



EXCELLENCE CANADA

improving performance, recognizing excellence ✦ améliorer le rendement, reconnaître l'excellence

Your Guide to Understanding

Mental Health at Work[®]

and the

National Standard on Psychological Health & Safety
in the Workplace

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Introduction

Excellence Canada is pleased to present its *Mental Health at Work*[®] framework and requirements to guide organizations of all sizes and sectors in the logical, measurable, and sustainable implementation of Canada's *National Standard for Psychological Health and Safety in the Workplace*.

Manulife is the National Development Sponsor of the Excellence Canada Progressive Excellence Program for *Mental Health at Work*[®] and the *Canada Awards for Excellence for Mental Health at Work*[®].

Mission Statement

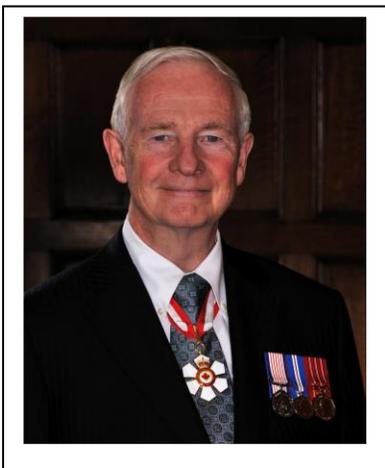
The Mission of Excellence Canada is to Help Improve Organizational Performance and Recognize Excellence.

Vision Statement

The vision of Excellence Canada is to promote and enable excellence in every Organization in Canada.

Excellent organizations continually improve performance; they are innovative, competitive, and customer focused; they are healthy, inclusive, and sustainable; and they are economically, socially, and environmentally responsible.

Excellence Canada has been helping all kinds of organizations improve performance for more than 20 years. It is an independent not-for-profit and is funded by fees for services including educating, coaching, measuring, and certifying.



At any point in time, hundreds of organizations are depending upon Canada's authority on organizational excellence for third-party validation of their achievements and their progress towards industry role-model status.

Since 1984, hundreds more organizations have been recognized under the *Canada Awards for Excellence* program, with the Patronage of His Excellency the Right Honourable David Johnston, C.C., C.M.M., C.O.M., C.D., the Governor General of Canada. Their achievements are celebrated at a gala awards ceremony each October.

Why?

For My Organization

The Business Case:

- It is a fact that good health is not possible without good mental health. It is also a fact that in any given year, one in five people in Canada will experience a mental health problem or illness, with a cost to our economy estimated to be in excess of \$50 billion annually.
- Mental illnesses affect people of all ages, education, income levels, and cultures.
- Depression will rank second only to heart disease as the leading cause of disability worldwide by the year 2020.
- Mental health disorders in the workplace cost Canadian companies nearly 14% of their net annual profits and up to \$16 billion annually.
- It is good business to have employees who are psychologically healthy and safe, and managers who are sensitive to the impact of their decisions on employee mental health. These organizations know that employee mental health and safety has a direct positive impact on their success.

This is why Manulife and Excellence Canada have partnered to introduce a new award under the *Canada Awards for Excellence* program (CAE), called *Mental Health at Work*[®], to recognize organizations for outstanding policies, strategies, practices, and results in dealing with mental health in the workplace.

To help organizations achieve this prestigious recognition and award, Manulife sponsored the development of the Excellence Canada Progressive Excellence Program for *Mental Health at Work*[®] as a proven and effective methodology for implementation.

Excellence Canada's *Mental Health at Work*[®] provides a detailed roadmap to guide organizations like yours in meeting the requirements of the new National Standard of Canada titled "*Psychological Health and Safety in the Workplace – Prevention, promotion, and guidance to staged implementation*".

Corporate Social Responsibility

- The organization is viewed as a leader within its sector regarding mental health, in terms of knowledge sharing, industry and benchmark leadership and best practices.
- Workplaces with more positive mental health strategies can equally exert both a positive impact on the partners and families of mentally ill employees and on local communities to the point that they become communities of choice (Towers Watson, 2010)
- With the growing jurisprudence on psychological health and safety in the workplace, and compelling body of scientific evidence relevant to the legal ramifications to employers, it is more and more becoming both a public health and a governance issue in ensuring leadership and protection of workers mental health.

