Workplace Strategies for Mental Health

Compliments of Canada Life



Facilitator guide

Motivating the powers that be



Why are the resources created by Workplace Strategies for Mental Health free?

Since 2003, Canada Life has supported research and projects related to positive mental health in the workplace – including Workplace Strategies for Mental Health (Workplace Strategies).

Workplace Strategies develops free resources to foster positive mental health and protect psychological safety in the workplace. Through collaboration with experts from diverse places and professions, Workplace Strategies provides tools that are both evidence-based and user-friendly.

Special thanks to those who helped to develop and refine this session: David MacDonald, Sarah Jenner, Laura Pratt, Jill Magis, Susan Jakobson, Jan Belanger, Scott Mitchell, Laurel Mansfield, Carolyn Chapman, Ilana Korble, Ida Brass, Kimberly Ferris, Caroline Workman, Audrey Morneau-Beaulieu, Michelle Belfry, Courtney Polos, Christine Hildebrand, Krista Mikkelsen, Jacqueline Bailey, Danielle Duchesne, Margret Vivian, Ginette Drisdelle, Elaine Ward, Leanne Shelley, Marly Score, Kim Ferreira, Jesse Hogan, Jason Kryschuk, Julie Maltby and Lise D'Andrea.

Over the years, Workplace Strategies has developed high-quality resources including **Guarding Minds at Work**, **Working through it**, **Supporting employee success**, **Psychologically safe leaders**, **Psychologically safe interactions**, **Plan for resilience** and many more.

All are available to anyone free of charge, at clwsmh.com, compliments of Canada Life.

Canada Life has long recognized that psychological health and safety impacts overall employee well-being and performance.

Canada Life supports many initiatives aligning with their core values to benefit all Canadians, not just clients, from coast to coast. These include initiatives focused on education, health and wellness, community development and social services.

What other workshop topics are available?

We've drawn on what we've learned to offer this workshop series so you can facilitate in organizations of all sizes on a wide variety of topics such as:

- Implicit bias
- Resolving conflict
- Building resilience
- Team building activities
- Supporting task improvement
- Putting psychological health and safety on the agenda series

For a complete list of workshop resources go to clwsmh.com/materials.

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Introduction to the

Workshop series

Each of the Workplace Strategies for Mental Health workshop topics includes at least 3 resources:

Facilitator guide

Read through this guide and the participant handout before beginning to see where you might want to customize the workshop. The suggested wording is here to help. Modify it to meet your audience's needs and to suit your personal or organizational style.

If you have more than one hour for this workshop, you could spend more time talking about how to integrate these concepts at your workplace.

Slide presentation

The slide presentation is available from clwsmh.com/materials. You can also add slides related to your own organizational resources, procedures or strategies.

Participant handouts

The participant handouts are available to print at clwsmh.com/materials or can be used digitally.

Facilitating team discussions

Facilitation tips for leaders is a guide that can help you increase your comfort level and effectiveness in managing participant responses and attitudes.

Facilitation options

- Project the slide presentations on a screen
- Present them through a webinar platform
- Use only the handouts

Facilitating this topic

Preparation

Before you begin:

- Familiarize yourself with the Resource catalogue that will be used by participants. It is available here.
- If you'd like some tips for dealing with difficult conversations during your workshop, see Facilitation tips for leaders.
- Check the roles of the participants.
    - If they're primarily motivating their own employer, you can focus more on their specific issues.
    - If they're primarily consultants, external to an employer, you might consider spending time going over "Asking for the interview" which you can find on page 32 of the participant guide. These are potential scripts that consultants could use to get employers to agree to participating in a fact-finding interview.
    - If the entire audience is from one sector or one employer, you can consider modifying a case study to more closely resemble the resistance and concerns of that particular sector.

Suggested materials

- **Projector or monitor** – for the slide presentation from a laptop or USB
- **Cables and adapters** – if necessary for projection
- **Remote** – to control slides
- **Participant handout for each participant** – either digital or printed
- **Pens** - for participants who have not brought one

Check out **virtual team discussions** in Facilitation tips for leaders for help facilitating this workshop online



Your audience

This session is for anyone who desires to convince leaders to address or improve psychological health and safety in their workplace. This can include leaders, consultants, occupation health, health and safety, wellness or human resources professionals.

There's no limit to the total number of participants, but we suggest breaking into small groups of 3 – 5. This number allows discussion at tables if you're in person or in online breakout rooms if you're delivering the workshop by webinar.

You can provide the participant handouts digitally or have them printed. The participant handout is available at clwsmh.com/materials.

The slides for this topic are available at clwsmh.com/materials.

If you'd like to learn more about how to deal with difficult reactions from your audience, check out the helpful information in Facilitation tips for leaders.

Promoting this workshop

Use the following description to promote the workshop to potential participants.
You can modify it to fit your audience as needed.

Mail

Reply all | Delete | Junk | Block | ···

Motivating the powers that be



Supporting and protecting workplace psychological health and safety contributes to success – for organizations, leaders and employees – but not everyone is convinced of its importance.

If you're a consultant, facilitator, human resources professional, health and safety advisor or leader, you can influence positive change with this workshop.

Participants will gain tools and knowledge to make it easy for decision-makers to say "yes" to psychological health and safety, not as a separate program but as part of the organizational strategies, goals, policies and processes they already value.

Here's a sample of what you'll learn in the workshop to gain buy-in from the powers that be:

- **Tie your proposed solution to the organization's goals and perceived issues** – the challenges and opportunities they're most focused on now
- **Make it practical** – offer solutions that can be part of day-to-day routines without requiring more time or processes
- **Make it affordable** – there are many free, proven resources to help you design and support your proposed approach

The full-day session will be facilitated by [**Enter the facilitator's name here**] and [**is free to attend or add the cost**].

Location:

Date:

Start time:

End time:

To register:

Workplace Strategies for Mental Health

canada life

How to use this guide

Throughout this facilitator guide, you'll see some or all of the following with the corresponding slide:

X minutes: This is the estimated amount of time to spend on this slide if you want to keep within a one-hour timeframe. Some slides involve just a statement or 2 from you. Others engage the participants in discussion. Of course, if you have more time you can ignore these guidelines.

Facilitator notes

This is a note to you, the facilitator, where we offer options or make suggestions. For example, discussing issues like conflicts or terminations may warrant more sensitivity. We may suggest alternative wording to help you stay focused on the topic at hand. This may also help you avoid getting pulled into challenges you can't solve in this time frame or setting.

Suggested wording

You can read this out loud as provided or personalize it for your style and audience.

Where you see text in [**square brackets**] it's a quick note to you about process. Don't read it aloud.

Transition

Each slide ends with a sentence or 2 that helps you transition to the next slide.

Slide 1 3 minutes



Motivating the powers that be

Facilitator notes

There is approximately 4.5 hours worth of content delivery. With a one-hour lunch and two 15-minute breaks, the session would be 6 hours in total. You decide when you want to take your breaks.

To begin, ensure that you've already introduced:

- Yourself, if there's anyone who may not know you
- Your experience with psychological health and safety, if unknown to the group

Our recommendation is to welcome people and begin right on time.
Making the majority of participants wait for those who are late seems unfair.

If you are facilitating this virtually:

- Add a link to the participant handout in your chat feature so that it is readily accessible to those who can't find theirs.
- You may ask participants to write into the chat where they are from or to ask some other question at the very beginning as a form of icebreaker and also to make sure they can use the chat function.
- Please review all suggested wording and modify it for your virtual audience.

Suggested wording

Welcome. Thank you for joining me at this workshop today. My name is [**enter name**] and [**short introduction that also includes why you're credible to talk about psychological health and safety**].

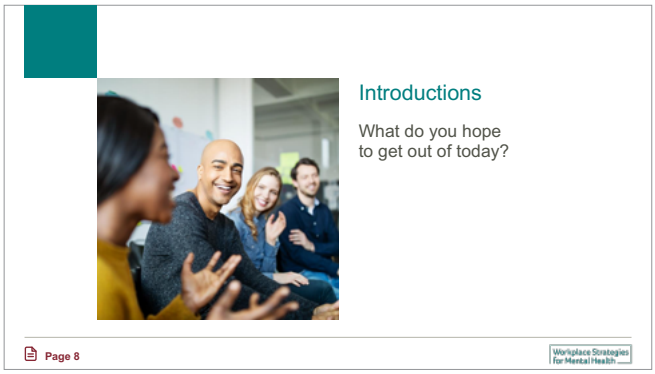
Today we're going to learn how to motivate the powers that be to improve psychological health and safety. This workshop is not about proposal writing or developing a standalone psychological health and safety strategy. Motivating the powers that be is all about helping organizations to embed psychological health and safety into their day to day business as usual by aligning with their existing goals, strategies, policies and plans, rather than having a stand alone or separate plan.

Transition

We are going to start today with introductions.

Notes

Slide 2 15 minutes



Introductions

Facilitator notes

Have groups of 3-5 so that everyone can participate and be heard in the small group activities. Give 5 of those minutes to their discussion and 5 minutes for sharing – time may change based on the number people.

Suggested wording

In your groups, please introduce yourself and share what you hope to get out of today and what you need in order to feel that this was a worthwhile use of your time. Please assign a volunteer to record your ideas to share them back with the larger group in 5 minutes.

[**After 5 minutes**]

Can we start with this group here? Can I have your volunteer share what your group wanted to get out of today?

For the rest of the groups, your volunteer will let us know if they agree with any points that were shared and if they have any additional ones.

