

Building Block 2: **SUPPORT**



Learning Objectives

- ☐ **Frame** – What you will do with regard to employee supports
- ☐ **Clarify** – Benefits for each support program selected
- ☐ **Identify** – Preventive and reactive programs



Goal: To explore and decide on what employees supports will be put in place

Psychological Safety: A ROADMAP

GETTING STARTED

- Foundation
- Support
- Planning

GAINING MOMENTUM

- Leadership
- Culture
- Connections
- Prevention

RAISING THE BAR

- Excellence



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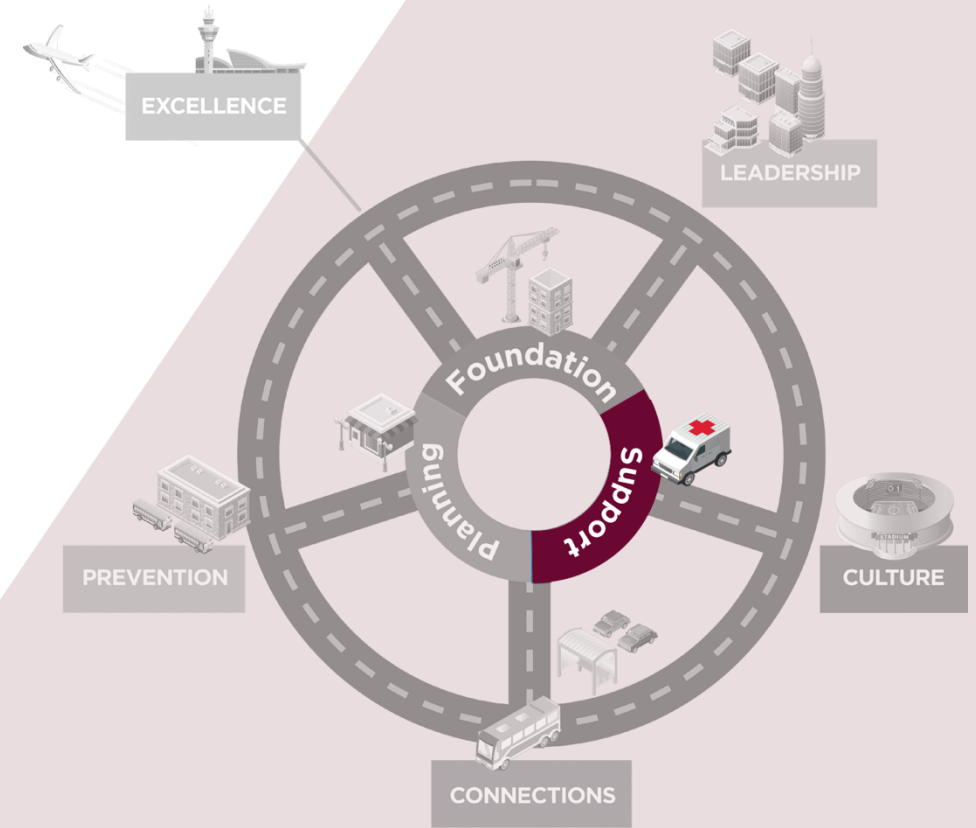
Support

Purpose of the **Roadmap Support Building Block 2** is to:

- Assist in identifying current support programs that are in place to assist employees
- Invite employee input for further development of these health resources

Each building block leverages the Plan – Do – Check – Act cycle to gain familiarity with the management system approach.

The following slides will assist in making decisions and plans to facilitate a program that fits your organization's need to prevent mental harm and promote mental health.



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PDCA cycle

P

Plan – Determine what you will do and how you will go about doing it.

