

Trust as the Foundation for Mental Wellness at Work

Great
Place
To
Work®

Alison Grenier, Head of Culture and Research, Great Place to Work Canada

with Special Guest

Graham Lowe, Ph.D., President, The Graham Lowe Group

May 28, 2019



Today's Presenters



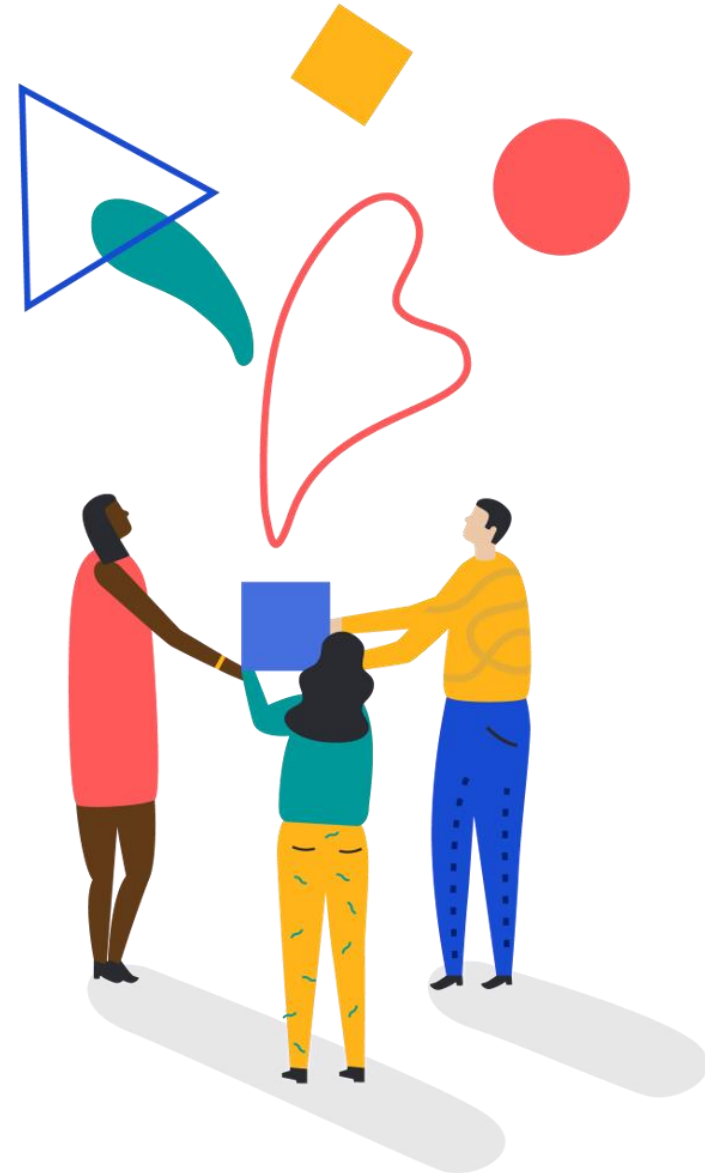
Alison Grenier
Head of Culture and Research
Great Place to Work