[**You need to decide how much can be covered in 5 minutes. If your group is too large, you could ask people to only tell you if they have something different from what has already been shared. This means you won't really know what matters to the majority, but it will give you a good overview.**]

Facilitator notes

When you receive the feedback, manage expectations. If someone wants to know how to diagnose a mental illness, for example, the suggested response if you have that knowledge might be “That’s out of scope for this session but you and I can talk about it at break,” or if you don’t have the knowledge, you could say “That is out of scope for today, but I have some relevant resources that I will share with you.”

Suggested wording

[**After introductions**]

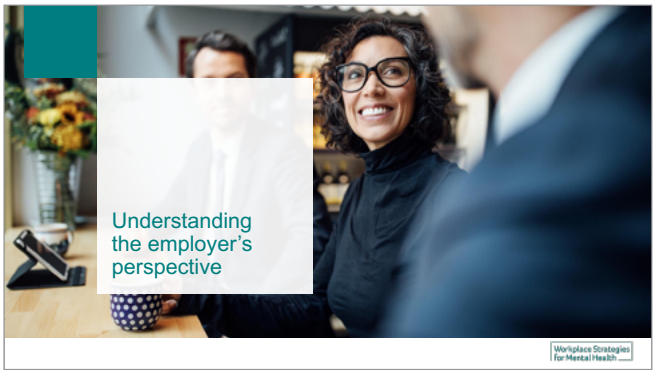
Thank you for taking the time to share. Today is meant to give you some practical tools that you can use to help employers embed psychological health and safety into their business as usual.

Transition

Let’s now focus on understanding the employer’s perspective and then talk about why they might **not** be interested in pursuing a comprehensive psychological health and safety strategy.

Notes

Slide 3 3 minutes



Understanding the employer's perspective

Suggested wording

Let's try to understand the employers' perspectives when they are considering your proposed initiatives.

Factors like economic uncertainty or the inability to attract and retain talent can weigh heavily on employers. Employers may worry that if they take on another strategy, it could take away time, money and resources they need to stay in business. Employers may be concerned with meeting the goals and objectives that will support their sustainability. It's not unreasonable that these urgent concerns take priority over a long-term strategy that may or may not drain more resources than are available.

As Steven R. Covey discussed in his book *7 Habits of Highly Effective People*, we should "seek first to understand, then to be understood." We should be actively listening to try to understand what the employer is saying, and listen to what they feel is most important.

Think of a time when you were trying to get someone to understand you. There is a chance that the more you explained, the more intense the conversation became as you tried to prove your point. If instead you try to understand the perspective of the other person, you may be able to find another way to come to an agreement.

We need to stop trying to convince the employer about our perspective and start to understand theirs.

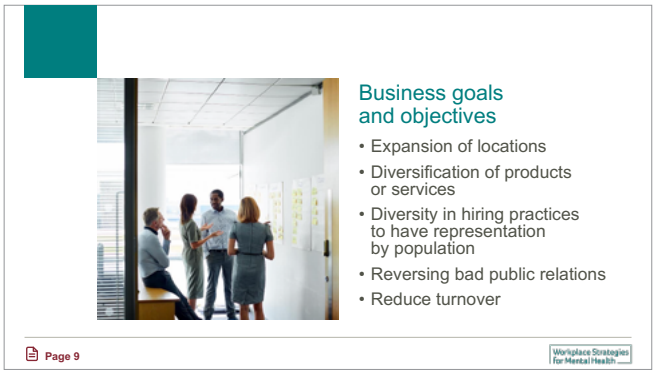
We need to go from promoting a new program or initiative, to finding ways to embed psychological heath and safety into the existing goals and objectives that matter to the employer or decision-makers.

Transition

Now, let's look at how we might connect the concerns and priorities of the employer to ideas that can improve psychological health and safety.

Notes

Slide 4 5 minutes



Business goals and objectives

Facilitator notes

For additional examples of business goals or objectives and relevant approaches that can support them while also supporting psychological health and safety see the Appendix.

Suggested wording

By embedding psychological health and safety into projects, plans and processes that support existing goals and objectives, we no longer are at odds with the employer. Instead, we're supporting what matters to them.

We're going to help motivate the powers that be by supporting what matters to them in a way that they prefer, while still ensuring that all approaches are done in a psychologically healthy and safe way. In fact, you may never need to use the term psychological health and safety when you're doing this. Any interaction between or among leader, management, workers, union, clients or others is automatically impacted by psychological health and safety. Focusing on how to make these interactions psychologically safe just becomes part of any strategy or solution.

For example, if the business goals include an:

Expansion of locations – Think about how to improve hiring and onboarding because you will need people to work in these locations. When developing new teams and reviewing existing policies and processes, make sure they support employee mental health and psychological safety. Your approach could include team building, change management or resilience training. You know that this is psychological health and safety but you speak only about supporting the expansion of locations.

If the business goal is:

Diversification of products or services – You can offer to help prepare employees to embrace and promote these new products or services. You can do this through resilience awareness or training, growth and development opportunities, and emotional intelligence training for those who are leading the promotion of the new products or services. You might consider cross-training staff to do other things within the organization. You know that this is psychological health and safety but you speak only about supporting the diversification of products or services.

If the business goal is:

Diversity in hiring practices to have representation by population – We know diversity is often a numbers game in workplaces. We can attract a diverse population, but can we keep them? Are we inclusive? You could help by improving awareness about implicit bias, discrimination and inclusion. You could also offer team building activities that specifically focus on these topics and help retain talent from diverse groups. We know that this is psychological health and safety, but we are going to talk about supporting their diversity initiative because this is what the employer is focused on.

If the business goal is:

Reversing bad public relations – If the employer is looking to hire a public relations firm so that they can attract new clients and employees, you could offer an alternative or complementary approach. For example, some nursing homes received bad publicity over the pandemic due to the impact on their residents and staff. You could suggest that you work with the employees and clients to discuss the positive aspects about the place and what can be done to make it even better.

This approach could result in employees and families becoming ambassadors for the nursing home. This means that they're more likely to attract clients and new staff from the community where they live and work. You know that this is psychological health and safety but you speak only about improving public relations.

If the business goal is:

Reducing turnover – It's important to recognize the expense of recruiting, hiring and training new staff. Some employers may believe that turnover is the result of employees who don't care or have no loyalty. We know that employees are more likely to leave a workplace that they feel is not psychologically safe, but we don't need to convince the employer of this. Instead, we can offer to speak to the employees that remain loyal and find out from them why they stay. We can also seek to understand what the leaders with the least amount of turnover are doing differently than those with higher rates of turnover. We can find out what employees value and what they wish was different, and report this back as a list of potential strategies to reduce turnover. You know that this is psychological health and safety but you speak only about reducing turnover.

We'll get into more examples as we move through this workshop. If you have a particular business goal that you know is the priority of your employer, let me know and I'll see if I can help you find how to support that while improving psychological health and safety.

Transition

Next, you'll discuss your experiences with resistance.

Notes

Slide 5 18 minutes



Reasons employers give for not taking action

Facilitator notes

For some reasons participants have given for why employers say no to initiatives they have proposed, see the Appendix.

Suggested wording

The question is, What reasons do employers give for NOT taking action on employee wellness or psychological health and safety? And you can't say time and money because I'm going to help you with those things as we move forward. I'll help you later in this session.

Assign someone to record the answers from your small group. Your volunteer will be asked to give 2 reasons not already shared by other groups. At the end I'll ask if there are any reasons that we haven't already heard.

You have 8 minutes to record your list of answers.

[**After 8 minutes**]

Time is up, can I have the first volunteer share their top 2 answers?

[**Go group by group until each group has shared 2 answers.**]

Are there any we haven't already heard?

[**After you have all of the answers**.]

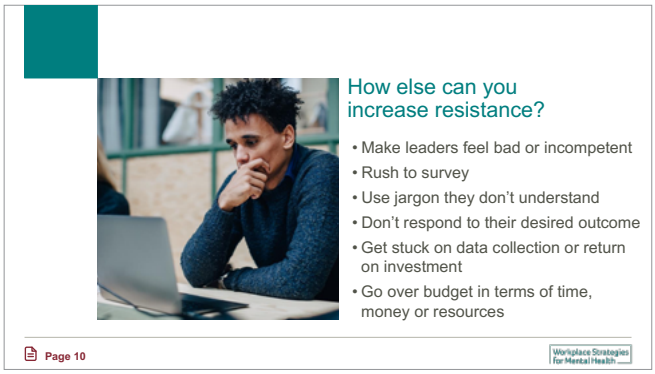
Thank you for your answers. I think we can all understand that there are some legitimate reasons why employers can not always engage in a full blown strategy in addition to all of the more pressing issues and concerns.

Transition

There are some other ways that we can actually increase the resistance to taking action on psychological health and safety.

Notes

Slide 6 5 minutes



How else can you increase resistance

Facilitator notes

For a large group, review the slide and ask if there are other ways we can increase resistance.

Suggested wording

When we try to educate employers on psychological health and safety, we may think we're motivating them, but it may actually sound like we're criticizing, condemning or shaming them, even if that isn't our intention.

We may unintentionally increase resistance by:

Making leaders feel bad or incompetent – When leaders feel accused of demotivating or being unfair to employees, they may become angry or hurt and most likely will resist your solutions. Even if you're not talking about a specific leader, many will internalize a discussion about what leaders are doing incorrectly as being about them. The exception, of course, is those leaders who have no insight and really should be internalizing it. By always speaking in terms of taking positive action rather than focusing on the negative, we're less likely to increase resistance.