D

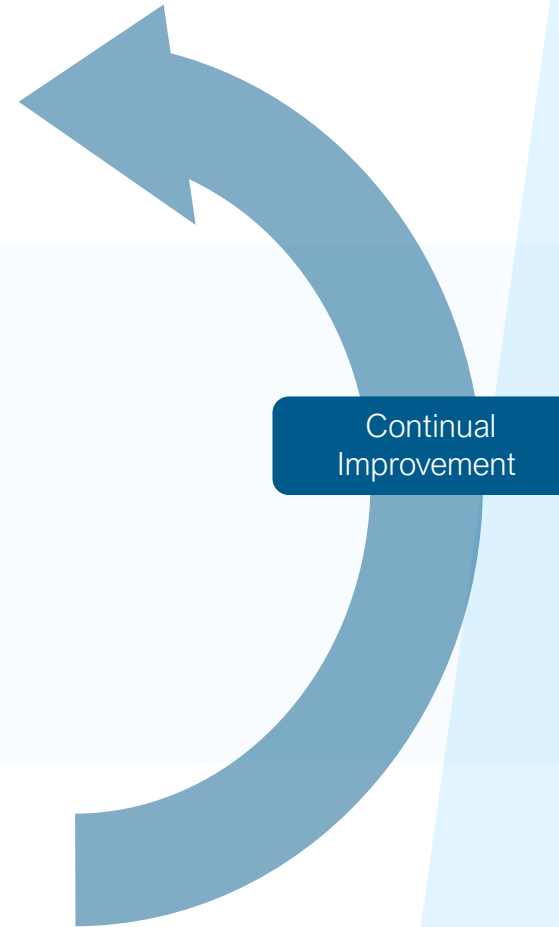
Do – Implement what was planned.

C

Check – Assess performance relative to the plan.

A

Act – Take appropriate action to correct and improve.



Setting the Stage

Programs are opportunities to help employees achieve outcomes that reduce mental harm and promote mental health.

- The program does not do the work
- The program provides learner knowledge and skills to make better decisions

When picking any program, it is important to be clear on:

- What, why and how it will operate
- How the program will be measured and evaluated

This can help provide senior leaders with the ROI in the event they want clarity on the financial benefit.

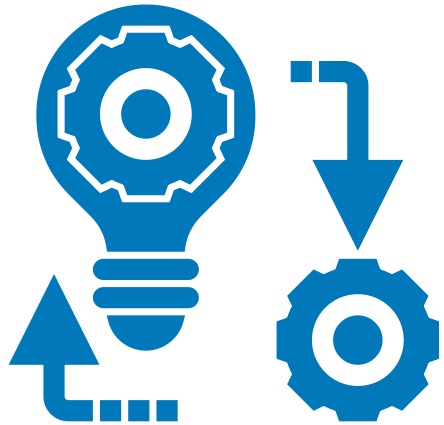


An Effective Employee Support Program

- Do employees know about existing support programs and how to access them?
- Do employees understand why these programs are beneficial?
- In further developing support programs or adding new ones, have you asked employees for their input?
- Are you aware that any changes to programs could create stress for employees and have you considered the impact of changes on the organization?



Organizational Change Considerations



- Is this change aligned with the **organizational** strategy/**priorities**?
- What other changes are occurring that could **align, overwhelm, or compete** for attention?
- How has change been handled in the **past**?
- How many employees will be **impacted** by this change?
- Will this change impact employees **daily experience**?
- Are impacted employees aware of the need and are they ready for a change?

Employee Supports

- ▶ There are two categories for policies, training, and support programs.
- ▶ It is helpful to be aware of these two categories and the percent of your total budget being spent on each.



Prevention	Reaction
Goal is to mitigate health risk	Goal is to support health challenges
% of dollars spent today	% of dollars spent today
% of dollars spent target	% of dollars spent target

Prevention

Solution-focused programs are in place to help employees manage and mitigate potential health risks and challenges.

Occupational Health & Safety

- Respectful workplace policy


- Respectful workplace training


- OHS management system



Psychological Health & Safety

Prevention support program examples	How is success measured?
Training programs (e.g. Psychologically Safe Leader training, Mental Health First Aid, The Working Mind)	
Flexible work options, mental health breaks, stigma prevention, social connection initiatives	
Extended health care benefits (e.g. paramedical services, psychological services)	
Internet-Based Cognitive Behavioral Therapy (iCBT) and education	
Employee and Family Assistance Program (EFAP)	

Reaction

Support programs are in place to help employees manage early signs of health risk and challenges that typically fall under core support programs.

