

fseap

Safety

Let's Talk About Mental Health

June 1, 2017

# Session Outline

- Safety Standards and Mental Health
- Mental Health Backgrounder
- Identifying and Supporting Employees
- Promoting Positive Psychological Health in the Workplace



# fseap

We are a  
different kind  
of EAP.

## Introduction

- | Founded in 1975, we are the only National, community-based, not-for-profit provider in Canada
- | Social Enterprise -100% of revenues support crucial programming across Canada
- | 100% owned and operated in SK
- | Accredited by CCA

Centre canadien de l'agrément  
L'excellence en matière de services communautaires



Canadian Centre for Accreditation  
Excellence in community services





# fseap

Our Services-  
Supporting  
Organization and  
Workplace Health  
and Resiliency

				
<p>EFAP Services for Employees &amp; Families</p> <p>Counselling &amp; Work/Life Services</p>	<p>Consultation and Advisory Services for Managers</p> <p>Telephonic</p>	<p>Workplace Education and Training</p> <p>Stock and Customized</p>	<p>Critical Incident Response and Trauma Support</p>	<p>On-Site Clinical Support &amp; Workplace Interventions</p>

# Workplace Safety





# Provincial Standards

- **Occupational Health and Safety Standards**

- **Psychological Health and Safety Standards**



# Safety Issues for Construction Workers

Mental Health is not traditionally a strongly considered factor as it relates to job safety

- Pain or injury from physical overexertion, repetitive manual tasks, or working in awkward positions
- Exposure to toxic substances and respiratory hazards
- Working in extreme temperatures and UV radiation
- Working with hand tools, powered tools and heavy powered equipment
- Noise
- Working at heights
- Electrical hazards
- Slips, trips and falls
- Explosion and fire hazards
- **Stress**
- **Shift work or extended work days**
- **Working alone**

## Workers Compensation Act

# Saskatchewan now presuming psychological injuries work-related

- A recent change to Saskatchewan's Workers' Compensation Act has been introduced that will expand workers' compensation coverage to workers suffering psychological injuries.
- First province to enact legislation that covers other forms of psychological injury, not just PTSD



# Mental Health Prevalence



# Prevalence and Impact

- Mental health problems affect more people in Canada than some of the major physical disorders.
- 1 in 5 people will experience a mental health problem with a cost of over \$50 billion to our economy.
- 60% won't seek help for fear of being labeled.
- 500,000 Canadians, in any given week, are unable to work due to mental health concerns.
- 1 in 3 workplace disability claims are related to mental health problems or illnesses.
- Workplace mental health promotion still in early stages of development—i.e. stress reduction and coping skills

Mental Health Commission of Canada

# Definition of Mental Health

Mental health is a state of well-being in which the 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 own community.

Mental Health Commission of Canada (2012)

## Definition of Stress

- "Workplace stress" is the harmful physical and emotional responses that can happen when there is a conflict between job demands on the employee and the amount of control an employee has over meeting these demands. In general, the combination of high demands in a job and a low amount of control over the situation can lead to stress."