Graham Lowe, Ph.D.
President
The Graham Lowe Group

What We'll Cover Today

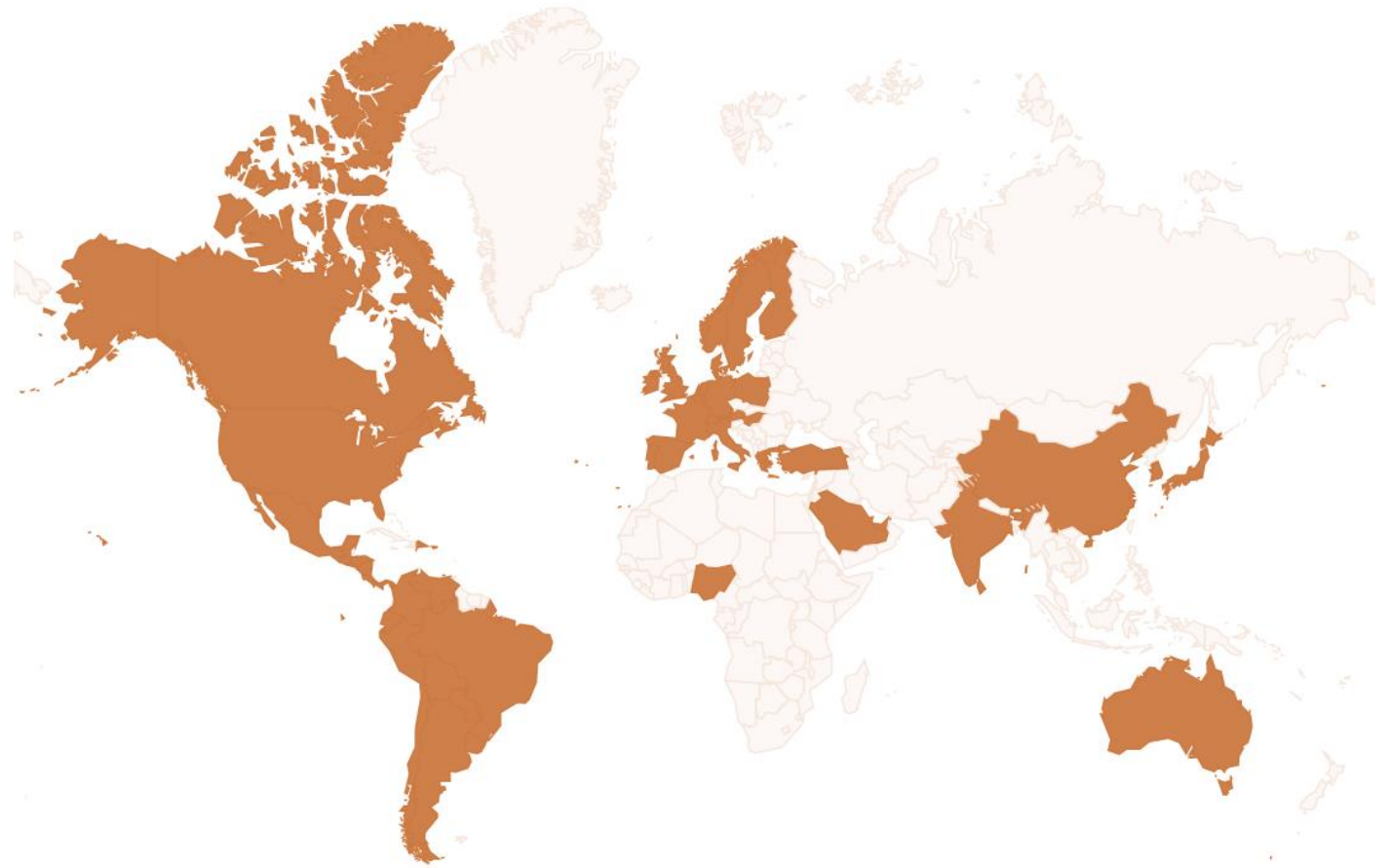
- Insights from the Best Workplaces for Mental Wellness (Alison)
- Creating Healthy Organizations (Graham)
- Q&A



Great
Place
To
Work.®

OUR
MISSION
IS TO BUILD A BETTER
WORLD
BY HELPING ORGANIZATIONS BECOME
GREAT PLACES TO WORK
for all!