- Return-to-work policy and programs (e.g. Employer Line)
- Accommodation programs
- Critical incident stress management practices
- Stigma/ harm reduction initiatives
- Emergency plans, incident reporting and investigation
- Extended health care benefits (e.g. paramedical, psychological services)
- Human rights legislation
- Employee and family assistance programs (EFAP)
- Local community resources (e.g. Canadian Mental Health Association)
- Helplines (e.g. Crisis Services Canada)
- Resources from public health units

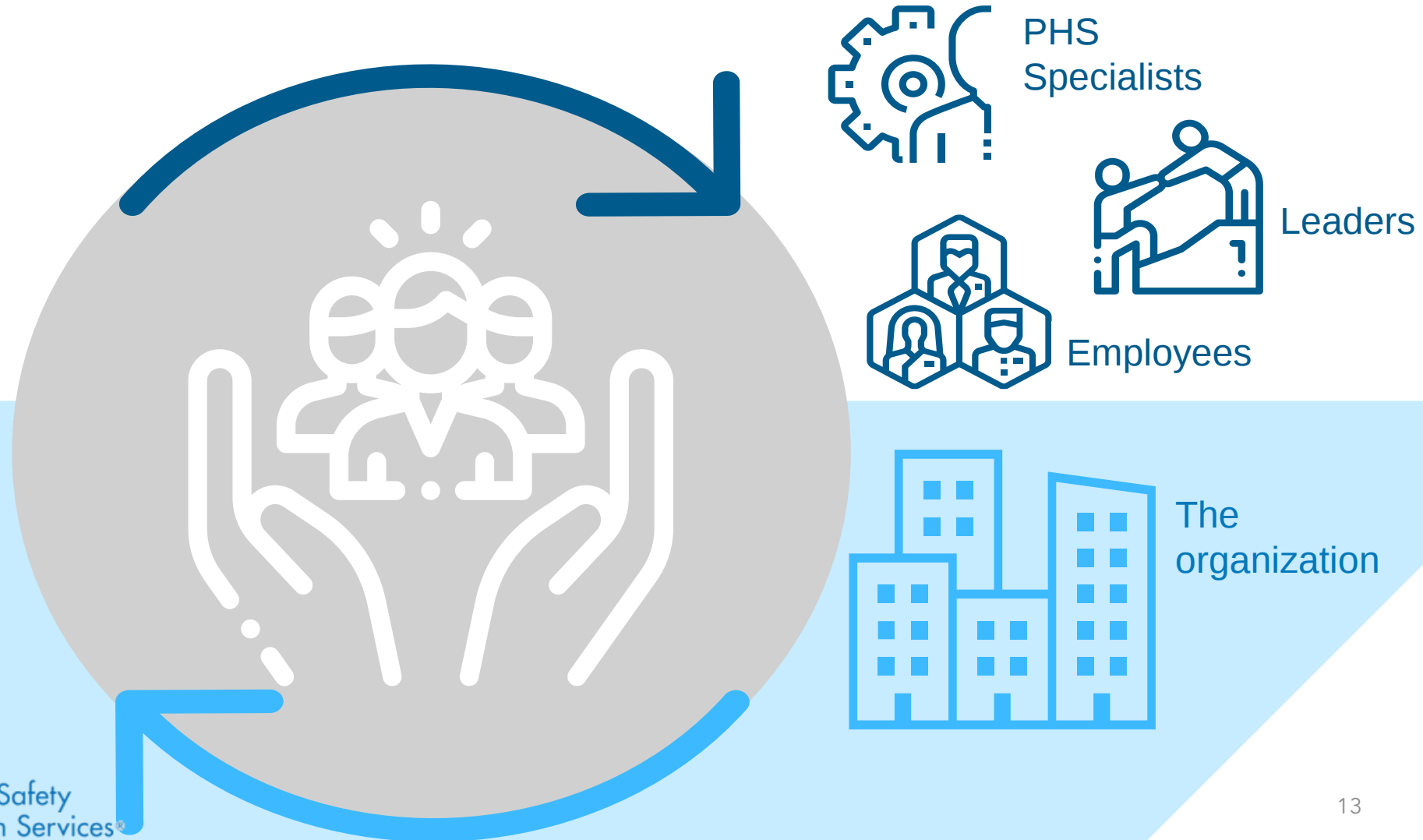
Tactics for Supporting Program Implementation