CCOHS 2012



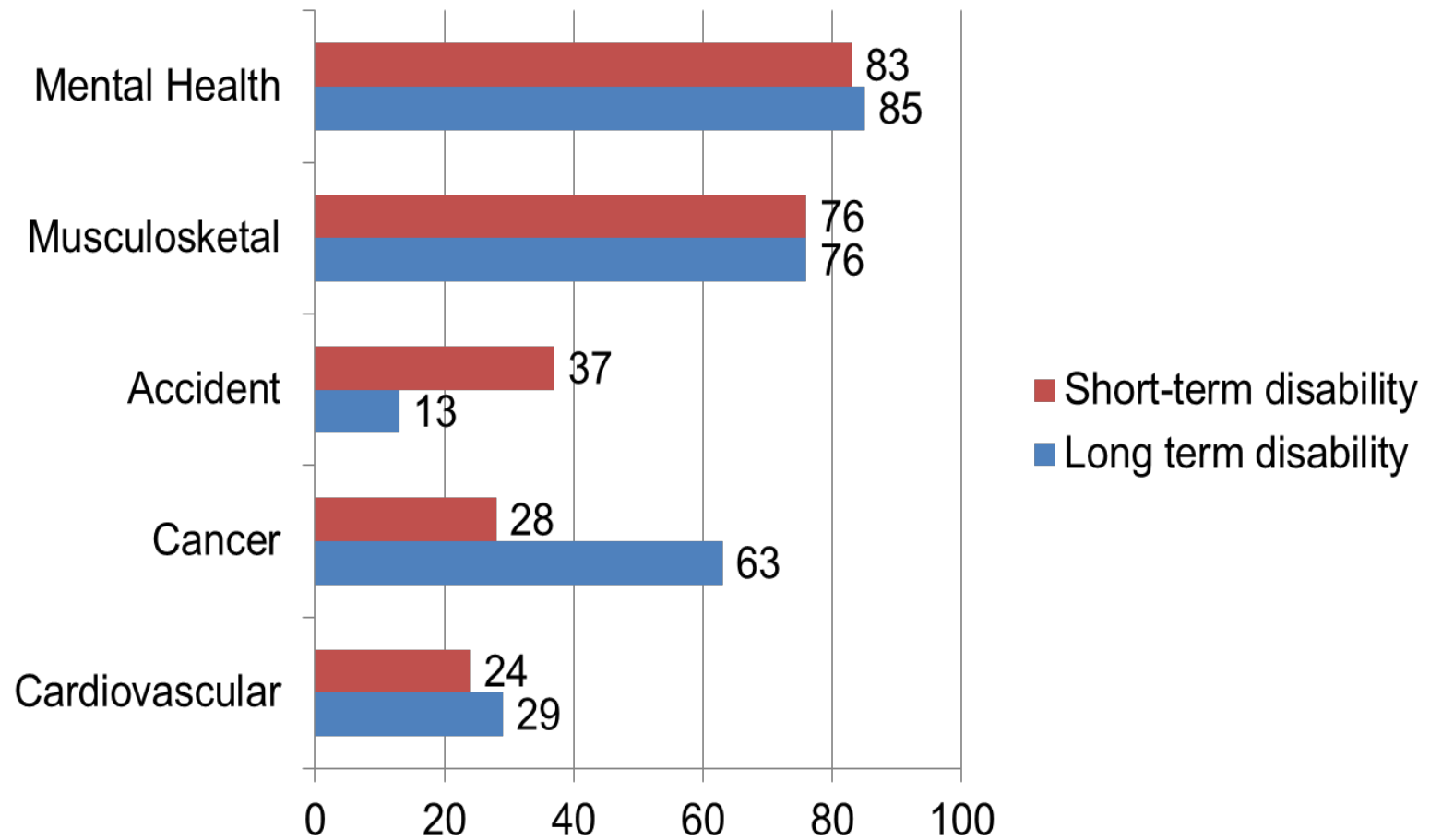
## 12 Determinants of Health\*

A person's mental health is shaped by various social, economic, and physical environments (World Health Organization).