Rushing to survey – Sometimes referred to as "Analysis Paralysis," the problem with rushing to do a survey happens when no action is taken for weeks or months after. Employees can get cynical and feel that completing a survey doesn't matter because nothing ever changes. Instead, have a plan in place to take action immediately. Perhaps hold off on a planned initiative until the survey closes, or have a newsletter or communication that can be sent out when the survey is done.

Using jargon – The term psychological health and safety may be common in your field, but it's not in everyone's. Your leader may have PhD or be a rocket scientist, but if this is not their area of study, they may not be familiar with the term. Use the words they use.

Not responding to their desired outcome – For example, if they're talking about diversity, don't change the topic to inclusion or psychological safety even if you feel that's the main issue. You can embed strategies to improve inclusion or psychological safety in the discussion, but continue to use their language so that they're less likely to be resistant.

Getting stuck on data collection and return on investment – The beauty of aligning your suggested solution to what already matters to the employer is that there is less need to convince them that their priorities are worth investing in. Proving in advance that a long-term psychological health and safety strategy will have a direct impact on investment can be complicated by the many other variables in any workplace. Supply and demand, employee skillset, leadership skills, and many other factors make solid evidence difficult to come by. In the case of supporting their priorities, the business case has already been accepted. You're just offering a strategy that also supports psychological health and safety.

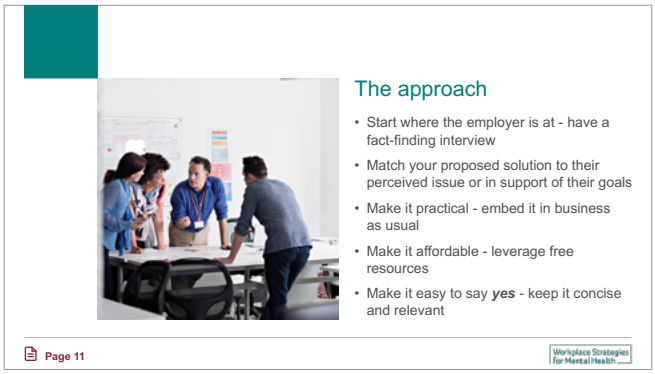
Going over budget in terms of money, time or resources – We all know that the most common reason for resisting is lack of time or money. By embedding this as business as usual, you aren't adding much more time to the existing demands on staff. By aligning it to the goals of the employer, you're not necessarily increasing the demands on resources. You can also leverage the many free resources available rather than outsourcing or creating from scratch.

Transition

Now, let's look at our recommended approach.

Notes

Slide 7 5 minutes



The approach

Suggested wording

The first step is to have a fact-finding interview. This is where you'll talk with the powers that be to understand their issues and concerns from the perspective of developing proposed solutions. It means you'll be starting where the employer is at.

Using the information you gather, you'll develop a solution that matches their desired outcomes. Your solution will be embedded in business as usual, leverage free resources to make it affordable and will be succinct and concise to make it easier for the employer to say yes.

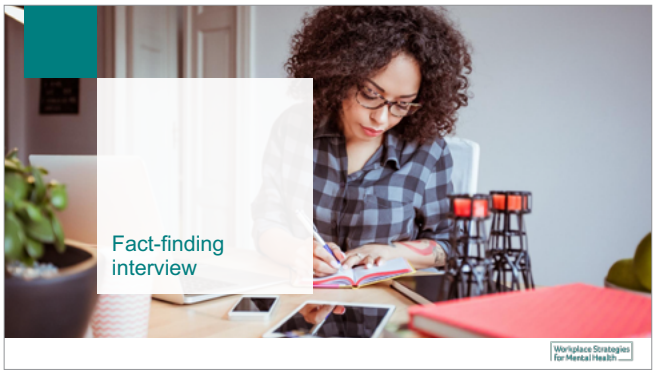
It's common to want to over explain why your solution will work. Refrain from including all your evidence in a long proposal that explores papers, reports and theories. Instead, a strategy that aligns with the employer's objectives means that you don't need to convince them, they've already told you it's the priority. If you are making a suggestion, you should have some evidence to back up your claims, but don't bombard them with it. Offer them the strategy and have the information available if they ask for it.

Transition

Now, I'll go through the fact-finding interview questions with you.

Notes

Slide 8 2 minutes



Fact-finding interview

Facilitator notes

You want to go through these questions fairly quickly, knowing that the participant handout has this information in it.

Suggested wording

Each of the questions that I'm going to read is looking for specific information to help you develop a successful solution that the employer will agree to. You don't have to ask it using the same words that I will, but you do need to have the same information. The questions you ask can depend on your role and knowledge of what the employer actually wants or needs.

If you can say that the solution was requested by the top decision-makers, you'll be more successful in motivating those that may need to execute your plan. If you're assuming that the top decision-makers want it, rather than knowing that they do because they told you so, you may be less successful.

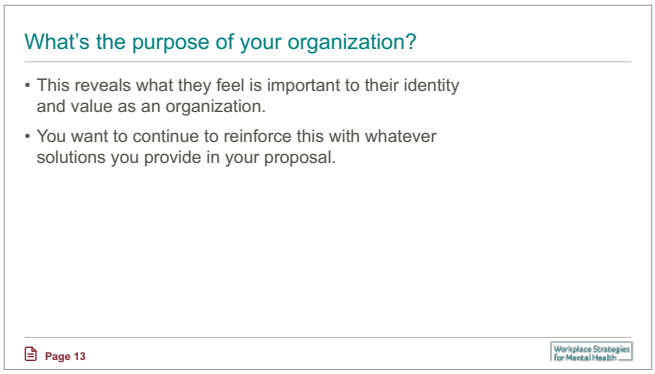
There may be gatekeepers who may not allow you to talk to the decision-maker. If this is the case, you can ask the questions to Human Resources. You can also ask them to ask the decision-makers, and let you know their answers.

Transition

Let's start looking at the questions.

Notes

Slide 9 1 minute



What's the purpose of your organization?

Suggested wording

The first question is: What's the purpose of your organization?

They may look at you and say, "You don't know what our organization does?" You can say that you simply want to hear this in their words. Ask them how they would describe their organization.

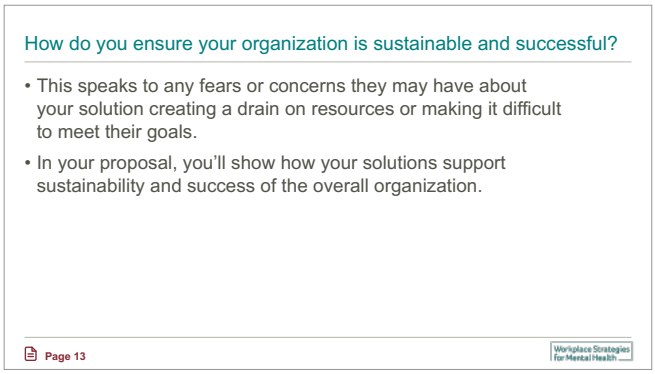
You may ask one CEO who tells you their purpose is to launch people into their first career, or support them to have purpose in life after retirement or provide a place for the community to find a place to gather and eat that is both affordable and safe.

If the CEO of that workplace changes, the new CEO may say, "We sell more burgers and fries than anyone in the world." You should use different language and potentially even a different approach based on what the CEO values.

This question helps you to understand at a high-level, what matters to the decision-maker.

Notes

Slide 10 1 minute



How do you ensure your organization is sustainable and successful?

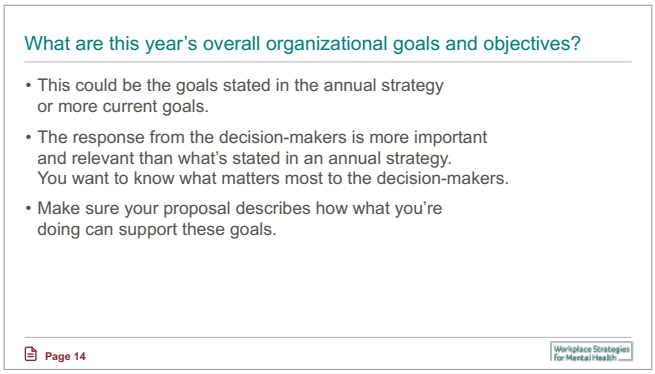
Suggested wording

The second question we ask is: How do you ensure your organization is sustainable and successful?

The answer to this question will reveal any fears or concerns about keeping the organization going. Any solution that you develop should help to alleviate these fears or concerns. For example, if sustainability comes from a certain sales quota, you want your solution to support sales. If sustainability comes from the quality of leadership, your solution should support leader development.

Notes

Slide 11 1 minute



What are this year's overall organizational goals and objectives?

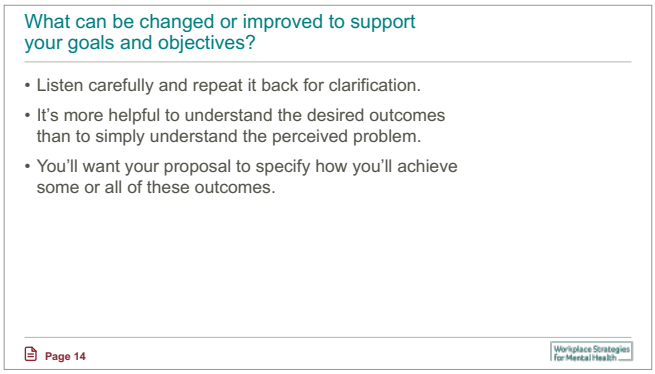
Suggested wording

This question is asking the decision-makers to share the goals and objectives that are top of mind for them. If the response is, "You can read the goals and objectives in a document," you can follow up with, "I'd like to understand which are most important to you."