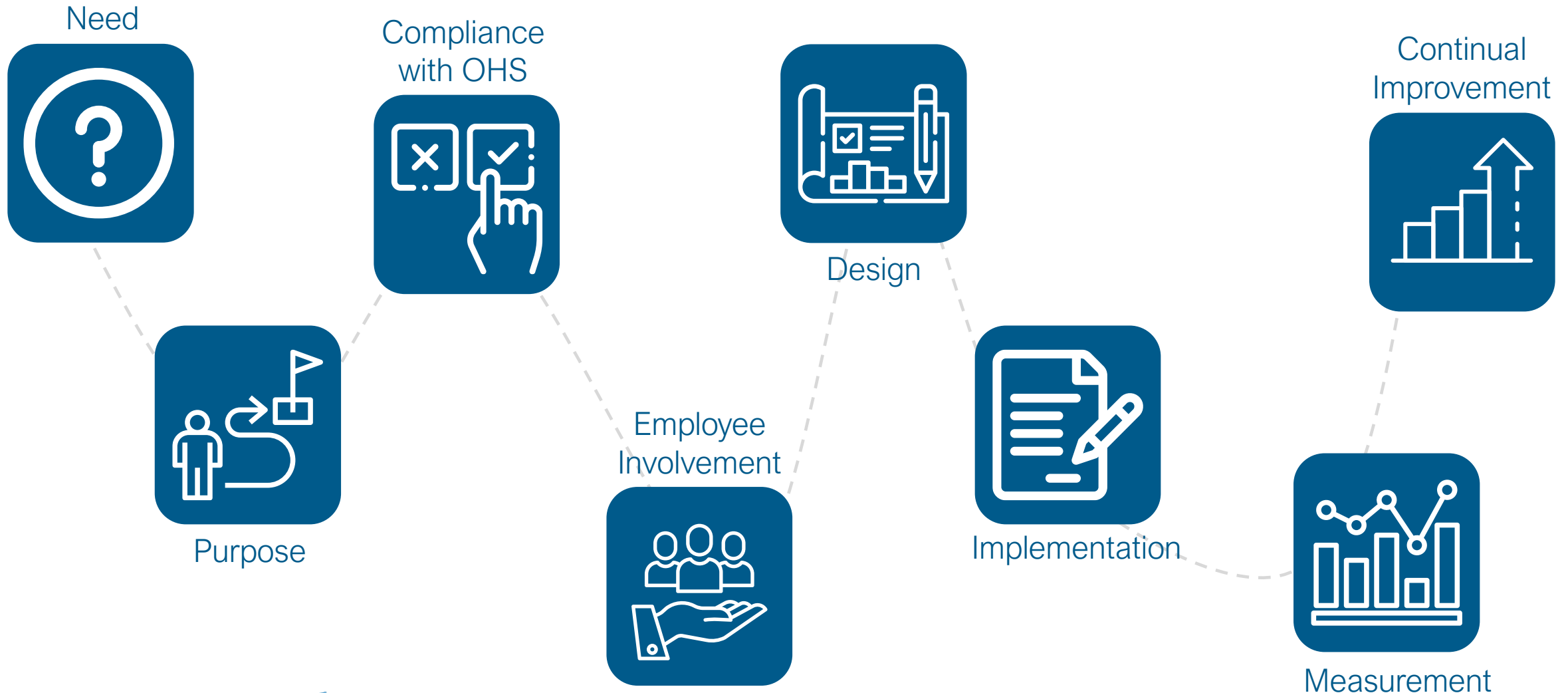
Change Readiness Requires a Systematic and Integrated Approach

Competency: Values, psychological hazards, attitude, behaviours

Conditions:
Values, psychological factors, social norms, expectations, priorities



Program/Policy Implementation Plan



Organizational Preparation for Support Program Success

Setting context



Why are we doing this?

Communications



Staging



How will it be rolled out?

Scheduling



Compliance



Mandatory vs optional

Evaluation



What are we going to evaluate?

Tactic for Identifying Support Program Options

Option Evaluation for Non-legislated Mandated Programs

Collection of Data

Gaps identified from data

Three program options to close the gap:

Options categories	Identify focus area and name of option consideration	Why are you doing this?	What do you need to make the case to run this program?	How can success be objectively measured?
Policy				
Training and Development				
Focused behaviour (e.g. corporate values)				

Employee Involvement

Facilitating a Program That Meets Your Organization's Needs

Employee
Involvement

Employee
Inclusion

Employee
Feedback

Employee
Engagement

Employee
Evaluation

1. How important is getting employee involvement?
2. What strategies have worked well to get employee involvement?
3. What key stakeholder groups can you engage to get additional support (e.g. union)?



Strategy	Action	# of Participants

Employee Inclusion

Facilitating a Program That Meets Your Organization's Needs

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Involvement

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Inclusion

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Feedback

Employee
Engagement

Employee
Evaluation

How will you ensure the program considers inclusion before launching?

