



PSYCHOLOGICAL HEALTH AND SAFETY IN THE WORKPLACE

CSA Z1003-13/BNQ 9700-803/2013

ESDC OPEN HOUSE 2015

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WSPS - Our Promise

To put health and safety solutions within reach of every employer and employee in Ontario.

One in Five

34-million (people
in Canada 2011)



7-million

will experience a mental health issue

One in Five

- One in **5** Canadians will experience a mental problem or illness in any given year.
- On any given week, at least **500,000** employed Canadians are unable to work due to mental illness.”
- Every year mental illnesses costs the Canadian economy an estimated **\$51** billion (at least) annually in absenteeism, disability claims, and medical services used.

One in Five – Making it Local

3,600,000

Public Service Employees



720,000 workers

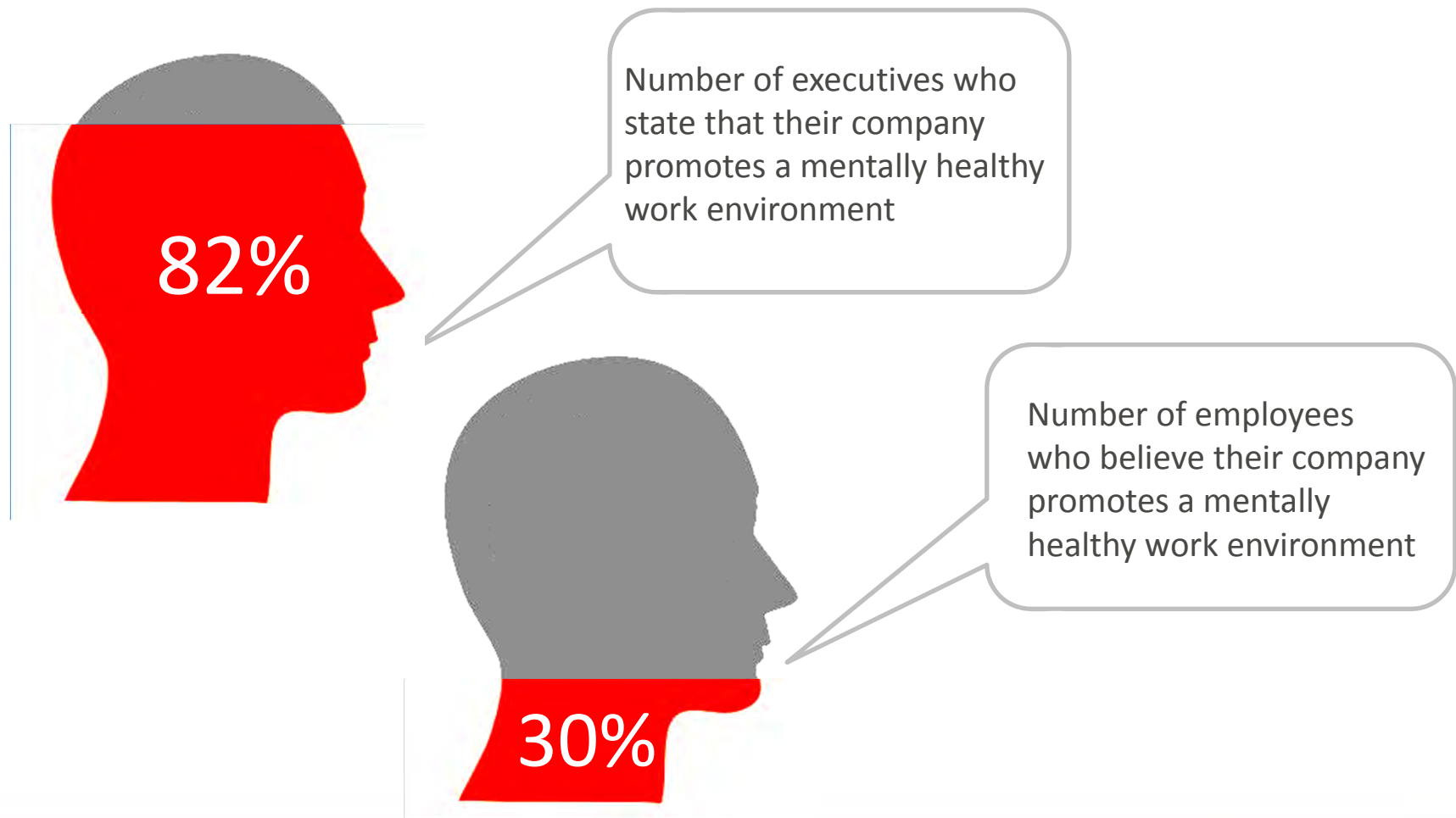
will experience a mental health issue this year

Why is Mental Health a Workplace Issue?