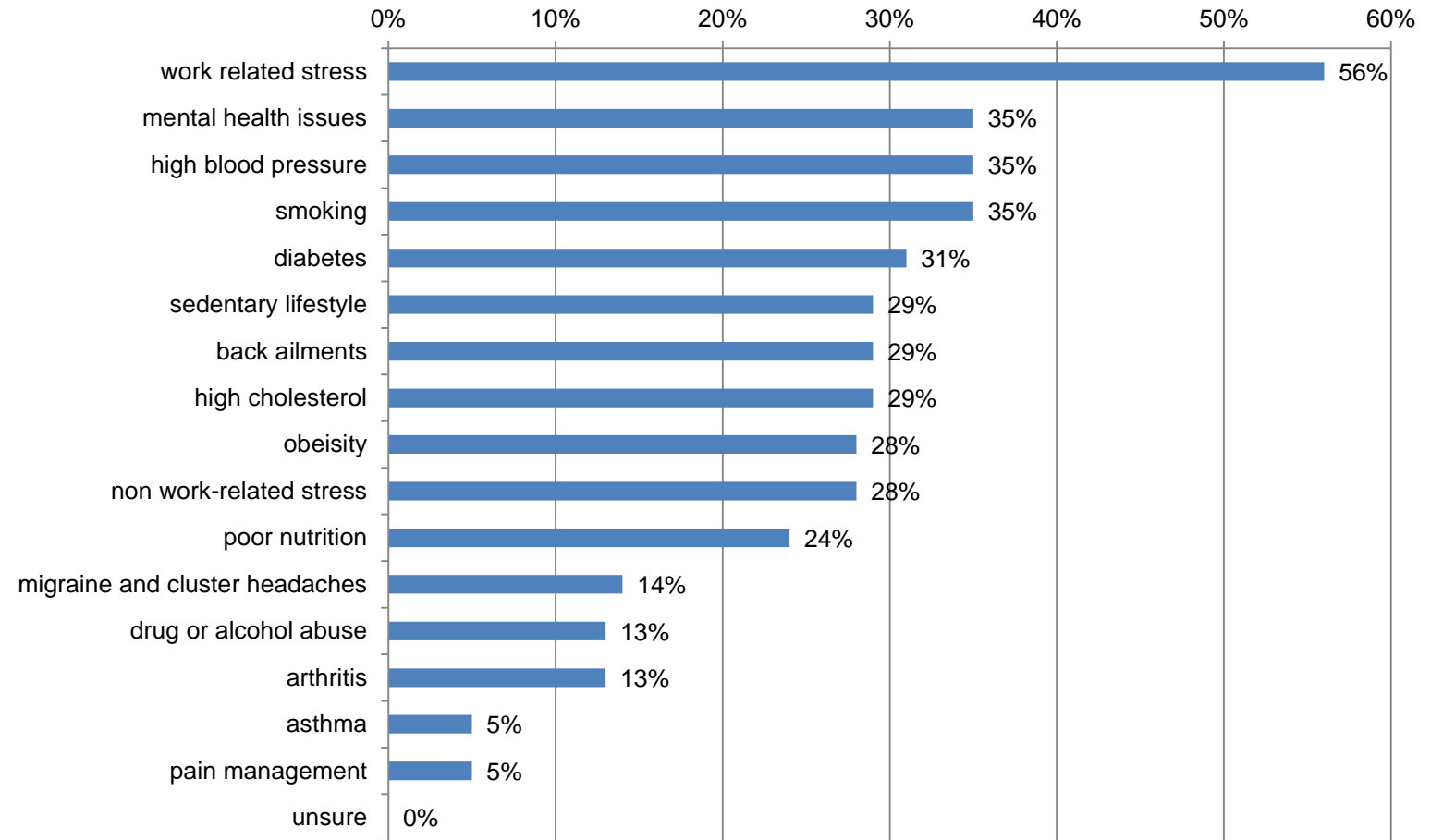
1. Income & Social status
2. Employment
3. Education
4. Social environments
5. Physical environments
6. Healthy child development
7. Personal health practices & coping skills
8. Health services
9. Social support
10. **Biology & genetics**
11. **Gender**
12. **Culture**



# Top 5 Most Frequent Disabling Conditions (percentage of respondents)



# Organizational Health Risk Concerns (National Results)



# Effects of an Unhealthy Workplace

An unhealthy work environment poses many risks to employees health. These include:

- a fivefold increase in the risk of certain cancers;
- a threefold increase in the risk of heart problems;
- a two- to threefold increase in the risk of on-the-job injuries
- a two- to threefold increase in the risk of conflicts;
- a two- to threefold increase in the risk of mental health issues; and
- a twofold increase in the risk of substance abuse.

*source: Conference Board of Canada June 2012 report*



# Mental Health and the Construction Industry

- Stats Canada reports 33% higher incidents of mental health
- High than regular stress related issues
  - Burnout
  - Stress
  - Long hours
  - Irregular schedules
  - Work/Family or Work/Life balance
  - Job security
- Higher than average substance abuse issues

# Identifying and Supporting Employees





# Stress and Mental Health Concerns in the Workplace

What kinds of stressors in one's personal life affect performance or relationships at work?

What symptoms of stress or mental health concerns might appear in the workplace?



# How do I identify early signs of mental health problems?

Usually there is a change in an employee's typical behaviour. Look for things like:

- decreased performance
- tiredness
- increased absence or sick leave
- problems with colleagues
- A normally punctual employee might start turning up late - or an employee may begin coming in much earlier and working later
- Tearfulness
- Headaches
- loss of humour and changes in emotional mood
- You might notice an increased use of alcohol, drugs or smoking.