World's Largest Annual Workplace Survey



Positive Recognition for Outstanding Workplaces



Insights from the Best Workplaces for Mental Wellness



The Need for Action



3 OUT OF 5

EMPLOYEES HAVE
EXPERIENCED MENTAL
HEALTH ISSUES IN THE PAST
YEAR BECAUSE OF WORK²



WOULD DISCLOSE THEIR
MENTAL ILLNESS TO
THEIR EMPLOYER⁴



**MORE THAN
1 IN 3**

EMPLOYEES AND MANAGERS REPORT BEING MORE
STRESSED NOW THAN FIVE YEARS AGO¹

\$50B

MENTAL ILLNESS COSTS
\$50 BILLION A YEAR⁵



2/3

OF THOSE FACING MENTAL
HEALTH CHALLENGES DO NOT
ACCESS HELP³



IT AFFECTS 20%

OF THE CANADIAN POPULATION⁶

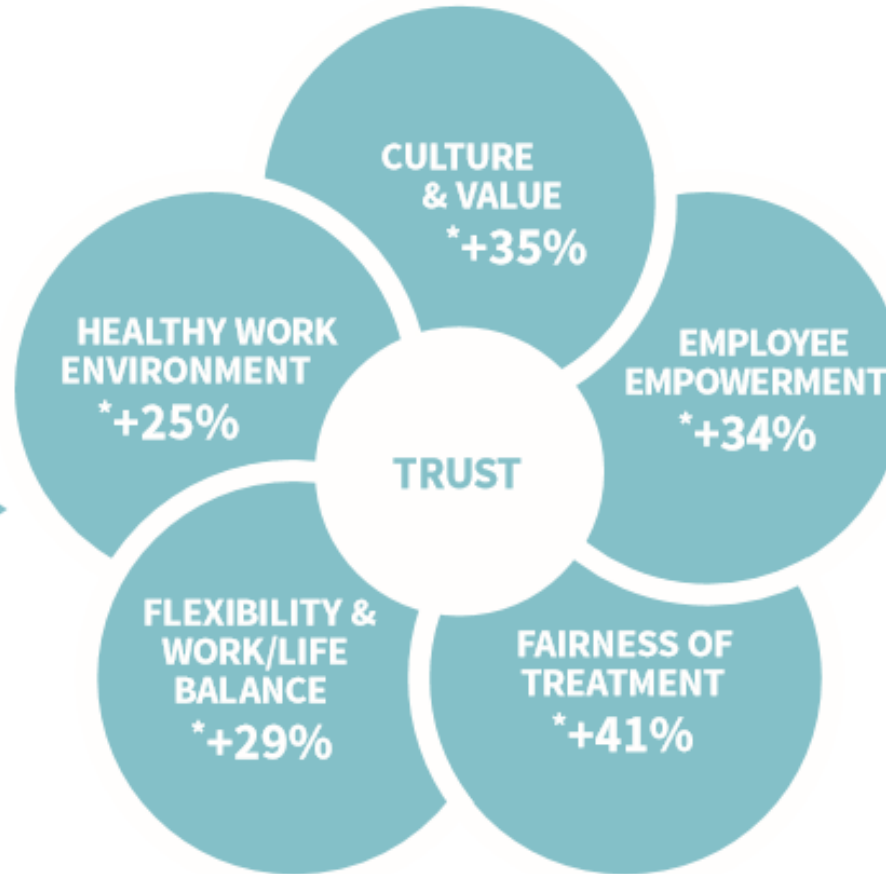
Research Partnership



Workplace Mental Wellness Framework

MENTAL WELLNESS PROMOTION

- Formal Policies
- Informal Practices
- Behavioural expectations



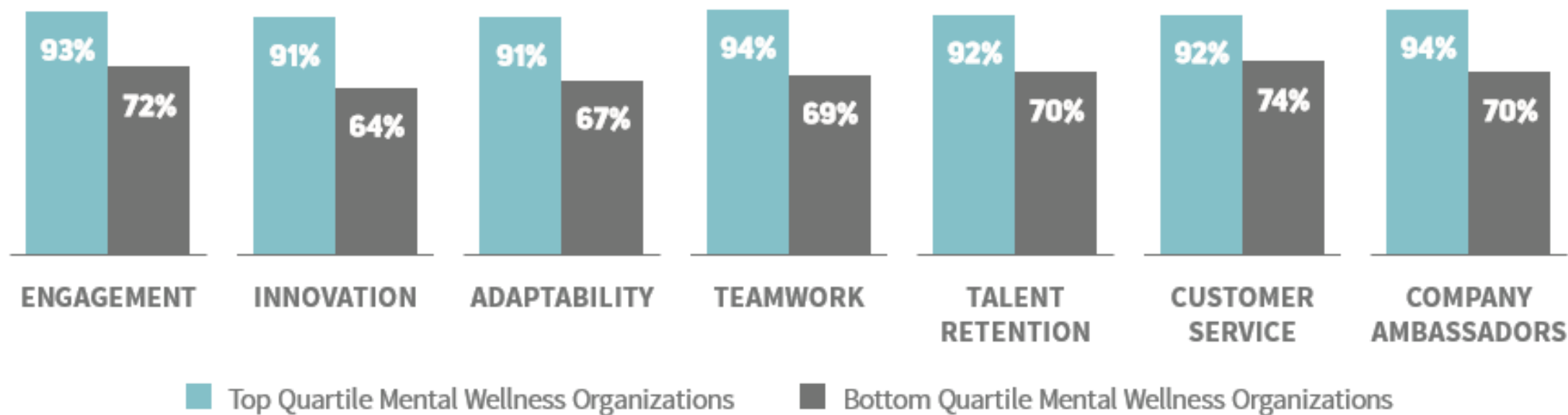
OUTCOMES

- ✓ Engagement
- ✓ Innovation
- ✓ Adaptability
- ✓ Teamwork
- ✓ Talent retention
- ✓ Employee advocacy
- ✓ Customer service
- ✓ Revenue growth



EMPLOYEES WORKING IN HIGH TRUST WORKPLACES EXPERIENCE
32% HIGHER LEVELS OF MENTAL WELLNESS

Better for People. Better for Business.



The Role of Employers

1. Do no harm.
2. Connect employees with trained professionals for treatment and support.
3. Foster a strong mental wellness culture.

Top 10 Tips for Fostering a Strong Mental Wellness Culture

1. Leadership sets the tone
2. Create a culture of connection
3. Foster strong communication
4. Instill fairness
5. Empower employees
6. Set an annual budget
7. Create healthy physical environment
8. Promote whole-person well-being
9. Value employees
10. Measure and course correct

#4 – Instill Fairness

People who believe they are treated as a full member regardless of their position are **231% MORE LIKELY** to agree their workplace is psychologically and emotionally healthy

People who believe their organization has a fair appeals process are **169% MORE LIKELY** to agree their workplace is psychologically and emotionally healthy