Considerations:

- Gender
- LGBTQ+
- Disability
- Ethnicity
- Mental health
- Accessibility



Employee Feedback

Facilitating a Program that Meets Your Organization's Needs

Employee
Involvement

Employee
Inclusion

Employee
Feedback

Employee
Engagement

Employee
Evaluation

- How will you obtain employee feedback on the value of the program to help get their buy-in?
- What learning can you get from employees on how to communicate about the program to get more employee engagement?



Employee Engagement

Facilitating a Program That Meets Your Organization's Needs

Employee
Involvement

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Inclusion

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Feedback

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Engagement

Employee
Evaluation

- How are you going to engage employees to provide input on the target program?
- What percent of employees do you want to have involved? Why did you pick this percent?
- What is your employee engagement three-point plan to gain their emotional connection and support to participate in the program?



Employee Evaluation

Facilitating a Program That Meets Your Organization's Needs

Employee
Involvement

Employee
Inclusion

Employee
Feedback

Employee
Engagement

Employee
Evaluation

- How will you evaluate the program's success?
- Will this program be put through a formal program evaluation?



"We do things with people not to people"

Return on Investment of Current Programs

If ROI is a priority, it is important to put in place a methodology for how it will be calculated before beginning.



ROI Implementation Considerations:

- Define target focus area cost
- Determine financial goal for target solution
- Decide on how financial impact will be measured (tangible and intangible variables)
- Collect / analyze data



$$\text{ROI} = (\text{Targeted improvement} - \text{program costs}) / \text{program costs} \times 100\%$$

Worksheet for Building Your ROI Business Case

Problem Focused on Solving

Pre-implementation

1 Identify the problem you are looking to impact

2 Calculate the current cost of the program

3 Consider the levers you can use to impact the problem

4 Determine the program(s) you will use and why

5 Engage, deliver, and track impact

ROI calculation (post-program implementation)