# Identifying When Support is Needed

Troubled employee in the workplace

What you see

- Over-Tired
- Withdrawn/Isolated
- Lack of Focus
- Less Responsible
- Emotional Outbursts/Mood Swings

What you don't see

**Work Issues:**

- Environmental
- Interpersonal
- Job-Related

**Health Issues:**

- Sleep
- Nutrition
- Depression
- Illness /Chronic Pain

**Sources of the Problem**

Knowing the source of the problem allows the manager/supervisor to determine a course of action

**Life Issues:**

- Relationship Concerns
- Stress
- Financial/Legal Problems
- Addictions





## How does poor mental health affect safety?

- Decreased concentration/focus/attention
- Increased distractibility
- Less mindful/in the moment
- Poor judgement as it relates to safety behaviour/protocols/practices
- Medication compliance/management/side effects
- **Increased likelihood of abusing/misusing substances**

# Stigma may be a barrier to productivity and effective treatment

- Stigma may be a barrier to productivity and effective treatment
- Employers are perceived to be less accommodating of employees experiencing mental health-related issues compared to employees with physical health-related issues
- 83% of employees believe that they have a responsibility to self-identify if they have a mental illness, but 31% felt that their direct supervisor would not be understanding or supportive if they did so
- Stigma against mental illness in the workplace means 65% would not be likely to have an open discussion with their boss about their mental illness

# How Employers Can Help





# Common Stressors Impacting Mental Health at Work

- Demands – This includes work patterns, workloads, and the work environment.
- Control – Do individuals have any control over how they do their jobs?
- Support – Are employees supported and encouraged by upper management, direct supervisors, or their peers?
- Relationships – How are conflicts and unacceptable behaviours handled in the workplace?
- Role – Do employees understand their roles? Are there conflicting roles?
- Change – How change is communicated and managed can increase or decrease employees' stress

# 13 Factors to Impact Mental Health

1. Psychological support
2. Organizational culture
3. Clear leadership and expectations
4. Civility and respect
5. Psychological competencies and requirements
6. Growth and development
7. Recognition and reward
8. Involvement and influence
9. Workload management
10. Engagement
11. Balance
12. Psychological protection
13. Protection of physical safety

# Management approaches can impact mental health

- 4 in 5 managers/supervisors believe it is part of their job to intervene with an employee who is showing signs of depression
- Only 1 in 3 managers/supervisors reported having training to intervene with employees who are showing signs of depression, but 55% of managers/supervisors reported having intervened
- 65% of managers/supervisors say they could do their job more effectively if they found ways to more easily manage distressed employees
- Burnout is prevalent in advanced market economies, and recent economic downturns have created conditions that increase the likelihood of burnout within organizations

# Early identification and treatment can be important to productivity and recovery

- Mental health management programs in the workplace can have a positive return on investment from the employer perspective
- Employees with mental health conditions can be just as productive as other employees if they have access to the right supports
- Improving mental health early in life will reduce inequalities, improve physical health, reduce health-risk behaviour and increase life expectancy, economic productivity, social functioning and quality of life
- In a supportive work environment, depression does not necessarily have to lead to disability



# How you can help?

## What you need to know?

- Resources your organization offers an employee who is in distress
- Have a good EFAP Program in place
- Accommodation policies and process

## Talking to the employee?

- Think about how you can make an employee feel safe and comfortable in the meeting
- Start with reflecting the employee's strengths and contributions
- In addressing performance issues, be honest, upfront, professional and caring
- Remember – its not your job to probe or diagnose an illness
- Ask open-ended questions

## What You Can Do

- When possible, reduce situational stress.
- Provide supportive guidance or mentorship.
- Ensure timely access to needed counselling, support or treatment services.
- Provide opportunities for small-step successes.
- Explore areas of strength, interest and preference to encourage engagement in work-related tasks.

# Supporting wellness at work makes good business sense

- The costs for providing reasonable mental health-related accommodations are often fairly low, with most costs well under \$500 per person per year ([Office of Disability Employment Policy, 2013](#)).
- If individuals with a mental illness are able to receive treatment early, disability leave, which costs companies \$18,000 on average per leave, may be avoided ([Dewa, Chau, & Dermer, 2010](#)).