Recognition as Employer of Choice

There are many benefits to an organization following Excellence Canada's Progressive Excellence Program (PEP) for *Mental Health at Work*[®] including:

- Employees recognize their organization as one that cares about their psychological health and safety.
- Certification through *Progressive Excellence Program (PEP) Mental Health at Work*[®] as each of four levels is achieved
- External recognition of organizational achievements in creating a psychologically healthy and safe workplace by third party validation
- National recognition at Canada's premiere Performance Excellence Summit and eligibility to receive the *Canada Awards for Excellence Gold Trophy for Mental Health at Work*[®].

For My Co-Workers

A Better Place to Work

Most adults and many youth spend the majority of their week in the workplace, whether as a full time employee or part time.[1] It is good for employees to know their organization cares about their psychological health and safety and takes measures to proactively maintain a healthy workplace. Organizations that demonstrate a focus on workplace health promotion and disease prevention, anti-stigma initiatives, management training, employee assistance programs, and work-life and workload balance also have employees who are more committed and engaged. Mentally healthy workplaces have embedded policies and practices to deal with bullying and harassment as well as other workplace risks associated with the development of mental illnesses.

Improved Lives

The workplace does contribute to an employee's personal well-being, growth and development, but is also an increasingly stressful environment that can cause mental illness, including depression or anxiety.

Excellence Canada's PEP for *Mental Health at Work*[®] requirements align to the new national *Standard for Psychological Health and Safety Standard in the Workplace* developed for Canadian public and private sector workplaces. It provides guidance for changing how mental health and mental illness are approached in the workplace, enabling both employers and employees to measure positive improvements [2] (see [Mental Health Commission of Canada](#)).

By creating mentally healthy workplaces, employers from all sectors benefit workers, their families, and themselves while contributing to the economic prosperity of the country. Through awareness and training, organizations can reduce the stigma

associated with mental illnesses and be more supportive to employees recovering from mental illnesses, enabling a positive and successful return to work.

For My Role

Progressive Excellence Program[®] (PEP)

Ready Made Solution: As a Human Resources or Occupational Health Specialist, the Excellence Canada PEP for *Mental Health at Work[®]* requirements provides your organization with the methodology that has proven effective in achieving and sustaining organizational excellence in mental health in the workplace. Our courses and coaches will guide you through all aspects of implementing the many requirements in the Standard, removing the guesswork.

Respected Provider

Mental Health at Work[®] PEP reduces risk by dealing with a reputable authority and an effective, proven methodology. Hundreds of organizations in all sectors and industries have used the Excellence Canada PEP to implement large-scale positive change in their workplaces and have remained steadfast supporters for many years. You can read the testimonials or be networked to your counterparts in peer organizations for first-hand experience and shared best-practices.

Certified Excellence Professional[®] (CEP)

Develop and enhance your skills and knowledge in organizational health and excellence and receive personal recognition for it. Excellence Canada will certify you as an Excellence Professional when you have successfully completed their required curriculum. Most of your training will also be a direct benefit to your organization on its journey to excellence as you practice what you have learned.

Testimonials

Here's what the leaders of recent Excellence Canada award-winning organizations said:

“I’m happy to report that this Board has, in the past two years, made great strides into an area where it refused to go in the past. That is, the area of mental health. They have not only acknowledged the problems brought about by illness, they have also decided to throw money at it when it’s needed. From where we sit this is beautiful in many ways, because it means less suffering for those affected by mental health issues. It means that our members can now get the help which they rightly deserve.”

-Sergio Cacoilo, Local Union President, OECTA Hamilton Wentworth Catholic District School Board

“Excellence Canada has provided MNDM with a disciplined approach to organizational improvement. The progressive excellence methodology allows us to regularly assess ourselves against established criteria to determine what we do well, identify target areas for improvement, and continuously re-calibrate our quality service and healthy workplace strategies. Staff members are more engaged, individual and ministry performance has improved over time, and we are better positioned to achieve our business goals.”

-George Ross, Deputy Minister, Ministry of Northern Development and Mines (MNDM) – 2012

“We were looking to improve corporate culture and business performance. PEP provided the system, in manageable steps, to make this happen. The results thus far have been very positive!”

-Wendy Vissers, PEP Coordinator, Acadian Seaplants Limited – 2011

“CMA Canada has been a Partner in Excellence with Excellence Canada (formerly the National Quality Institute) for over seven years. We consider the staff at Excellence Canada, and the resources they have provided to us, to be key to the significant achievements we have realized on the road to organizational excellence.”

-Lianne Thompson, Director, Quality, CMA Canada - 2011

“The Excellence Canada Quality and Healthy Workplace PEP framework has challenged our company to continue the pursuit of excellence. The self-assessment has uncovered a number of opportunities, and the external recognition allows us to celebrate our strengths.”