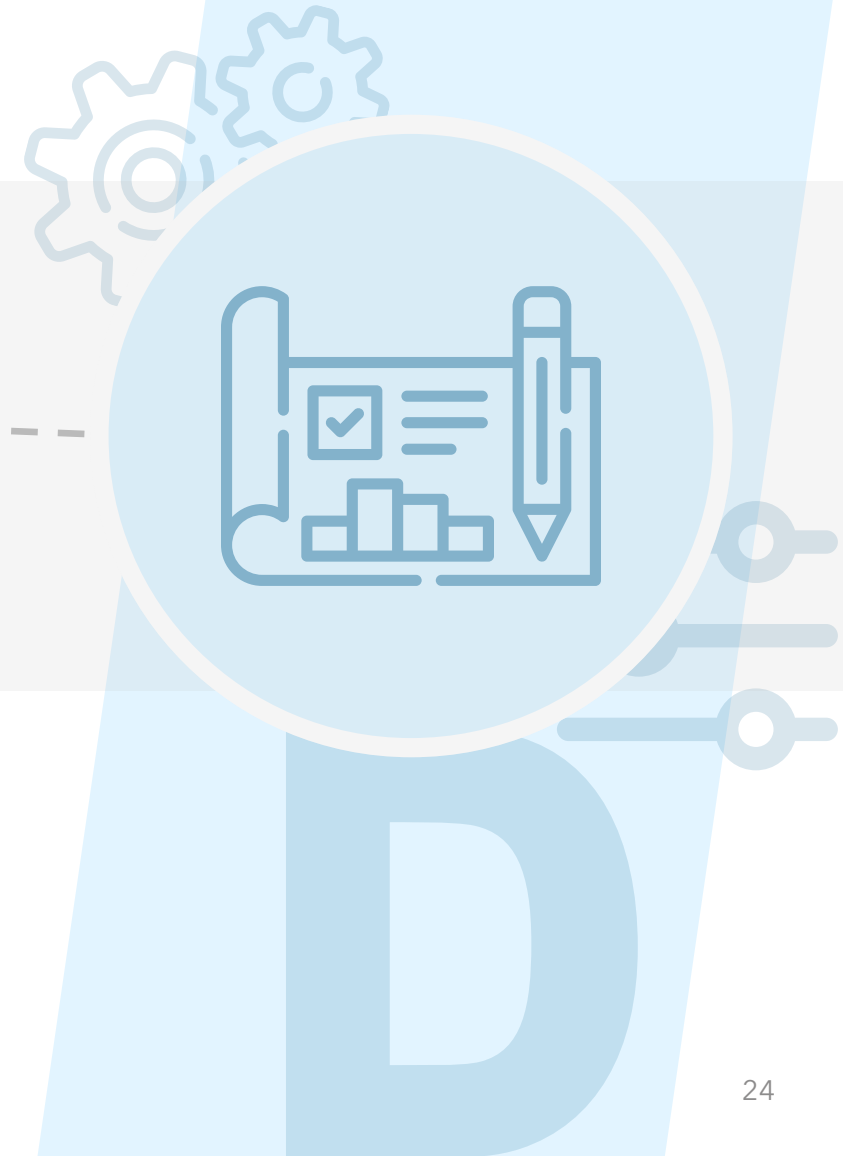
6 Complete program evaluation

7 Compare pre- and post- program costs

8 Adjust your ROI based on program(s) perceived contribution

Implement

Action steps to consider	How will each element be implemented?
Project management	
Communication plan	
Scheduling	
Facilitation strategy	
Employee feedback strategy	
Change management	
Training plan	



Monitor

Define success metrics, for example:	Be specific
Desired key performance behaviours (KPBs)	
Target key performance indicator (KPI) results	
Desired outcomes/results	
What data will be collected/available (e.g. qualitative or quantitative data)?	
What reporting will be completed?	

Correct and Improve

- Have we met our targets or goals?
- Do we need to make any adjustments?
- Do we have opportunities for continual improvement?

PDCA cycle

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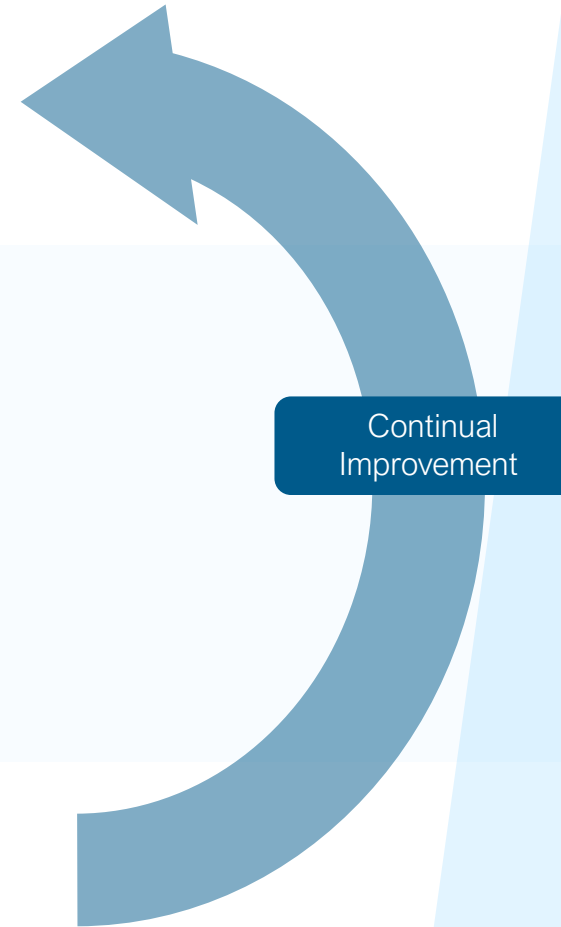
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Recommended Resources: Complimentary

- [Thinkmentalhealth.ca](https://www.thinkmentalhealth.ca)
- EFAP resources
- [Wellness Together Canada](https://www.wellnesstogether.ca)
- Extended health care benefits
- [Workplace Strategies for Mental Health](#)
- [Canadian Mental Health Association](#)
- [Mental Health Commission of Canada](#)



Recommended Resources: Fee for Service

WSPS Resources

- [Mental Health First Aid \(Basic\)](#)
- [Workplace Mental Health: How Managers Should Respond](#)
- [Leading for Psychological Safety in Challenging Times](#)

Howatt HR Resources

- [Mental Fitness Lab](#)



Maximize your Roadmap Experience



For consulting support services, please contact:



roadmap@wsps.ca

Building Block 3: PLANNING



For all your health and safety solutions, contact:

Workplace Safety & Prevention Services

1 877 494 WSPS (9777)

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