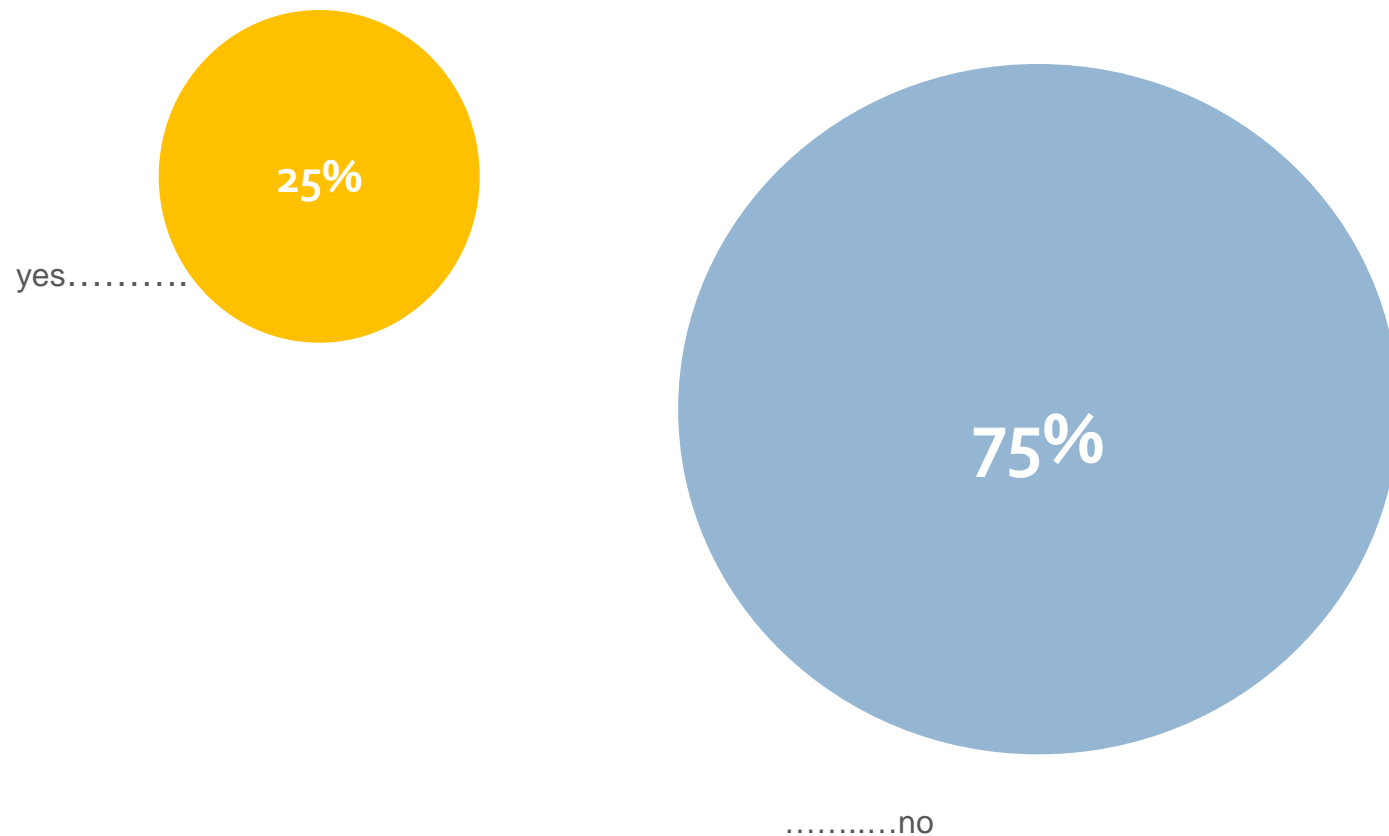
# Mental Health Strategy





# Organizations Taking a Strategic Approach to Mental Wellness

## National Results