G Adventures recognizes that there are groups of individuals that inherently don't receive the same opportunities for growth and mentorship. To address this, they have introduced the Guidance Mentorship Program, which calls out their 'like me' biases and matches individuals with mentors based solely on development goals and coaching strengths.

#5 – Empower Employees to do their Best Work

People who feel they are encouraged to balance their work and personal lives are **169% more likely** to agree their workplace is psychologically and emotionally healthy

FLEXIBLE SCHEDULES

94% OF TOP QUARTILE Mental Wellness Organizations offer employees flexibility in scheduling their work hours

TELECOMMUTING

92% TOP QUARTILE Mental Wellness Organizations allow employees to work-from-home or telecommute on a regular or as-needed basis

Kronos is a company that cares deeply about its people and their open paid time off policy is their way of showing this deep care and trust. Employees are free to use their time any way they need to in order to strike maximum work-life harmony.

#9 – Let Employees Know they are Valued

People who feel they make a difference are **151% MORE LIKELY** to agree their workplace is psychologically and emotionally healthy

People who feel that management shows appreciation for good work and extra effort are **138% MORE LIKELY** to agree their workplace is psychologically and emotionally healthy

“My mental health stays positive because I know my hard work will be recognized and rewarded.”

–Cactus Restaurants Employee

The President of **TJX Canada** sends out personal hand written notes to associates he's heard good news about. The notes are for things like promotions or special achievements. Their associates are thrilled to receive these personal notes of thanks and recognition, and 200 - 300 personal notes are sent per year.