This helps you to understand what priority you want to align your proposed solution to based on what's most important to them.

Notes

Slide 12 1 minute



What can be changed or improved to support your goals and objectives?

Suggested wording

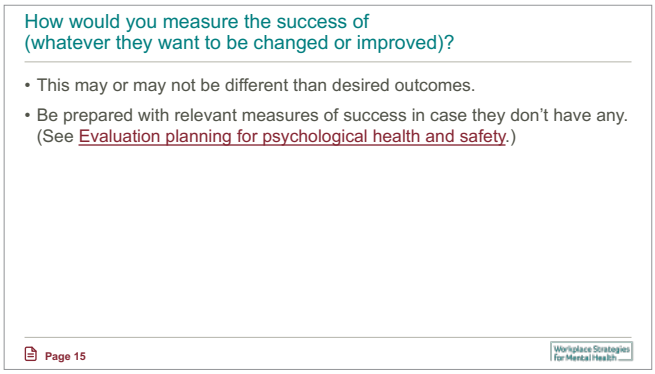
The next question is: What can be changed or improved to support your goals and objectives?

Their answer tells us what they think are the barriers to their success.

Capture the language that they use to describe what needs to be changed and improved. Even if you disagree with what they are saying, you still want to speak to this in your proposed solution. Be sure to use their own words when you speak specifically to how you can help remove these barriers.

Notes

Slide 13 1 minute



How would you measure the success of (whatever they want to be changed or improved)?

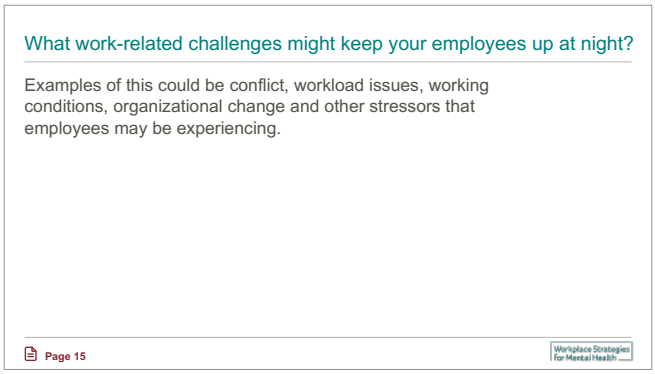
Suggested wording

The next question is: How would you measure the success of what they just described to you?

Again, whatever their answer is should show up in your proposed solution as, "We will measure success by [whatever they said.]."

Notes

Slide 14 1 minute



What work-related challenges might keep your employees up at night?

Suggested wording

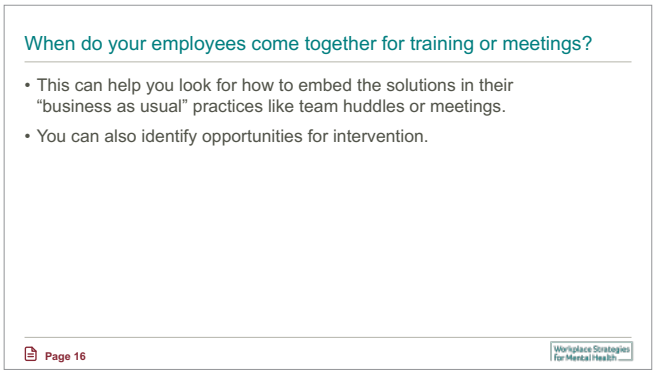
The next question is: What work related challenges might keep your employees up at night?

You can ask this question, but be aware that the decision-maker's answer may or may not be correct. They may not actually know what is going on with front-line workers because no one has actually told them. It's not unusual for front-line leaders or middle management to tell decision-makers that everything is fine, even when it's not. On the other hand, your proposed solution can include the issues mentioned by the decision-maker. This will help the decision-makers feel that they're helping employees.

If you know or can find out what is actually keeping employees up at night, you can include this in your proposed solution without actually referring to the issue.

Notes

Slide 15 1 minute



When do your employees come together for training or meetings?

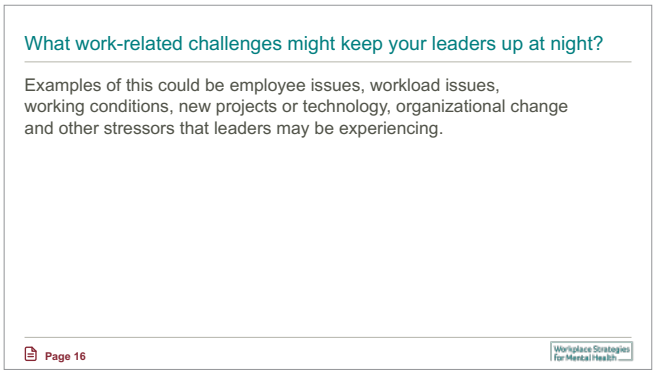
Suggested wording

The next question is: When do your employees come together for training or meetings?

This question will answer how to make best use of their time. If you could regularly carve out 10 minutes during onboarding, mandatory training, team meetings, morning huddles or other scheduled events, over time your proposed solution could have a greater impact than a 2-hour workshop.

Notes

Slide 16 1 minute



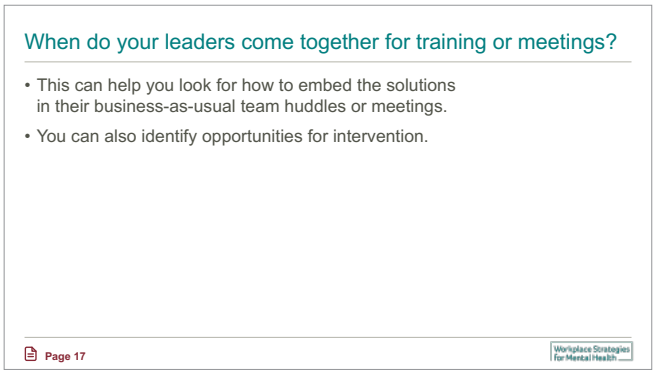
What work-related challenges might keep your leaders up at night?

Suggested wording

You'll notice that this question is the same as the previous one but is related to leaders. Their challenges might be very different than their employees', so we need to ask these two separate questions.

Notes

Slide 17 1 minute



When do your leaders come together for training or meetings?

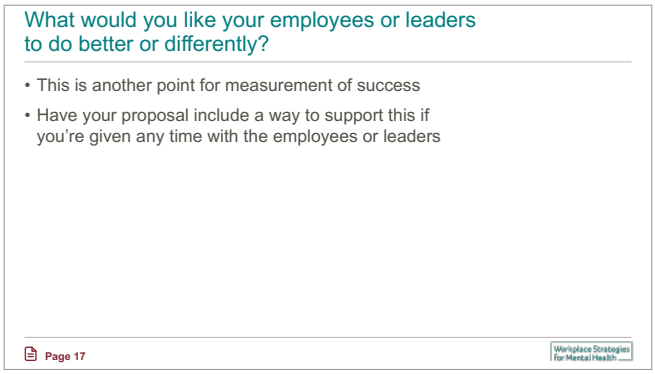
Suggested wording

Again, this is the same question we asked employees, but it needs to be asked as a separate question for the leaders because their answers might be very different.

If your proposed solution includes leader training, it should have as little impact as possible on their regular job duties.

Notes

Slide 18 1 minute



What would you like your employees or leaders to do better or differently?

Suggested wording

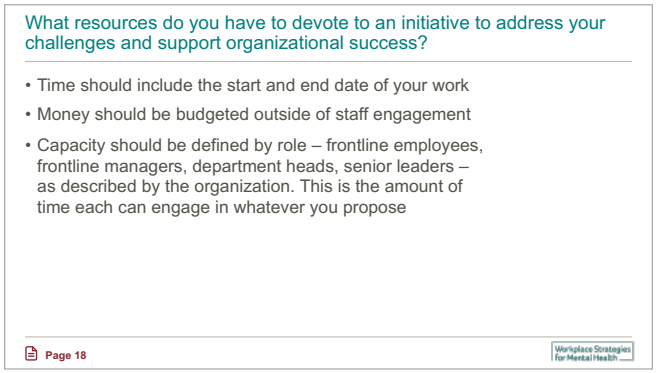
The next question is: "What would you like employees or leaders to do differently or better?"

This is an interesting question because it taps into what the decision-makers might be frustrated about.

Your proposed solution should speak to how it will help bring about the change that the decision-maker is seeking.

Notes

Slide 19 1 minute



What resources (time, money, capacity, etc.) do you have to devote to an initiative to address your challenges and support organizational success?

Suggested wording

The next question is: What resources do you have to devote to an initiative to address your challenges and support organizational success?

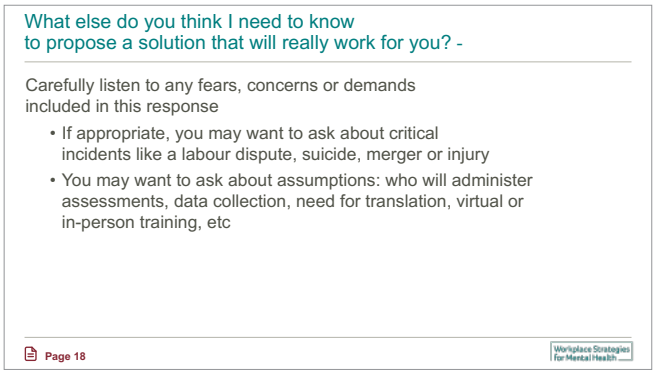
Unless you already have the request to develop a solution, you may not be ready to ask this question yet.