-Benjamin Lemire, Business Analyst, Ceridian Canada Ltd. – 2011

What?

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. [3]

What is Mental Health at Work?

- A mentally healthy workplace is one where employees feel safe, engaged and productive and know their employer is committed to maintaining a psychologically healthy and safe environment.
- Excellence Canada's *Mental Health at Work*[®] certification program supports and aligns to the new national *Standard for Psychological Health and Safety in the Workplace* (Mental Health Commission of Canada) developed for Canadian public and private sector workplaces that provides guidance for changing how mental health and mental illness are approached in the workplace. [4]
- Progressive Excellence Program (PEP) for *Mental Health at Work*[®] provides a roadmap for taking action and achieving certification for progressive improvement and excellence in mental health in the workplace. Achieving a mentally healthy workplace is recognized by the *Canada Awards for Excellence* program.

Successful Outcomes

Positive and sustained trends must be evident for key indicators relevant to the psychological health and safety of the workplace including:

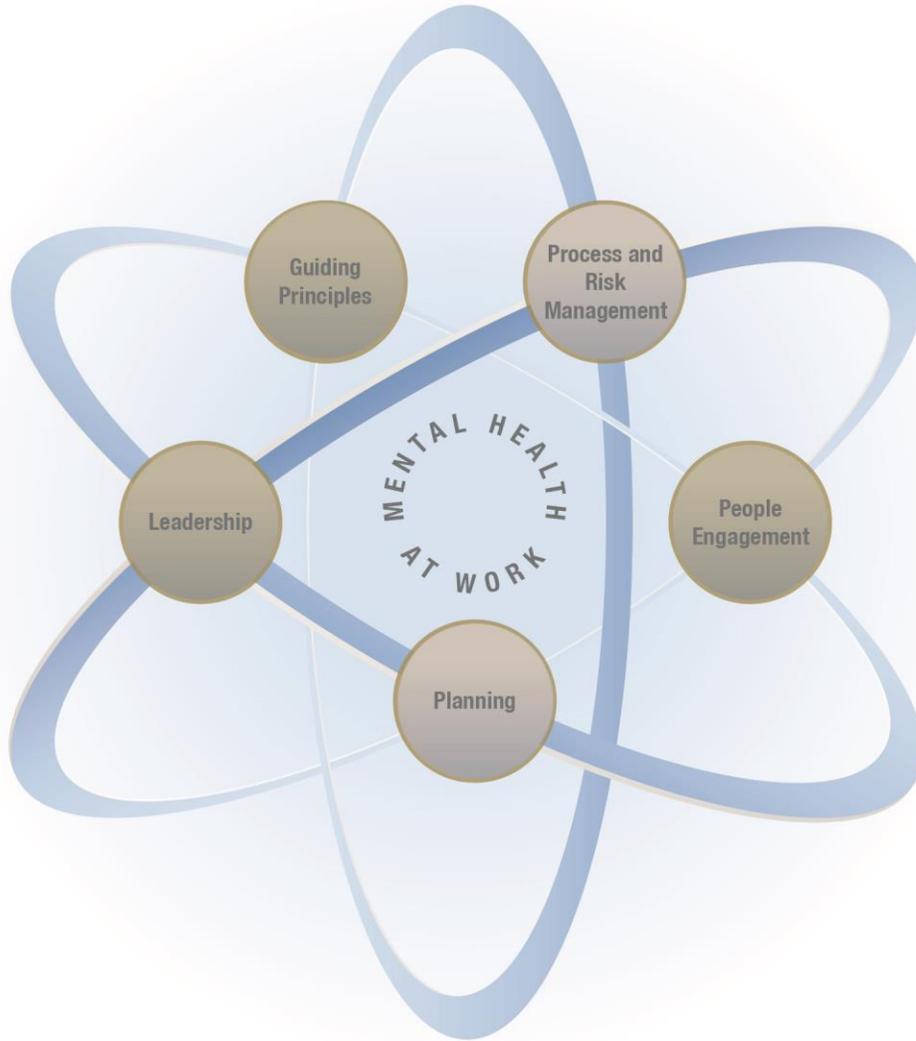
- Employee Engagement
- Organization recognized as Employer of Choice
- Productivity measures
- Absenteeism
- Short and long term disability rates
- Accident/injury rates
- Grievances
- Lawsuits
- Turnover/retention rates
- Utilization of extended benefits (e.g. prescription drugs and psychologist benefits)
- Employee assistance plan (EAP) usage

How?