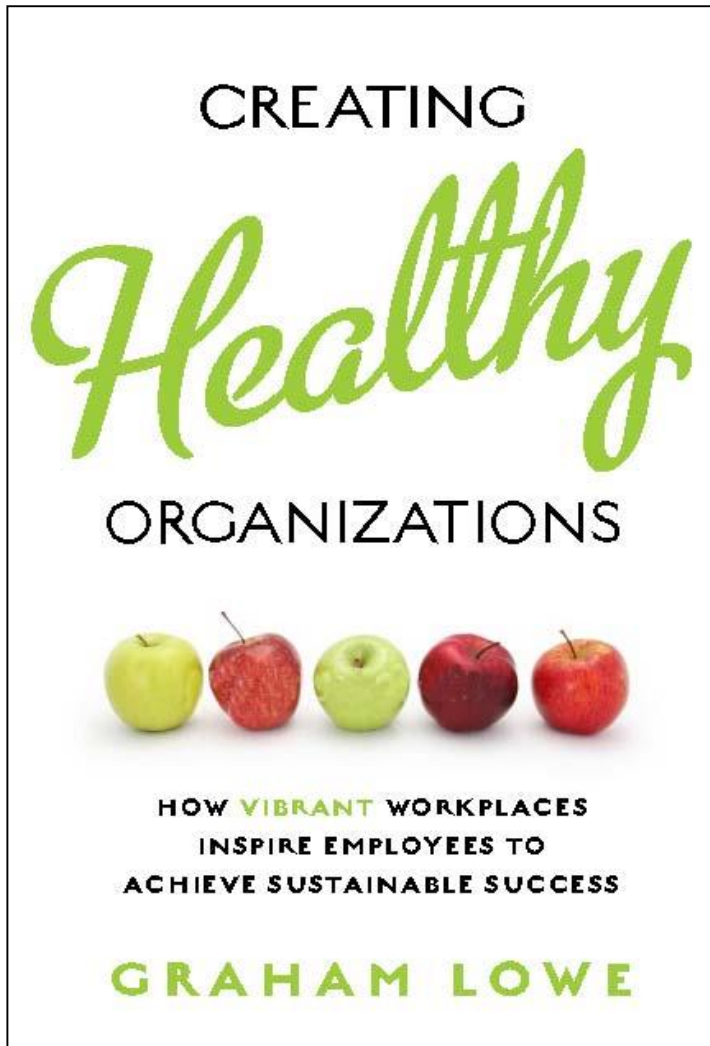
Creating Healthy Organizations



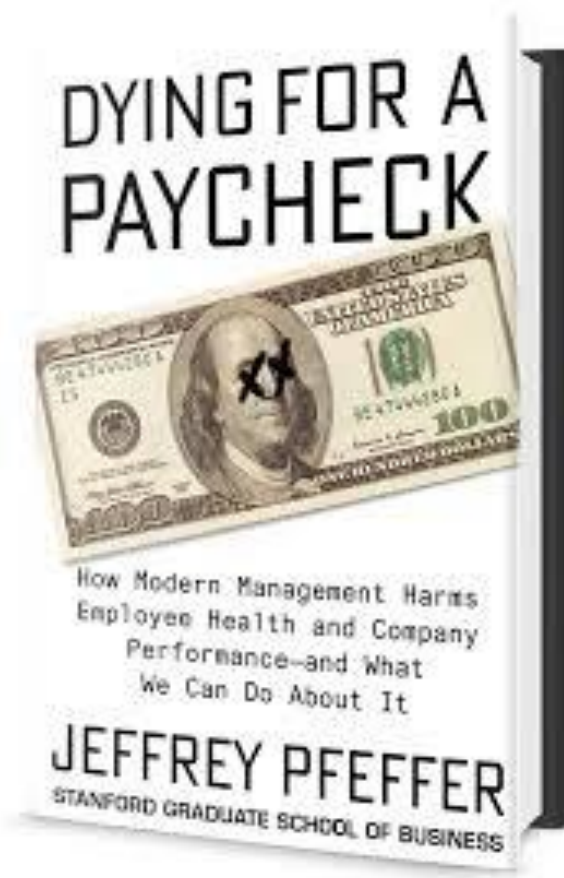
Connecting the Big Dots...