Demands on time, money and capacity may bring about resistance from the decision-maker. Once they see a proposed solution that addresses many of their concerns and also supports their goals and objectives, they're more likely to commit resources.

If your proposed solution is effective, low-cost or no-cost and embedded as business as usual, you'll gain the trust of the decision-maker for future proposals.

Notes

Slide 20 1 minute



What else do you think I need to know to propose a solution that will really work for you?

Suggested wording

The next question is: Is there anything else you need me to know or consider in relation to this?

You might also use your discretion to ask follow-up questions, like “Have there been any workplace issues, injuries, changes or conflicts that could impact the success of any proposed changes?” Only ask the questions you feel will be well received and not feel like an accusation or an attack.

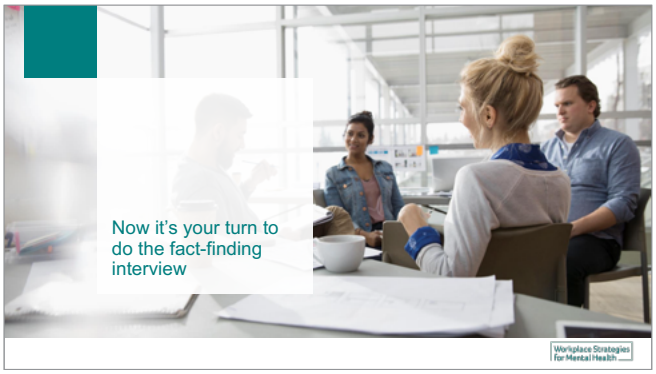
That’s all of the questions for the fact-finding interview. As I said before, you can modify the wording to suit your audience and in some cases you may add in new or delete some of the questions.

Before we move on, does anyone have any questions about the fact-finding questions?

[**Field any questions and then move onto the next slide.**]

Notes

Slide 21 2 minutes



Now, its your turn

Suggested wording

Start the fact-finding interview as if you've been invited. "Thank you for having me here today so I can learn more about your perspectives on your organization."

When doing this interview, you're listening, not telling them what to do or providing solutions. The fact-finding interview is primarily related to how people interact with each other. Remember, you're not solving problems, you're not offering info – you're only listening to what they're saying during the fact-finding interview.

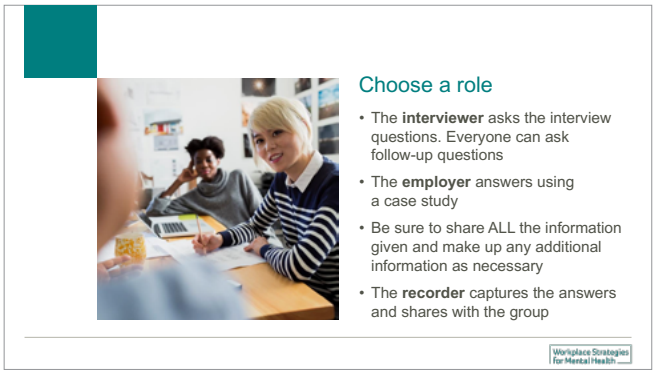
Sometimes, part of the issue described by the decision-maker may relate to equipment or processes that are outside the scope of your job. You can either collaborate with those who are responsible for this or speak to how you can reduce the potential negative impact on employees as it relates to these issues. Stick to keeping your proposed solution related to the interactions that impact psychological health and safety.

Transition

Now it's your turn to conduct a fact-finding interview.

Notes

Slide 22 3 minutes



Choose a role

Suggested wording

Sometimes groups take a long time to choose the case study that they're going to work on and who will work on which role. Please try to decide the roles and the case study as soon as you go into you group.

One person will be the interviewer and will ask the questions. One person will choose the case study and act as the employer/decision-maker. They must share all of the information given in the case study and they can make up answers to questions that aren't covered in the case study. There are 5 case studies in total. The case studies are: a retail setting where sales are the priority; a construction setting where the cost of injuries is the focus; a corporate setting going into a major merger; a health care setting that wants to improve patient safety and a restaurant setting where turnover is a problem.

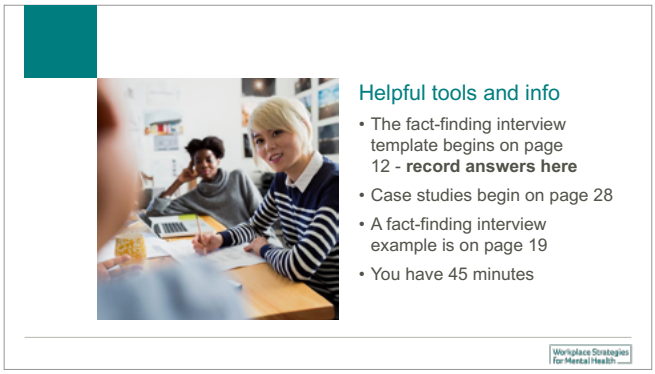
The recorder is the person who will capture the answers and share them with the rest of the group. If there are any other members of the group, their role will be to ask any follow-up questions for clarity. Decision-makers are usually busy people without a lot of time. You have 45 minutes to go through all of these questions, so please work efficiently.

Transition

I have a few more details to share with you.

Notes

Slide 23 47 minutes



Helpful tools and info

Facilitator notes

The participants won't be given time to share their responses, but will be given time to ask questions and make comments about the process. The fact-finding interview will be used later when they're developing their proposed solutions.

At the end of this activity you should be at approximately the 2 hour mark.

Suggested wording

For those of you recording, the template can be found on page 12 of the participant handout. For those who are the employer/decision-maker, the case studies begin on page 28 and you can choose the one you want. For anyone who finds this confusing, you can go to page 19 to find a completed fact-finding interview.

If anyone feels they understand the organization well, they should be the employer. Choose your case study based on your familiarity with the type of workplace or the issues that resonate with you.

If you're stuck on anything, let me know. If you don't get what's being asked, let me know.

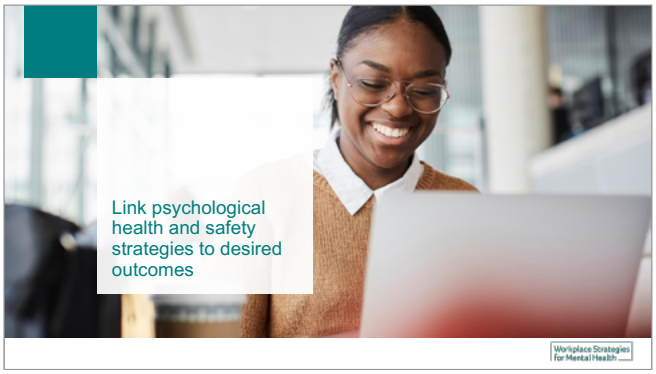
[**Set a timer for 43 minutes, when it goes off, tell the participants that they have 2 more minutes to wrap up.**]

Transition

The time is up, I hope you got what you needed.

Notes

Slide 24 1 minute



Link psychological health and safety strategies to desired outcomes

Suggested wording

Let’s now explore how you can link psychological health and safety initiatives to the real-world challenges and opportunities faced by employers. You can follow along on page 20 in your handout.

Notes

Slide 25 10 minutes

Specific issue	Employer s desired outcome	Psychological health and safety strategies	Free resources from the WSMH resource catalogue
Merger	• Team cohesion • New policies and processes	• Team building • Conflict resolution • Policy review	• Team activities • Resolving conflict workshop • Emotional intelligence workshop • Building trust for leaders • Leveraging team wisdom
Turnover	• Employee loyalty	• Leadership • Employee resilience • Workload stress	• Psychologically Safe Leader • Building resilience workshop • Implicit bias workshop • Workload management workshop
Employee safety	• Better focus on the job • Better supervision	• Mental health awareness • Supervision	• Emotional intelligence for leaders • Strengthening leader skills • Protection of physical safety • Healthy break activities
Patient safety	• Decreased absenteeism • Improved patient care	• Team building • Supervision • Mental health awareness	• Team activities • Prevent burnout • Implicit bias
Sales	Improved salesmanship	• Emotional intelligence • Motivation to sell • Performance management	• Emotional intelligence skills assessment • Supporting task improvement • Growth and development • Recognition strategies

Free resources for specific issues

Facilitator notes

Often the main issue described by employees is workload stress. In many cases, the stress comes not from the total hours that employees have to work, but from the pressure, chaos or conflict around the work. If workload stress comes up as an issue, there is resources that you can direct your participant to under Employee workload stress.

If no internet, use the resource catalogue to think about the available resources.

Suggested wording

In this slide, the first column lists a specific issue that an employer might be dealing with. The next column is how a specific employer described their desired outcome to deal with their issue. The third column has the types of strategies that are known to support psychological health and safety and can help you support the employer's desired outcome. The last column has some of the free resources that you can find in the resource catalogue to help you create a low-cost or no-cost solution.

Let's review.

Merger

Let's say the specific issue for your employer is an upcoming merger. In your fact-finding interview, they're worried about the teams from the 2 organizations coming together cohesively. Everyone knows that a merger will likely mean layoffs or terminations and those that are left may be forced to work with individuals who were previously their competition. There may also be a lot of "this is the way we always did it" and disagreements about the best approach.

The employer expressed that they want your help to build team cohesion and for you to consider which polices and processes should be retained from the 2 organizations.

One strategy could be that you work with the teams before the merger to prepare them for change. Another strategy is to help after the merger – you're there to build cohesion and support differences in opinion by teaching respectful employee conflict resolution skills and to build synergy rather than animosity.

In terms of policies and process, you may want to engage a direct comparison of the policies and processes of each organization. Specifically, look for how these polices and processes impact psychological health and safety and suggest changes along with the integration of whatever works best in the new environment.

