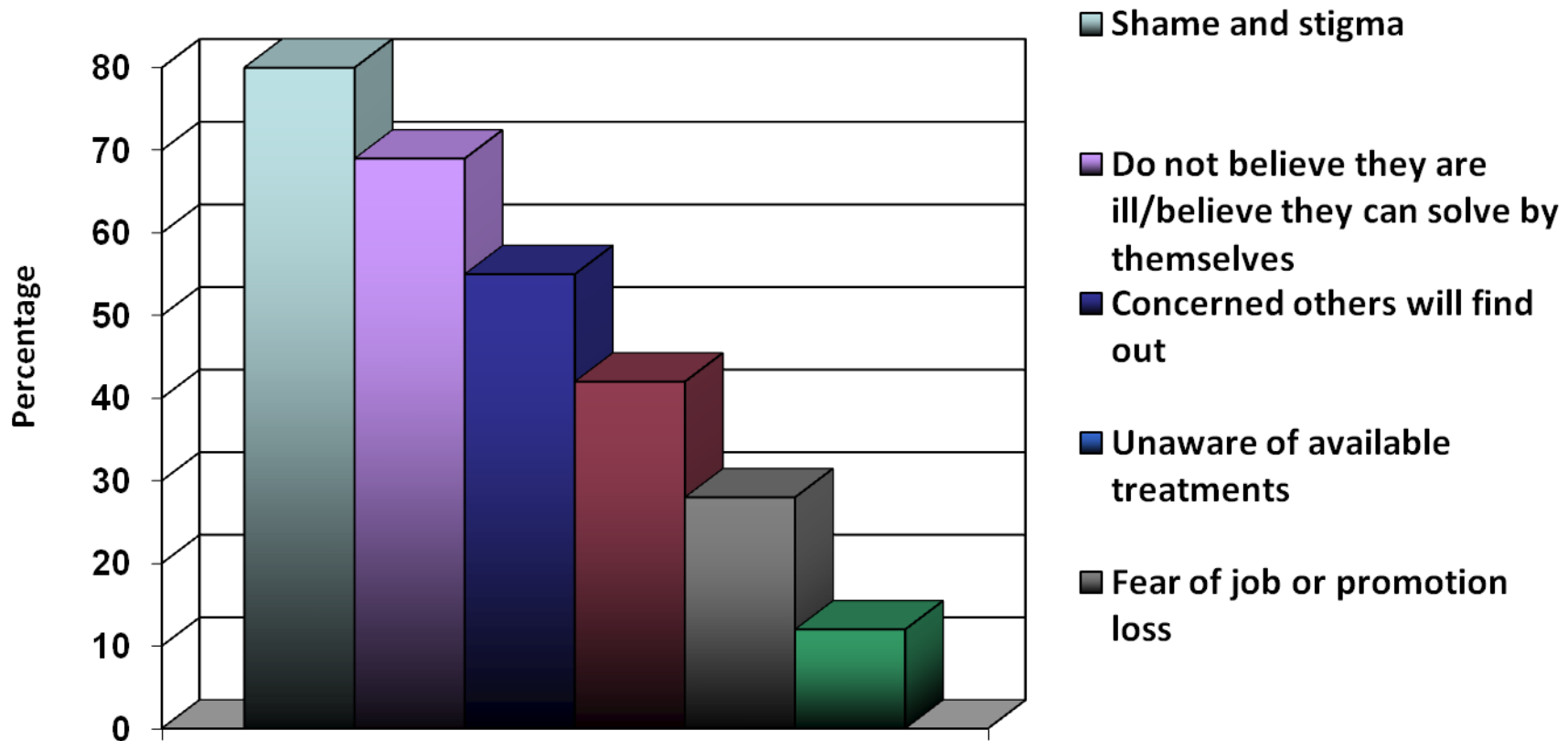
Costs of poor Mental Health & Addictions in the Workplace

Ignoring the impact of Mental Health and Addictions has consequences:



- Financial costs
- Productivity and performance losses
- Reduced (negative) workplace morale
- Increased risk to physical safety
- Death!

Why Don't Employees Get Help?