- Healthy organizations
- Workplace health, safety and wellness trends
- Taking an integrated and holistic approach
- Well-being is the new frontier
- How trust as the foundation

The Bigger Picture: *Healthy Organizations*



Workplace health, safety and wellness TRENDS



Commission de
la santé mentale
du Canada



**National Standard of Canada
for Psychological Health and
Safety in the Workplace** Source:
Mental Health Commission of Canada.
<http://www.mentalhealthcommission.ca/English/node/5346>

Taking an integrated and holistic approach...

Occupational Health & Safety

Engagement

Human Resource Management

Well-being

CSR

Wellness

Job Stress

Workplace Health Promotion

Work-Life Balance

Culture of Health

Safety culture

The New Frontier: Well-being

- The latest addition to the healthy workplace lexicon.
- A positive state of well-being is the ultimate goal of a truly healthy organization, embedded in how the business operates.
- Well-being encompasses major life domains: work, finances, emotional health, physical health, behavioural risks, quality of social connections and community.
- Describes a person's or a populations' quality of life, overall health, or 'happiness'.

Total Worker Health®

“...companies that integrate their health and safety efforts, building a culture of health and wellness along with a culture of safety, are likely to have a competitive advantage in the marketplace.”

Fabius, R. M., et al. (2016). Tracking the Market Performance of Companies That Integrate a Culture of Health and Safety: An Assessment of Corporate Health Achievement Award Applicants. *Journal of Occupational & Environmental Medicine*, 58, 3-8.



Total Worker Health® - Framework to Promote Worker Well-being

<https://www.cdc.gov/niosh/twh/default.html>

Chari R, Chang CC, Sauter SL., et al. Expanding the paradigm of occupational safety and health: a new framework for worker well-being. *J Occup Environ Med*. 2018;60(7):589-93.

Key well-being indicators, comparing top 20 Best Workplaces in Canada with all other organizations surveyed by GPTW Canada in 2017-18



(c) Great Place to Work Institute Canada. Based on 201 organizations with 48,281 employees surveyed by GPTW Canada in 2017-18. This chart compares the top 20 organizations with all others, based on total average Trust Index scores (average of 58 items in the survey). All group differences statistically significant ($p < .001$).

Workplace influences on psychological well-being

The Standard identifies 13 workplace characteristics that can either enhance or diminish the psychological health and safety of workers:

- 1) Psychological and social support
- 2) Organizational culture
- 3) Clear leadership and expectations
- 4) Civility and respect
- 5) Psychological job demands
- 6) Growth and development
- 7) Recognition and rewards
- 8) Involvement and influence
- 9) Workload management
- 10) Engagement
- 11) Work-life balance
- 12) Protection from violence, bullying and harassment
- 13) Physical safety

Characteristics of a psychologically and emotionally healthy workplace based on the National Standard of Canada for Psychological Health and Safety in the Workplace

"This is a psychologically and emotionally healthy place to work":