Turnover

If this is the issue for your employer, they may believe that turnover is only related to loyalty and level of commitment. However, you know it's much more likely related to workplace relationships or workload stress. Your proposal would talk about improving employee loyalty, but your strategies would be to strengthen employee loyalty by improving the leadership skills to gain loyalty, to build employee resilience, to improve commitment and to address stressors in the workplace to improve employee loyalty. You know that each of these things can also improve psychological health and safety and workplace relationships and workload stress, but you're going to continue to speak about employee loyalty if that's how the employer/decision-maker described it. The last column lists free resources that you could use to keep your solution low-cost or no-cost.

Employee Safety

If employee safety is the issue, and the employer feels the cause is lack of employee focus and incompetent supervision, you'll want to speak to those 2 issues. Even if you disagree on what's causing the injuries, you'll agree that you're going to look at the supervisors with the fewest accidents and injuries to understand what they do differently. You could also look at how to optimize employee focus and attention on the job. We know this is mental health awareness and psychological health and safety, but your proposal is going to speak only about increasing focus on the job.

Patient Safety

If the issue is patient safety, the employer may think the problem is employees calling in sick or that they just don't care. Even if you know that the issue is staff burnout from chronic under resourcing and lack of management support, your proposal can talk about reducing absenteeism and improving employee commitment. To accomplish this, you can work with supervisors to ensure staff take their breaks, collaborate on managing workload and teach how they can have each other's backs. You know this is all about psychological health and safety, but you can offer all of these solutions in support of reducing absenteeism.

Sales

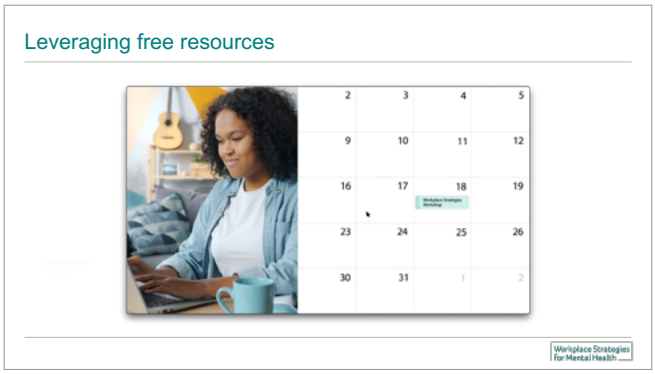
If all the workplace cares about is money and increasing sales, there's still an opportunity here. Research has shown that there is a direct correlation between an individual's level of emotional intelligence and their ability to sell. Your proposal could be to improve the emotional intelligence of everyone who is on the sales team: the people who answer the phone, talk to clients, and those who sell. When you teach about emotional intelligence, you will teach how to use this knowledge to protect their own and other's psychological safety, but your proposal will only talk about increasing sales.

Transition

I'm now going to play a 5-minute video to help you understand how and why you can use the free resources described in your resource catalogue to make a difference. It would be an advertisement, but there's absolutely no cost to download and use any of these. They're all free.

Notes

Slide 26 6 minutes



Leveraging free resources

Facilitator notes

Make sure you have a source of sound to play the motion graphic. If you're doing this virtually, make sure your platform can play sound from your device.

Suggested wording

[**Play the video in the slides.**]

[**After the video has played.**]

These resources are written so that most people can use or facilitate them. They don't need a trained facilitator, but if you are one, you could modify, adapt or add to the resources to customize them for your purposes.

Transition

Now, I'll get you to take out the resource catalogue so we can review it.

Notes

Slide 27 2 minutes



Resource catalogue

Facilitator notes

Review the Resource catalogue to help you become familiar with what is available.

Some examples include:

- A variety of workshops
- Dozens of team activities
- Plan for resilience
- Guarding Minds at Work
- Emotional intelligence skills assessment
- Psychologically Safe Leader Assessment
- Psychologically Safe Team Assessment

Suggested wording

The resource catalogue recommends 4 different intended audiences:

Some are for all employee's (CEO, reception, general public etc.).

Next is for people leaders – those who manage, support or lead others.

Next is for teams, by teams we mean people who work together on a regular basis. For those who see and interact with each other on a regular basis.

Last one is for those who are decision or policy makers for organizations.

Transition

Choose your resource according to your intended audience.

Notes

Slide 28 2 minutes



Psychological health and safety strategies focused on improvement

Facilitator notes

Have a look at the descriptions below and use as much or as little as you want depending on how much time you have. You can just read the titles or you can give a broader description.

Suggested wording

It's broken down into these categories.

Conflict resolution

Resolving disputes between 2 parties or among team members can be done in a way that preserves the dignity of all concerned. It also can lead to improved interactions going forward rather than focusing on blame. In this category you'll also find resources related to bullying, harassment and intimidation.

Emotional intelligence

Awareness of the potential impact that we can have on others and the ability to manage our reactions supports improved performance, customer service, sales and team cohesion. In this category you'll find resources that are helpful for leaders, employees and teams.

Mental health and well-being

Being aware of our own and others' mental health can reduce stigma and improve employee well-being. In addition to helping prevent discrimination, this category has resources that support and promote positive mental health. You'll also find helpful information about mental illness and free health resources for employees and their loved ones.

Policies and programs

Experts in psychological health and safety helped to develop frameworks for policies and programs. The topics include discrimination prevention and inclusivity, impairment policy and wellness awareness programs. There's also a wide variety of resources to support an organizational approach to psychological health and safety.

Resilience

Resilience is the ability to deal with stress and adversity and bounce back. In this category you'll find tools and activities for leaders, employees and teams.

Supportive performance management

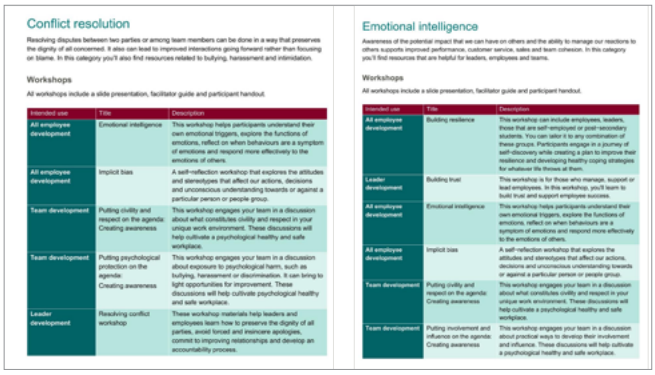
Balancing employee performance success with a psychologically safe management style is the intention of these resources. In this section you'll find tools and workshops that can help leaders do this effectively, including with employees who require accommodation.

Transition

Choose your resource according to your intended outcome.

Notes

Slide 29 1 minute



Conflict resolution

Resolving disputes between two parties or among team members can be done in a way that preserves the dignity of all concerned. It also can lead to improved interactions going forward rather than focusing on blame. In this category you'll also find resources related to bullying, harassment and intimidation.

Workshops

All workshops include a slide presentation, facilitator guide and participant handout.

Intended use	Title	Description
All employee development	Emotional intelligence	This workshop helps participants understand their own emotional triggers, explore the functions of emotions, reflect on when behaviours are a symptom of emotions and respond more effectively to the emotions of others.
All employee development	Implicit bias	A self-reflection workshop that explores the attitudes and stereotypes that affect our actions, decisions and unconscious understanding towards or against a particular person or people group.
Team development	Putting civility and respect on the agenda: Creating awareness	This workshop engages your team in a discussion about what constitutes civility and respect in your unique work environment. These discussions will help cultivate a psychological healthy and safe workplace.
Team development	Putting psychological protection on the agenda: Creating awareness	This workshop engages your team in a discussion about exposure to psychological harm, such as bullying, harassment or discrimination. It can bring to light opportunities for improvement. These discussions will help cultivate psychological healthy and safe workplace.
Leader development	Resolving conflict workshop	These workshop materials help leaders and employees learn how to preserve the dignity of all parties, avoid forced and insincere apologies, commit to improving relationships and develop an accountability process.

Emotional intelligence

Awareness of the potential impact that we can have on others and the ability to manage our reactions to others supports improved performance, customer service, sales and team cohesion. In this category you'll find resources that are helpful for leaders, employees and teams.

Workshops

All workshops include a slide presentation, facilitator guide and participant handout.

Intended use	Title	Description
All employee development	Building resilience	This workshop can include employees, leaders, those that are self-employed or post-secondary students. You can tailor it to any combination of these groups. Participants engage in a journey of self-discovery while creating a plan to improve their resilience and developing healthy coping strategies for whatever life throws at them.
Leader development	Building trust	This workshop is for those who manage, support or lead employees. In this workshop, you'll learn to build trust and support employee success.
All employee development	Emotional intelligence	This workshop helps participants understand their own emotional triggers, explore the functions of emotions, reflect on when behaviours are a symptom of emotions and respond more effectively to the emotions of others.
All employee development	Implicit bias	A self-reflection workshop that explores the attitudes and stereotypes that affect our actions, decisions and unconscious understanding towards or against a particular person or people group.
Team development	Putting civility and respect on the agenda: Creating awareness	This workshop engages your team in a discussion about what constitutes civility and respect in your unique work environment. These discussions will help cultivate a psychological healthy and safe workplace.
Team development	Putting involvement and influence on the agenda: Creating awareness	This workshop engages your team in a discussion about practical ways to develop their involvement and influence. These discussions will help cultivate a psychological healthy and safe workplace.

Resource catalogue samples

Suggested wording

This is what you will see when you go into the resource catalogue.