- Risk Management
- Cost Effectiveness
- Safety
- Legal
- Recruitment & Retention
- Organizational Excellence & Sustainability
- Productivity
- Shareholder Return



Workplace Perspectives

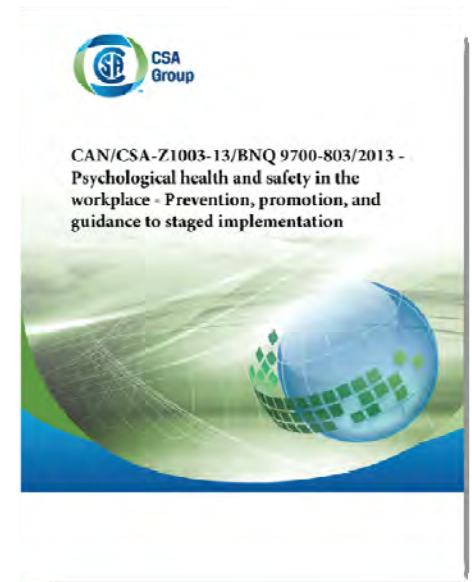


Mental Health is a Shared Responsibility

- All responsible for own mental health
- 2/3 of Canadians are at work 60% of their time
- The workplace is not always part of the problem, but it can always be part of the solution

A New National Standard

- CSA Z1003 Psychological Health & Safety in the Workplace provides a framework for addressing mental injury and harm prevention
- First in the world
- Voluntary standard is available at no cost
- Systematic approach to address workplace factors that affect psychological health & safety
- Focuses on workplace practices & processes not individual health issues
- Tailored to the needs & existing resources of each workplace
- Developed by employer/worker/regulator and subject matter stakeholders
- 25,000 downloads and counting!



Goal of the Standard

1 – Psychologically Safe Workplace

- A psychologically *safe* workplace is:
 - one that *allows no significant harm or injury* to employee mental health in negligent, reckless or intentional ways.
 - one in which every reasonable effort is made to *protect* the mental health of employees [due diligence].

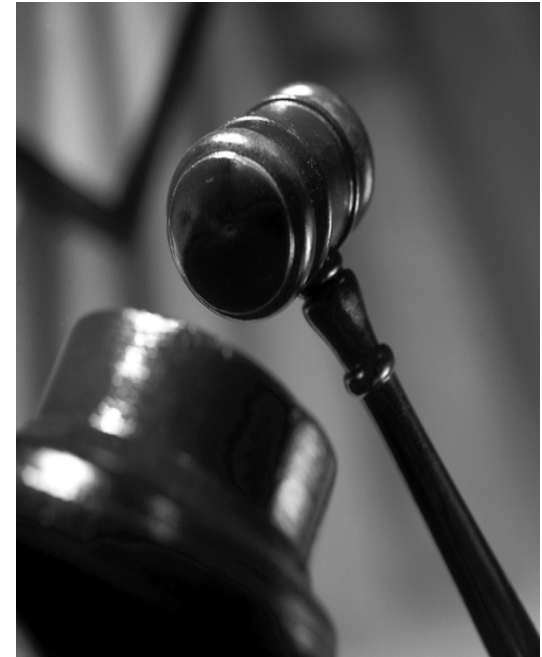
Goal of the Standard

Goal # 2 – Psychologically Healthy Workplace

- A “psychologically *healthy*” workplace is:
 - one where every reasonable effort is made to *promote* the mental health of workers.

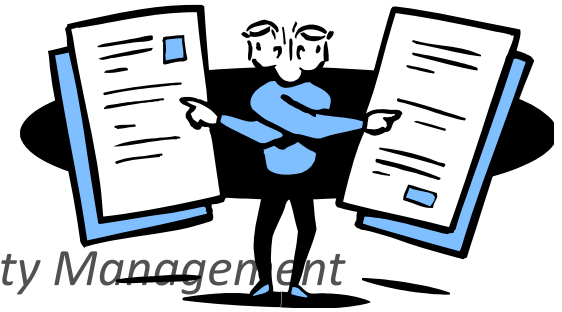
Standard and the Law

- Standards are voluntary
 - unless adopted or referenced in legislation
 - care taken to specify voluntary nature
- General duty clause may imply compliance with standards
- Many areas of law already addressing PHS in the workplace
- Mandatory and informative clauses in standard



Building the Standard – Seed Documents

- Aligned on existing standards and tools
 - BNQ 9700-800/2008 “*Healthy Enterprise*”
 - CAN/CSA Z1000-06 *Occupational Health and Safety Management*
 - Draft CSA Z1002 “*OHS Hazards and Risks*”
 - Other reference material (e.g. *GuardingMinds@Work*)
- Psychological dimension of health in the workplace
 - For organizations with an aim to act specifically on workplace factors known to impact on the psychological dimension of health.



Building the Standard – Guiding Practices

Contributing Thoughts and Models:.

- Human Needs Model
- The Demand/Control Model (Adapted from Karasek and Theorell)
- Effort-Reward Imbalance Model (Siegrist)
- CSA Z1000 OHSMS Model



Building the Standard - Human Needs

- Human needs when unmet or thwarted, become risk factors for psychological distress, including;
 - security/physiological;
 - belonging;
 - social justice; self-worth;
 - self-esteem;
 - self-efficacy or accomplishment or autonomy.
- The workplace plays a large part in daily life and is important to the maintenance of these human needs.