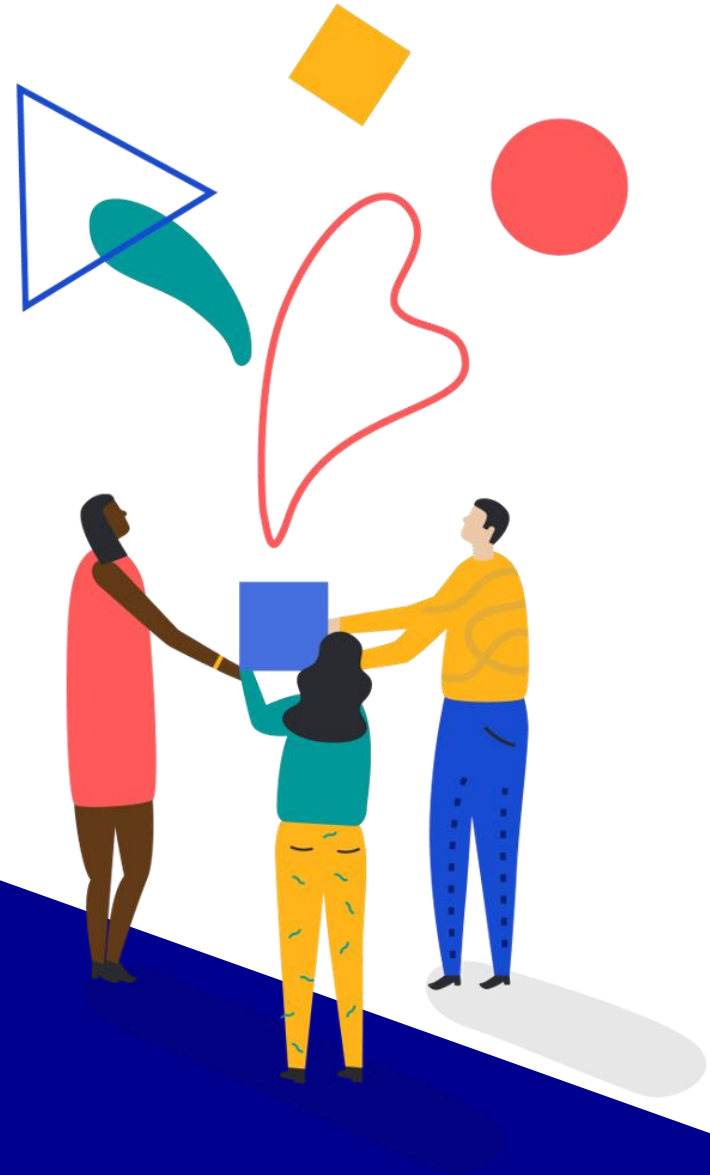
■ Almost always/often true ■ Neutral/untrue



Practical Insights from Great Place to Work data

- Workplace health and safety experts advocate creating a 'culture of health' and a 'safety culture' as building blocks for a healthy organization. Achieving these goals requires a climate of trust.
- Employers can improve employee well-being by taking holistic approach to promoting physical, psychological and emotional health and safety.
- Psychologically healthy workplaces also are highly rated for their physical safety.
- All workplace relationships must rest on a foundation of trust in order for the work environment to be truly healthy, safe and productive.
- This point must be a guiding principle for any employer planning to implement the Standard.

Q&A



Takeaway Resources



Resources

Graham Lowe Group (grahamlowe.ca)

- Creating Healthy Organizations
 - www.creatinghealthyorganizations.ca

Great Place to Work (greatplacetowork.ca)

- Employer Guide: Trust as the Foundation for Mental Wellness at Work
 - <https://www.greatplacetowork.ca/en/resources/reports/658-trust-as-the-foundation-for-mentally-healthy-workplaces>
- How to Get Certified as a Great Workplace
 - <https://www.youtube.com/watch?v=jCHUplGpVWs>

Resources

- Great-West Life Centre for Mental Health in the Workplace
<https://www.workplacestrategiesformentalhealth.com>.
- Mental Health Commission of Canada (MHCC)
<https://www.mentalhealthcommission.ca/English>
- Guarding Minds @ Work
 - <https://www.guardingmindsatwork.ca/info>
- Bell Let's Talk
 - <https://letstalk.bell.ca/en/>

Resources

- The National Standard of Canada for Psychological Health and Safety in the Workplace
 - <http://shop.csa.ca/en/canada/landing-pages/z1003-psychological-health-and-safety-in-the-workplace/page/z1003-landing-page>.
- Mental Health Commission of Canada - Case Studies from 40 Organizations that implemented the standard
 - <https://www.mentalhealthcommission.ca/English/case-study-research-project>