The 2 examples here are resources for conflict resolution and emotional intelligence.

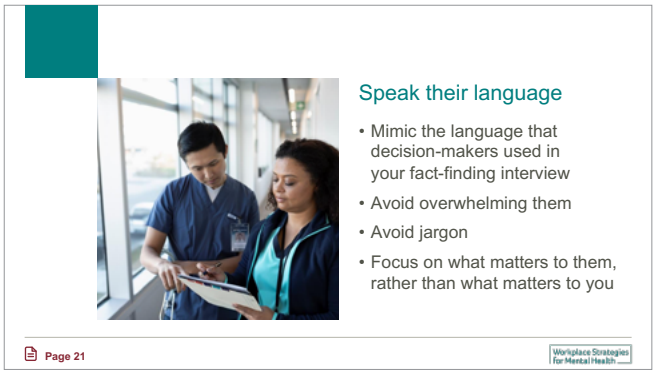
The title is in the main topic. Under that description you will see the intended audience, the title of the resource and a brief description. If you have access to the internet, you can also look the resources up online.

Transition

We'll now look at how to speak the language of the employer.

Notes

Slide 30 3 minutes



Speak their language

Suggested wording

Soon, you'll create a solution to the issues that were uncovered in your fact-finding interview. It's really important that you use the same words that the employer used in the interview. You want this to be very clear and concise, so don't overwhelm with a lot of information and don't use the words "psychological" or "mental" or any derivative of those 2 words. This will force you to avoid jargon and to describe psychological health and safety in the language that will resonate with the decision-makers.

You also need to embed your solution in whatever is business as usual for the employer to reduce the drain on employee or leader time and to be more successful in making small but regular changes over time.

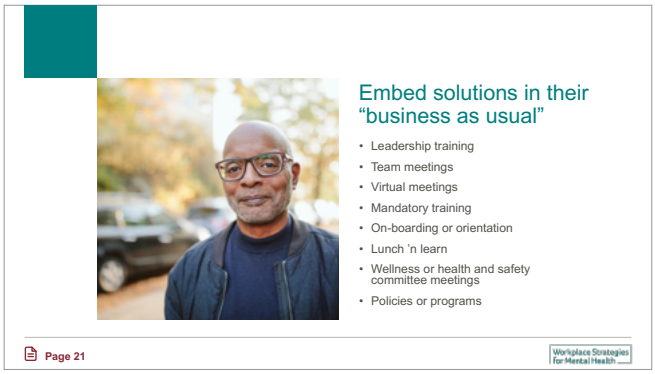
Finally, your task is to only focus on what matters to the decision-maker in terms of what you are describing and what matters to them, even though your solution will support psychological health and safety.

Transition

Make sure your solution contains all of these elements.

Notes

Slide 31 3 minutes



Embed solutions in their "business as usual"

Facilitator notes

Use as much or as little as you want of the suggested wording below, depending on how much time you have.

Suggested wording

Some opportunities for embedding your proposed solution into business as usual could include:

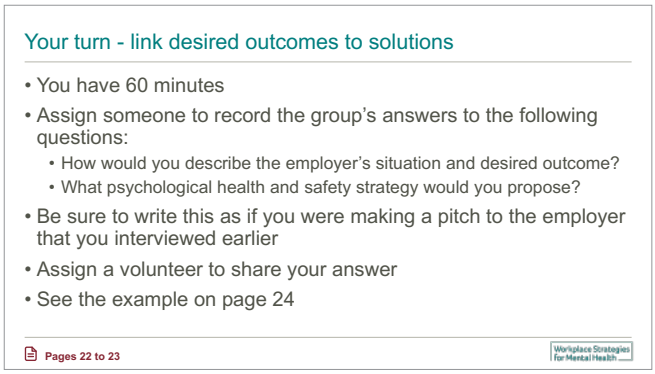
- Asking for 10 minutes during Leadership training, team meetings, virtual meetings, mandatory training or onboarding/orientation.
- Lunch and learns may not be a preferred approach because employees need a break over lunch. If this is the only time you are given, take it, but consider starting 10-15 minutes after lunch so employees can take a break first and try to end 10-15 minutes before lunch ends. If they have a one-hour lunch and this turns out to be 30 minutes, take the 30 minutes. If they only get 30 minutes for lunch, you can keep your talk to 10-15 minutes. You can also ask to do a series of lunch and learns and ask that they be voluntary. Make them so much fun that employees want to be there.
- If there is a wellness committee or a health and safety committee, you might ask them what they see as the issues and what opportunities they have to make a difference.
- If there is a regular schedule for policy review or program evaluation, ask to be part of it so you can advocate for changes that support psychological health and safety

Transition

Now, I'll describe what you are going to do to motivate the powers that be.

Notes

Slide 32 2 minutes



Your turn – link desired outcomes to solutions

Suggested wording

Your mission is to describe the employer's situation and desired outcome in no more than 3 sentences. 3 sentences max. Got that?

Your proposed solution that will support psychological health and safety will not use the words "psychological" or "mental" and will be as concise, meaning short, as you can make it. Remember that you are only working on a single proposed solution that will have a positive impact, not trying to transform the entire workplace. These small incremental changes can make everyone's life easier and make it more likely that you will motivate the powers to be.

There is an example of a proposed solution on page 24 if you want to see one.

Like before, you need to decide who will record your answers. You have 60 minutes to come up with your response and we will review them as a larger group.

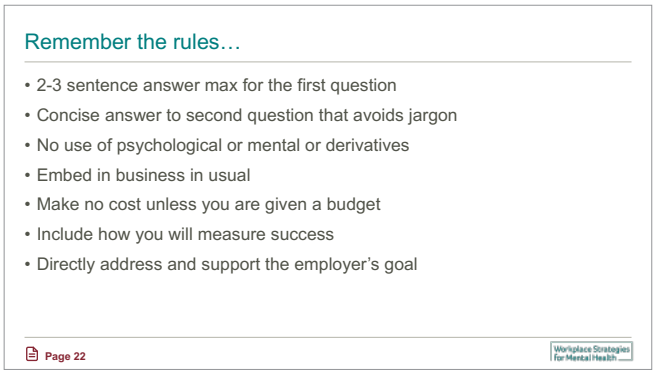
Be sure to write this as if you were making a pitch to the employer that you interviewed earlier.

[**Set timer for 58 minutes and when it goes off, announce that they have 2 more minutes to finish up.**]

[**Put the next slide up and leave it up as a reminder while the participants are doing this work.**]

Notes

Slide 33 61 minutes



Remember the rules

Facilitator notes

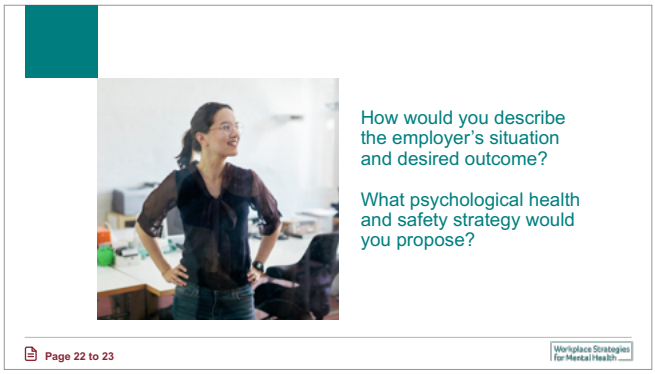
Leave this slide up while the groups are doing their work as a helpful reminder.

Suggested wording

I'll just leave this slide up so that you can remember the rules while working on your answers.

Notes

Slide 34 30 minutes



How would you describe the employer's situation and desired outcome?

Facilitator notes

Listen for and provide constructive feedback on:

- How the solution matches the desired outcome and addresses the issues described by the employer.
- Whether the language is concise, avoids jargon and doesn't include the words "psychological" or "mental" or any derivatives.
- If they describe how they will measure success.
- How they embedded their solution in business as usual and kept costs to a minimum.
- What the group did well.

At the end of it all, comment on how their proposal could make a positive difference.

Suggested wording

I want you to know that I will challenge you if you're spending money that wasn't offered to you, using the words "psychological" or "mental" or not responding directly to the employer's desired outcomes in their own language. If you haven't embedded the solution in business as usual or explained how you will measure success, I may comment on that as well. Have I scared you all?

Okay then, let's have the first group share their responses.

[**Listen to and comment on each group's proposed solution as directed in the facilitator notes above. When the last group has gone, continue.**]

You've all taken what matters to an employer and created a solution that will help them while also supporting psychological health and safety. Of course, if you have an employer who wants you to develop a comprehensive, multi-year strategy to improve psychological health and safety with a robust budget and no limitations, go for it. What you just did here was discover a way to still make strides without this kind of support. And even if you did have an unlimited budget and no limitations, I can assure you that embedding psychological health and safety in business as usual, in the day to interactions of every employee, will be more successful than just having pretty posters or lovely policies that do not change behaviours.

Are there any questions about any of this?

Transition

Okay, let's recap what we've covered.

Notes

Slide 35 3 minutes



Recap

Facilitator notes

If you feel the group would like to stay in touch, you can offer to send a paper around for them to share their contact information. You can volunteer to type it up and send it to everyone on the list. You might say, "Due to privacy, I can't share your contact information, but if you want to share within your group, then you are free to do so." If you are hosting virtually, those who wish to share can put their contact information into chat.

Suggested wording

Today we've learned an approach to motivate the powers that be. We've learned what matters to the decision makers by asking questions. We've found out how they will measure success.

We've also discussed how to link psychological health and safety strategies to desired outcomes using the language of the employer. We talked about being concise in proposed solutions and leveraging free resources to stay on budget.