Proven Implementation Methodology

A validated and comprehensive management approach to achieve excellence in mental health in the workplace.

- Excellence Canada's PEP for *Mental Health at Work*[®] is a proven methodology and requirements for measuring progressive improvements towards achieving a sustained psychologically healthy and safe workplace and the ability to benchmark with some of Canada's most successful organizations.
- Following Excellence Canada's PEP for *Mental Health at Work*[®] enables your organization to reach its goals, improve results, and become more competitive by aligning strategy, processes, people, actions, and results. Because the requirements enable a systems perspective, you gain a holistic assessment of where your organization is and where it needs to be.
- *Mental Health at Work*[®] serves as an objective tool that is used to demonstrate what a psychologically healthy and safe workplace looks like.
- It serves as a progressive improvement roadmap for organizations in any sector that wish to encourage, support, and implement exemplary mental health related programs in the workplace.
- The design of *Mental Health at Work*[®] is based on research and knowledge pertaining to success factors of employee mental well-being in the workplace and the experiences and outcomes of successful organizations.
- It aligns to the new National Standard for Psychological Health and Safety in the Workplace.
- The 13 Psychological Risk Factors identified by *Guarding Minds @ Work*[®] are incorporated in Excellence Canada's *Mental Health at Work*[®] program.
- Workplaces that focus on the mental health of their people recognize the need for policies and corporate values that support mental health and that provide a context for this direction of the organization.



Mental Health at Work[®]
Framework for Excellence

Tools

Self-Assessments

Using Excellence Canada's framework and requirements for *Mental Health at Work*[®] can help your organization achieve high performance and move toward a psychologically healthy and safe workplace. The Excellence Canada program is a framework for evaluating your organization's processes, their impact on results, and your progress toward your goals and objective

How Will Your Organization Benefit?

A self-assessment can help you:

- Identify successes and opportunities for improvement
- jump-start a change initiative or energize current initiatives
- engage the workforce
- focus the organization on common goals
- assess your organization against industry benchmarks
- align your resources with your strategic objectives
- deliver world-class results

Survey your employees

Using Excellence Canada's survey is an effective method for determining needs, gaps, and the foundation for setting goals and action planning.

Provide your Leadership

Our Guide to the Requirements for *Mental Health at Work*[®] is a comprehensive tool for assisting your self-assessment and the development of strategies to close the gaps.

Value-Added Consulting Services

COACHING & SERVICES

- Assessments
- Best Practices Series
- Surveys
- Training

Excellence Canada offers a wide array of value-added coaching and services in the areas of Quality, *Healthy Workplace*[®] and *Mental Health at Work*[®]. Our staff and our certified coaches will help determine your individual needs. We will work with you every step of the way to get you started or to keep you going on your journey to organizational excellence.

TRAINING & DEVELOPMENT

- Professional Development
- E-learning/Webinars
- In-House/Public Sessions

Excellence Canada offers innovative training for individuals and for groups of all sizes. Choose from a variety of Quality, *Healthy Workplace*[®] and *Mental Health at Work*[®] courses that are interactive and delivered by our highly qualified and experienced facilitators. Develop your skills and build your knowledge so you can improve your organization and advance your own career.

Certification

***Certified Excellence Professional*[®] (CEP) – for individuals**

Gain the recognition you deserve as you progress in your pursuit of excellence. Excellence Canada offers individual and organizational certification and recognition. Individuals can be recognized for their expertise through the Excellence Canada Certified Excellence Professional[®] (CEP) program while organizations can be recognized through the Progressive Excellence Program[®] (PEP) and receive national recognition through the Canada Awards for Excellence program.