Building the Standard - CSA Z1000 System Model



PHS Standard - Scope and Principles

- **Scope**

“... provides a framework to create and continually improve a psychologically healthy and safe workplace ...”

- **Guiding principles**

- *Commitment by Senior Management*
- *Participation with all*
- *Integration of PHS*
- *Shared responsibility*
- *Focus on health, safety, awareness and promotion*

Key Definitions

Mental Health

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

Source: World Health Organization

Key Definitions

Psychological Safety

- The absence of harm and/or threat of harm to mental well-being that a worker might experience.

Source: Guarding Minds @ Work

Key Definitions

Worker

- A person employed by an organization or a person under the day-to-day control of the organization, whether paid or unpaid, which includes employees, supervisors, managers, leaders, contractors, service providers, volunteers, students, or other stakeholders actively engaged in undertaking activities for benefit to the organization.

Source: CSA Z1000-06

Key Definitions

Psychologically Healthy and Safe Workplace

- A workplace that promotes workers' psychological well-being and actively works to prevent harm to worker psychological health including in negligent, reckless, or intentional ways.

Source: Guarding Minds @ Work

Key Definitions

Organizational Factor

- Hazards including elements of the work environment, management practices, and/or organizational dimensions that increase the risk to health.
- 13 organizational factors are identified in the standard

PHS Standard - Requirements:

4.1 General

- Establish, document, implement, maintain, and continually improve a Psychological Health and Safety Management System (PHSMS)

4.2 Commitment, leadership, and participation

- Establish an approved PHS policy
- Roles and responsibilities
- Worker consultation
- Confidentiality

PHS Standard - Requirements:

4.3 Planning

- Process and review
- Hazards and risks
- Data collection
- Diversity
- Objectives and targets
- Managing change

Thirteen Organizational Factors



PHS Standard - Requirements:

4.4 Implementation

- Infrastructure and resources
- Preventive and protective measures
- **Education, awareness, communication**
- Sponsorship, engagement, change management
- Implementation governance
- Competence and training
- **Critical event preparedness**
- Reporting and investigations
- External parties

PHS Standard - Requirements:

4.5 Evaluation and Corrective Action

- Monitoring and measurement
- **Internal audits**
- Preventive and corrective action

5 Management Review and Continual Improvement

- Review process
- Outcome of the review process

Implementation – A Journey

1. Baseline measurement
2. Credit for what is in place
3. Identify workplace specific hazards, risks, and controls
4. Process for moving forward
5. Integration of best practices with existing systems and processes
6. Equip workplace leaders with knowledge, tools and resources to help workers
7. Connect with community resources
8. Self-declaration of conformance to national standard

PHS Standard Informative Annexes:

- Supplemental Background and Context
- Resources for Building a PHS Framework
- Sample Implementation Models
- Case Studies
- Sample Audit Tool
- Discussion of Relevant Legislation or Regulation as of Sept 2011
- Related Standards and Guides
- Informative References

Useful Resources...

- The Mental Health Commission of Canada (MHCC):
<http://www.mentalhealthcommission.ca/>
- More Background on the Standard:
http://www.mentalhealthcommission.ca/English/Pages/workplace_guide.aspx
- The MHCC Leadership Initiative: <http://www.mhccleadership.ca/>
- The Peer Support Project:
<http://www.mentalhealthcommission.ca/English/Pages/PeerProject.aspx>
- Psychological Health and Safety - An action guide for employers
http://www.nxtbook.com/dawson/redlabel/mhcc_onlineguide_201201-e/index.php?startid=33#/0187&d=187

More Useful Resources...

- The Shain Reports:
 - http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Key_Documents/en/2009/Stress%20at%20Work%20MHCC%20V%203%20Feb%202009.pdf
- Guarding Minds at Work: <http://www.guardingmindsatwork.ca/>
- Working Through It –People dealing with workplace mental health issues:
 - <http://www.gwlcentreformentalhealth.com/english/display.asp?l1=2&l2=17&l3=173&d=173>
- Workplace Strategies for Mental Health
 - <http://workplacestrategiesformentalhealth.com/display.asp?l1=7&l2=187&d=187>
- Workplace Safety and Prevention Services
 - <http://www.wsps.ca>

Return on Investment

- Cost of implementation will vary
- ROI might be intangible for the first few years
- Establish and measure indicators:
 - E.g. absenteeism rates, turnover rates, return to work accommodation, STD and LTD claims, EAP usage, etc.
 - Employee culture surveys
 - Organizational culture change

In Summary

- The Standard is voluntary – good practice for organizations and leaders seeking solid guidance
- The Standard provides necessary guidance to establish and maintain an effective PHS system
- Implementation will be a journey
- Numerous resources are available to help

Questions