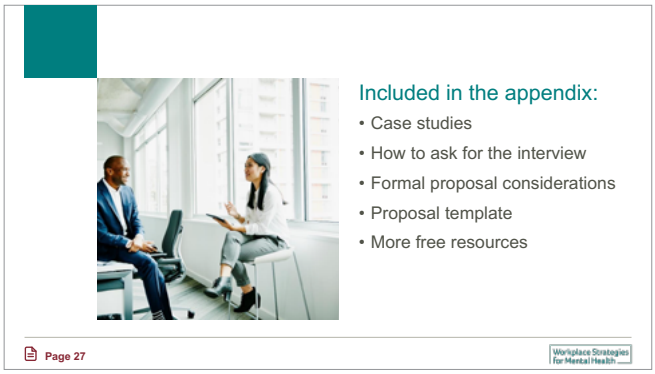
In some cases, you may need to go further with a formal proposal, project development or an implementation strategy when your proposed solution is accepted. There are more resources to help you with that on the Workplace Strategies site.

Transition

I just want to point out a few more things that you might want to look at later.

Notes

Slide 36 1 minute



Included in the appendix

Suggested wording

You have the case study that you worked on, but the other case studies might have more information for you as well. They're an amalgamation of real-life experiences.

There are also a few other items in your appendix. On page 32, there are some ideas on how to ask for the fact-finding interview.

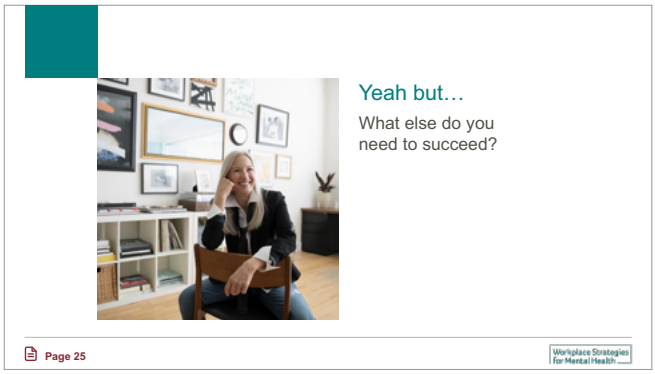
On pages 33-37, you'll find some information and a template to help if you have to develop a formal proposal.

Transition

Alright, now you're going back into your groups to answer one final question.

Notes

Slide 37 10 minutes



Yeah, but…

Facilitator notes

Ask the question and give the groups up to 10 minutes to respond if you have the time. If you are short for time, you can give everyone one minute to record their Yeah but, and then ask for volunteers to share. Do your best to answer their concerns if you can, or offer to look up a potential solution and get back to them. Some ideas of potential concerns and solutions are in the Appendix.

Suggested wording

Yeah, but is related to any concerns, hesitations or reasons you think this approach may not work for you. It would be like saying "Yeah this is interesting, but it may not work for me." Another way to ask it would be: What else do you need to succeed in motivating the powers that be or to be able to address psychological health and safety in the workplace?

Transition

Thank you for sharing.

Notes

Slide 38 1 minute



More information and resources

Facilitator notes

On the back of the participant handout, there's a short list of some of the many free resources available. If you want your audience to read or use a particular resource, you may want to point it out at the end of your session. If you're short for time, you can skip this.

Suggested wording

Go to Workplace Strategies for Mental Health for more information about strategies to resolve workplace issues or create a psychologically safe workplace. Everything on this site is available at no cost in both English and French.

Thank you for being here today. You're making a positive difference in the lives of all employees when you motivate the powers that be to meet their goals in a way that also supports psychological health and safety.

Notes

Appendix

Potential business goals and relevant approaches

[Slide 4]

Below are additional examples of business goals or objectives and relevant approaches that can support them while also supporting psychological health and safety.

Business goal or objective	Potential psychological health and safety initiative
Complying with government regulations	Bring relevant employees together to discuss efficient and effective ways to comply that also reduce stress for everyone.
Improving staffing efficiency and effectiveness	Help design new onboarding approaches that include orientation to psychologically safe interactions, speaking up about concerns, knowledge of resources and benefits, integration into the new team, etc.
Retaining talent	Look at leader strategies where turnover is low and ask employees what is positive about working for that leader. Share the results with all leaders and consider ways to measure the success of changes.
Reducing expenses and increasing profit	Leverage free resources to support team activities that also improve productivity and performance.
Reduce absenteeism and/or benefit costs	Review the Return to work and Accommodation processes to make sure employees are adequately supported to stay at work. Include activities and events that support wellbeing at work.
Improving communication and relationships among staff	Embed communication training in all team meetings and interactions as part of business as usual. Include conflict resolution, resilience, emotional intelligence and effective feedback.
Reducing leader burnout	Teach leaders about the signs and risk of burnout. Have them share coping strategies and develop a plan to prevent burnout for all leaders.
Improving efficiency	Use a free resource like Supportive task improvement to work with each employee on improving efficiency in their job.
Improving customer service and reducing complaints	Teach resilience, conflict resolution and emotional intelligence skills to all employees. Have employees share how this knowledge can be applied to customer service and embed these approaches in training and recognition.
Improving employee engagement	Use a free resource like Putting engagement on the Agenda to ask employees what would increase their engagement. Take that information and share it with the powers that be in the form of potential actions.
Team building	Use a free resource like the Psychologically Safe Teams Assessment to get team member input about what could support improvement and review the report for approaches and tools to help make those changes.

Reasons employers give for NOT taking action on employee wellness or psychological health and safety.

[Slide 5]

These are some additional reasons participants have given for why employers say no to initiatives they have proposed:

- No qualified staff to lead an initiative. Employees have no expertise, or the comfort or confidence to execute the initiative. There is no wellness or health and safety committee and no available human resources professionals to take this on.
- Worry that any initiative will open up demand for more, create a sense of entitlement or set unreasonable expectations of management.
- They don't feel there is any return on investment.
- There are more important or urgent priorities such as a huge restructure, merger, or labour dispute.
- Concern that the union will oppose any initiative.

In all cases, you can comment on how the Motivating the powers that be approach can address these issues.

Yeah but…some issues that might come up could include:

[Slide 37]

- **Time** – Even though we are keeping things smaller and more manageable, some may say they don't have time to ask the questions in the fact-finding interview or prepare the proposed solutions. You might answer that the investment of time is always worth it when the outcome is helpful. Also, by embedding the solution in business as usual, less time is required of employees and leaders. On the other hand, sometimes the reality is that the timing is not ideal. In this case, it may be necessary to wait for a window of opportunity or continue to embed improvements where you do not need authority to do so. For example, just showing up at a team meeting and asking for a few minutes to check how you can support member success at work.
- **Cynicism or employee skepticism** – Sometimes employees feel they have been there and done that and it failed, or they don't trust the employer's motives or commitment to support their wellbeing. You might ask employees, "What would you need to see to believe your employer cares about your wellbeing?"
- **Zero budget** – There are many free resources that would allow action to be taken even with zero budget. Ask the participants to explore the Resource Catalogue for ideas.
- **Work from home** – Many ideas are available in Hybrid teams on the Workplace Strategies website.
- **Old school mentality** – If the employer or leaders feel that employee mental health isn't their concern, won't improve the bottom line and they won't take steps to address or improve it, don't try to convince them. Instead, listen to what matters to them and show them how they can better reach their goals with a slightly different approach.
- **More important priorities** – This reason is exactly why we suggest embedding our proposed solution in the priorities, goals and objectives of the employer.
- **Union opposition** – By consulting with unions before you develop your proposed solution, you're more likely to get their buy-in and you may also get their help in executing the plan.

In all cases, you want to go back to the simplicity of linking the proposed solutions to what the employer already wants and prioritizes and embed the solution in business as usual to reduce employee time and leverage free resources to manage a lack of funding.

Workplace Strategies for Mental Health



Workplace Strategies for Mental Health resources are:

- For all employers, people leaders, employees and facilitators of workplace psychological health and safety
- Available in English and French
- Evidence- or practice-based
- Available to anyone at no cost

Examples of the resources available at clwsmh.com/materials include:

Where do we start with psychological health and safety?
Not sure where to begin in addressing psychological health and safety in your workplace? At the link, you'll find the steps on how to get buy-in, communicate the plan and support continual improvement.

Psychological health and safety policy recommendations
This framework provides policy recommendations for potential impacts on psychological health and safety. It covers policy, planning, implementation, evaluation and review.

Psychological health and safety cost benefits
Support psychological health and safety at work by establishing costs and learning about legal trends. Also consider the cost of doing nothing.

20 Questions for leaders about psychological health and safety
How to identify workplace hazards and manage the potential for risk. Consider issues related to labour law, employment standards, human rights and more.

Evidence-based actions for psychological health and safety
Suggested actions are based on research or practice that can improve each psychosocial factor shown. In most cases, free resources are provided to help you move forward with or without additional funding.

On the agenda workshop series
On the agenda is a series of free workshop materials and facilitator tools to address psychosocial factors. Create an action plan with your team to improve psychological health and safety.

Guarding Minds at Work
Tools to help you assess the psychological health and safety of your workplace. This guide includes an organizational review process, action planning tools and worksheets.

Implementing the standard
Learn how to implement the National Standard of Canada on Psychological Health and Safety in the Workplace. These guidelines include many free resources to support your success.

We’d love to hear how you used this free resource!

Contact us through social media or at clwsmh.com

All Workplace Strategies resources are available to anyone at no cost, compliments of Canada Life.

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