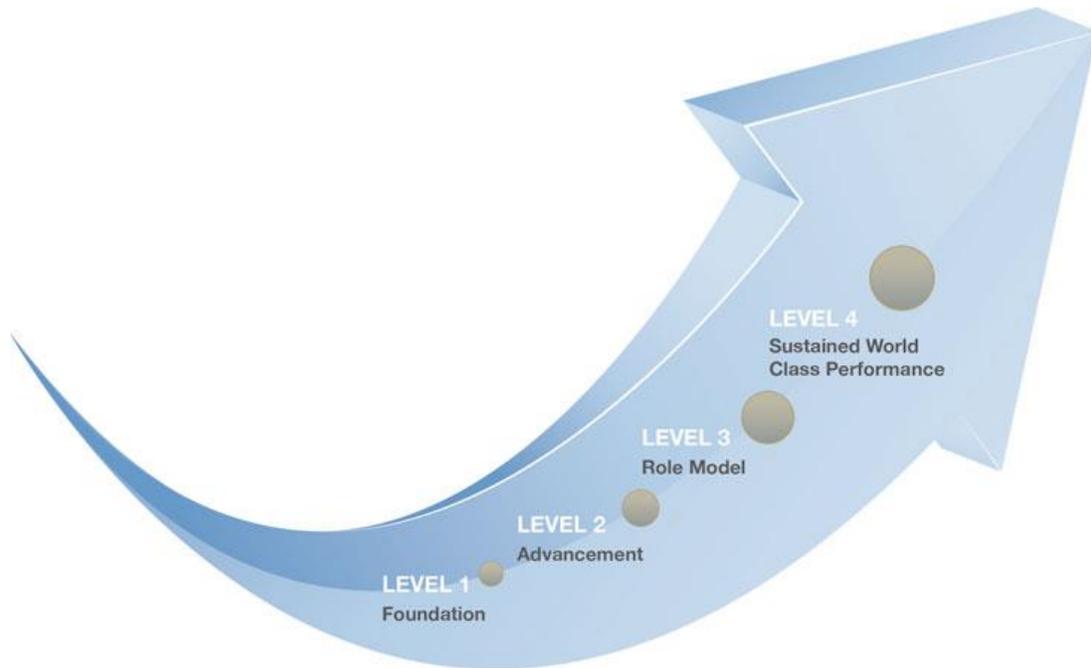
***Progressive Excellence Program*[®] (PEP) – for organizations**

***PEP*[®] for *Mental Health at Work*[®]**

Working together with professionals across the country, Excellence Canada developed a truly Canadian model—the Progressive Excellence Program (PEP) for *Mental Health at Work*[®] which is progressive in scope and builds on four Levels.

- Our four-Level approach allows organizations to implement and sustain a focus on organizational excellence in a manageable and practical manner.
- The program supports existing frameworks and accreditation systems, including the new *National Standard for Psychological Health and Safety in the Workplace*, while providing organizations with a key overall strategic umbrella for continuous improvement.
- As your organization progresses on its journey and advances through the 4 Levels of PEP, we provide certification as each Level is achieved.
- To obtain certification for each of the 4 Levels, internal organizational assessments are required to describe how the organization meets each individual standard.
- At Level 1, *Excellence Canada* requires an application only, describing how the organization meets each standard at that Level.
- For Levels 2 – 4, an application as well as a site visit will be required. A team of professionals (including volunteer Partner members of *Excellence Canada*) will visit the organization for 1 or 2 days, depending on the scope and size of the application. A random sample survey of staff is also required at these Levels.

- There is a link to the prestigious *Canada Awards for Excellence* at Level 2 (Bronze award), Level 3 (Silver award) and Level 4 (Gold Trophy).



EXCELLENCE CANADA
PROGRESSIVE EXCELLENCE PROGRAM®

References

[1] Mental Health Commission of Canada. (2012). *Changing Directions, Changing Lives: The Mental Health Strategy for Canada*. Calgary, AB: Author.

[2] Canada, Human Resources and Skills Development Canada. (2011). *The Government of Canada is taking action to support mental health in the workplace* [news release], 16 June. Retrieved from <http://news.gc.ca/web/article-eng.do;jsessionid=ac1b105330d85427c047f0e444f1819bd4ac45d708b2.e38RbhaLb3qNe38TauxMahaPb40?m=/index&nid=606049>

[3] World Health Organization (2007). What is mental health? Retrieved on September 12, 2009 from

<http://www.who.int/features/qa/62/en/index.html>

[4] Canada, Human Resources and Skills Development Canada. (2011). *The Government of Canada is taking action to support mental health in the workplace* [news release], 16 June.

Retrieved from <http://news.gc.ca/web/article-eng.do;jsessionid=ac1b105330d85427c047f0e444f1819bd4ac45d708b2.e38RbhaLb3qNe38TauxMahaPb40?m=/index&nid=606049>

Next Steps

YOUR NEXT STEPS TO MENTAL HEALTH AT WORK

1. Contact Karen Jackson at Excellence Canada (ext 249) to arrange for a meeting so we can determine your needs together
2. Obtain a written proposal from Excellence Canada outlining an action plan and a budget
3. Conduct a self-assessment to discover your organization's strengths and opportunities
4. Begin or continue your Journey to Excellence with confidence and determination

Contact

For more information or to arrange for a comprehensive introduction to excellence in *Mental Health at Work*[®], please contact us at:

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