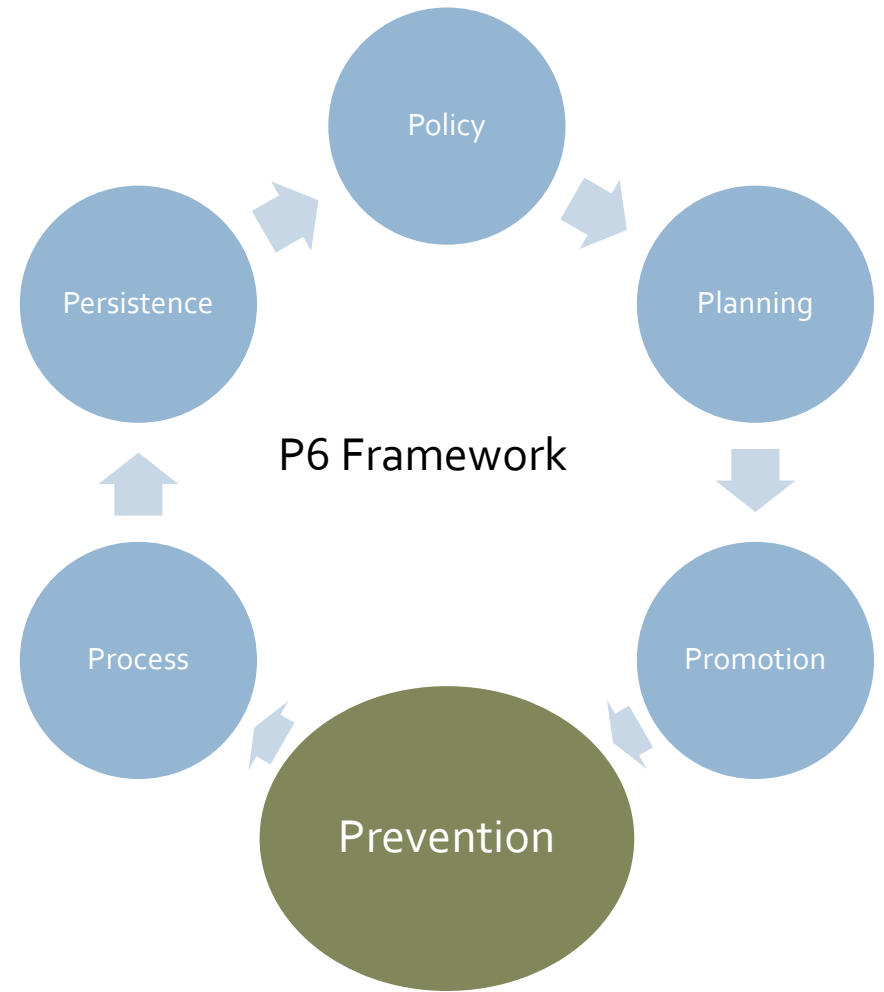




# Promoting Psychological Health

- National Standard of Canada for Psychological Health and Safety in the Workplace (Implemented January 2013)