Information taken from *Employee Benefit News*

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- **Promoting Psychological Safety**
 - **Tips for Improved Mental Health**
- **Resources**

It's Your Responsibility to Prevent and / or Reduce...



Key Questions for a Manager or Supervisor

- What procedure does our policy set out?
- What should you do when you see an employee is struggling?
- What is your role as a manager / supervisor?
- How do you encourage an employee to get help?
- How do you support an employee when they return to work?



Toolkit for Managers

- Written policy & procedure
- Employee awareness program.
- Access to support (EAP)
- Early recognition
- Create & promote a fair, respectful workplace.
- **Be a positive role model in managing your own mental health.**



Intervention in the Workplace

- First to notice behavior change
- Ignoring signs may escalate the issue, worsening the symptoms and causing stress for other employees.

What You Can Do

1. Show your concern as a work performance issue.
2. Arrange a private meeting with the employee.
 - Respect employee's confidentiality.
 - Document this meeting with the facts rather than opinion.
 - Objectively focus on their performance.
 - Be clear about performance and behavioral expectations.

What You Can Do continued...

3. Find possible solutions.

- Provide accommodations if medically supported.
- What does the employee need?
 - Accommodation – casual or official, temporary or permanent.
- Are there resources available?
 - Employee Assistance Program, community services.

4. Set a time to meet again in the future to review performance.

What You Shouldn't Do

- Don't be nosy.
- Do not offer a pep talk.
- Do not be accusatory. Focus on work performance.
- Do not say "I've been there".
- Don't ask for the cause or name of illness.

The Conversation

3 Parts

1. Educative
2. Ask – relate to job performance
3. Offer Assistance – Resources, Accommodations, Modifications

What Would You Do ??

John has been a worker at your company for the last 5 years. He has always been a reliable and hard worker, but you have begun to notice his performance declining in the last few months. Recently he's had several unexpected and unexplained absences and is increasingly late to the site. He's been missing deadlines on at least two work projects, and lately seemed "not quite there." As John's direct supervisor, what do you do?

- Would your answer change if another employee confided in you that he suspects John has been using drugs at work?
- What if John had caused a serious physical accident on site?

Reasonable Accommodation

- Know your company's relevant policy & procedures
 - and make sure employees are aware.
- No **"one size-fits-all" solution.**
- Small versus Larger employer issues
- Mental Health accommodations usually inexpensive & involve workplace flexibility.

Medical Information

- Entitled to know if the employee is under appropriate medical care.
- If off from work, when a return to work (RTW) date is expected.
- If modifications to the workplace or other supports are needed based on functional limitations.
- Employers are **NOT** entitled to diagnosis or details of treatment.



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Promoting Psychological Safety

**Bullying and Harassment
Workplace Mobbing
Workplace Violence
Respectful Workplace**



Post Traumatic Stress Disorder: Recent Changes in Manitoba...



- June 2015: legislation - a **work-related occupational disease**.
- WCB assumes an **employee diagnosed with PTSD was caused by a specific event on the job** unless proven otherwise.

Tips for Improved Mental Health

- Eat right and keep fit
- Make time for family and friends
- Give and accept support
- Create a meaningful budget
- Volunteer
- Manage stress, anger and conflict
- Learn to be optimistic
- Identify & deal with moods
- Learn to be at peace with yourself
- Stress reduction “rituals”
- Build confidence and self-esteem
- **Other suggestions?**



Employer Resources

- Vital Life
- Employee Benefits Package (EAP)
- Occupational Health and Safety Officer, Nurse
- SAFE Work



Employees in Crisis

- Mobile Crisis Unit at **204-940-1781**.
- **Call 911** for assistance if an employee is a threat to their own safety, or the safety of others.



Final Thoughts

- Make sure there are policies in place to help guide the proper procedures for when challenging situations arise.
- If employees are provided with earlier intervention there will be less disruption and costs to all involved.
- The best solution is to address it with understanding, empathy, compassion, education and prevention.
- Ignoring mental health problems can be costly.

Questions?

The Workplace Picture



Great-West Life Centre for Mental Health in the Workplace, 2012