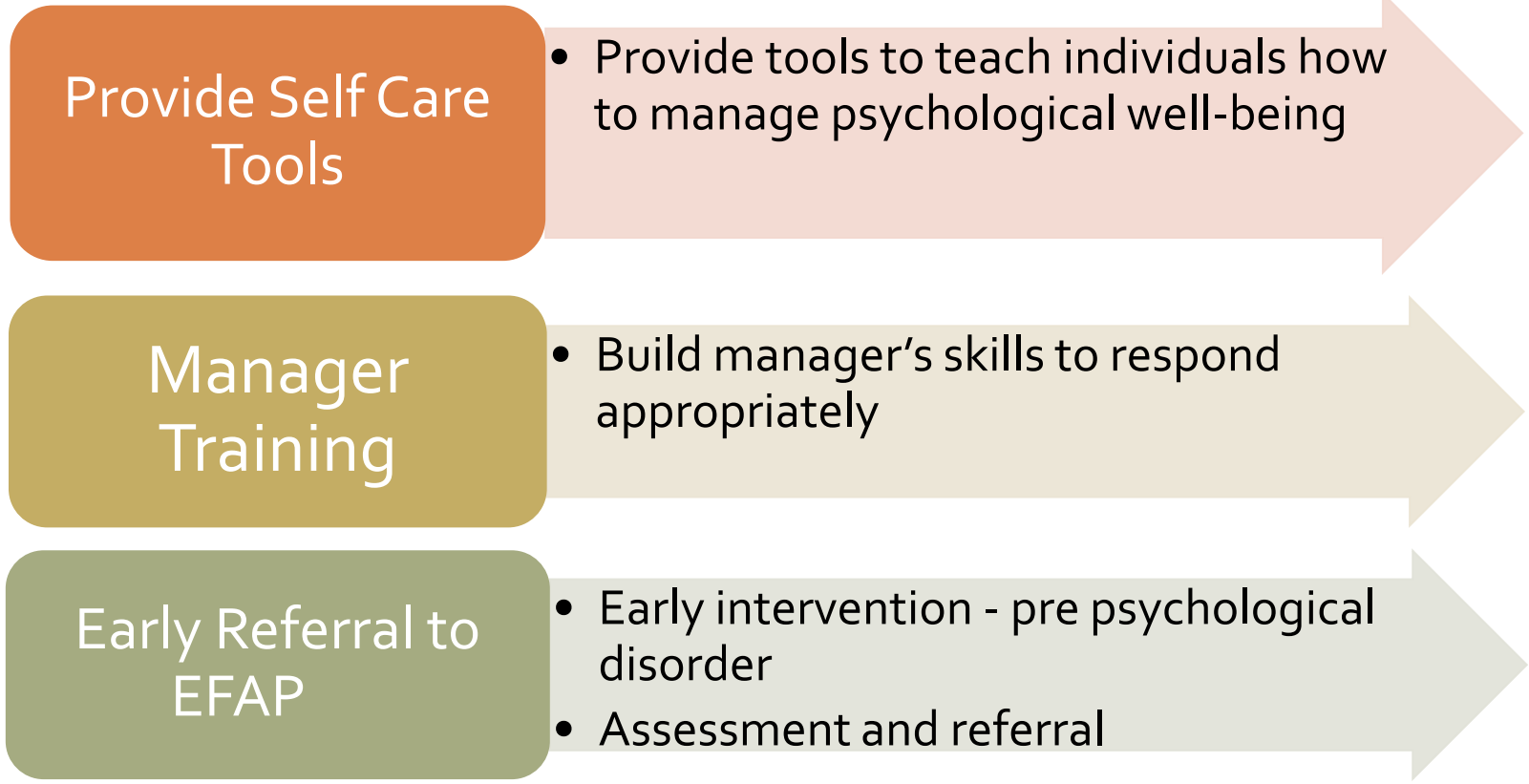
States that businesses and organizations have a corporate and social responsibility to ensure that the mental health of their employees is protected.





# Prevention – Secondary Level

Focus: Identify and address problems when still mild or in early stage





# Prevention – Tertiary Level

Focus: Reduce the distress and dysfunction associated with mental disorder

## Support Staying At Work

- Provide accommodation
- Provide Information to support decisions to take health related leave
- Maintain support after return to work

## Ensure Access to Specialized Treatment

- Add behavioural treatment to the roster of service covered by extended health plans
- Ensure EFAP providers have adequate training, credentials, awareness of workplace issues

## Provide Coordinated Disability Management

- Ensure effective communication
- Increase access to psychological treatment
- Ensure assessments cover a wide range of problems and solutions

# Economic Return...guess what?

Targets	Metrics
<b>Recovered Time</b>	
Lowered average duration of disability	Disability payout/employee
Lowered casual absence days per employee	Casual absence days cost/employee
<b>Increased Psychological Safety</b>	
Lowered average presenteeism score	Lost productivity costs/ee
Lowered workplace stress scores	Lost productivity costs/ee
<b>Better Health Status</b>	
Lowered depression and anxiety	Pharma costs/ee
Lowered incident of disability	Lowered frequency of claims and related disability costs/ee



# Your Partner in Workplace Health.



Employee and  
Family Support

+



Workplace  
Solutions

=



Keeping  
Employees  
Healthy

**fseap** Now we're  
talking.

# Presenter

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**fseap** Now we're  
talking.

# Resources

- National Standard of Canada for Psychological Health and Safety (Mental Health Commission of Canada)  
<http://www.mentalhealthcommission.ca/English/node/5346>
- Healthy Minds @ Work (Canadian Centre for Occupational Health and Safety)  
<http://www.ccohs.ca/healthyminds>
- Managing Mental Health in the Workplace—How to talk to employees, deal with problems, as assess risks (Mental Health Works)