



CANADIAN
MANUFACTURERS
& EXPORTERS

Psychological Safety in the Time of
COVID-19



The Importance of Safety Leadership Through a Pandemic



Mental Health, Isolation, and a Pandemic

Mental Health

- If you're here, you already know that mental health is important, and that you can have a positive impact

Social Isolation

- Well documented negative physical and psychological outcomes

The Threat of a Pandemic

- Lack of control, looming threat, invisible hazard... FOR 9 MONTHS STRAIGHT?!?!?!?!?!?!?!?
- What the heck is “Pandemic Fatigue”? Is that real?

Mental Health in the Workplace... The Process

<https://www.guardingmindsatwork.ca/>

1. Know the psychosocial factors
2. identify organizational needs
3. Determine assessment resources
4. Identify key participants
5. Create a communication plan
6. Sign up and launch the survey
7. Track results and take action
8. Evaluate and maintain

13 Factors: Addressing Mental Health in the Workplace

Organizational Culture

Psychological and Social Support

Clear Leadership & Expectations

Civility & Respect

Psychological Demands

Growth & Development

Recognition & Reward

Involvement & Influence

Workload Management

Engagement

Balance

Psychological Protection

Protection of Physical Safety

<https://www.mentalhealthcommission.ca/English/13-factors-addressing-mental-health-workplace>

Organizational Culture

What Does It Look Like?

- Difficult situations at work are addressed effectively.
- I feel that I am part of a community at work.
- Employees and management trust one another.
- My workplace is inclusive of persons with diverse backgrounds and points of view.
- Organizational values are demonstrated at all levels.

Psychological and Social Support

What Does It Look Like?

- My employer offers services or benefits that support employees.
- My employer would support me if I were psychologically distressed.
- People in my workplace understand the importance of protecting psychological health and safety.
- People with disabilities are supported to do their jobs effectively.
- My employer helps employees to cope with workplace stress.

Clear Leadership and Expectations

What Does It Look Like?

- In my job, I know what I am expected to do.
- I am informed about important changes at work in a timely manner.
- Difficult situations at work are addressed effectively.
- My organization provides clear, effective communication.
- My supervisor supports me to do my job successfully.

Civility and Respect

What Does It Look Like?

- People treat each other with respect and consideration in our workplace.
- Our workplace effectively handles conflict among employees.
- People from all backgrounds are treated fairly in our workplace.
- Unnecessary conflict is kept to a minimum in our workplace.
- My workplace has effective ways of addressing inappropriate behaviour by customers or clients.
- People at work show sincere respect for others' ideas, values and beliefs.

Psychological Competencies and Demands

What Does It Look Like?

- Hiring and promotion decisions consider the "people skills" necessary for specific positions.
- My company hires people who fit well within the organization.
- I have the social and emotional skills needed to do my job well.
- My organization has prepared me to deal with the psychological demands of my job.
- I am able to do my job in a way that meets my personal and professional values.

Growth and Development

What Does It Look Like?

- I receive feedback at work that helps me grow and develop.
- My supervisor provides helpful feedback on my performance.
- My supervisor is open to my ideas for taking on new opportunities in the workplace.
- I have the opportunity to take on new challenges.
- My employer values employees' ongoing growth and development.
- I am given adequate time at work to participate in training.
- I am provided with the necessary training to perform well in my job.

Recognition and Reward

What Does It Look Like?

- My immediate supervisor appreciates my work.
- I am paid fairly for the work I do.
- My employer shows appreciation for extra effort made by employees.
- Our organization celebrates our shared accomplishments.
- My employer values my commitment and passion for my work.
- I am recognized for good performance.

Involvement and Influence

What Does It Look Like?

- I am able to talk to my immediate supervisor about how I do my work.
- I have some control over how I organize my work.
- My opinions and suggestions are considered at work.
- I am informed of important changes that may impact how my work is done.
- I am encouraged to participate in decisions that impact my work.

Workload Management

What Does It Look Like?

- The amount of work I am expected to do is reasonable for my position.
- I can talk to my supervisor about the amount of work I have to do.
- I have the equipment, resources and time needed to do my job well.
- My work is free from unnecessary interruptions and disruptions.
- I have control over how my tasks and responsibilities are prioritized.

Engagement

What Does It Look Like?

- I enjoy my work.
- I am willing to give extra effort at work if needed.
- My work is an important part of who I am.
- I am committed to the success of my organization.
- I am proud of the work I do.
- I am committed to the success of my team.

Balance

What Does It Look Like?

- My employer encourages me to take my entitled breaks (e.g., lunchtime, sick time, vacation time, earned days off, parental leave, etc.).
- I am able to reasonably balance the demands of work and personal life.
- My employer promotes work-life balance.
- I can talk to my supervisor when I am having trouble maintaining work-life balance.
- I feel supported in my workplace when I am dealing with personal or family issues.
- My employer has programs or policies to prevent worker burnout.

Psychological Protection

What Does It Look Like?

- My employer is committed to minimizing unnecessary stress at work.
- My employer makes efforts to prevent harm to employees from discrimination.
- My employer makes efforts to prevent harm to employees from unsafe behaviours by clients, customers or patients.
- I would describe my work environment as being psychologically safe.
- My employer deals effectively with situations that may threaten or harm employees (e.g., harassment, discrimination, violence).
- My employer makes efforts to prevent harm to employees from bullying and harassment.
- I am able to raise concerns about psychological safety in my workplace.

Protection of Physical Safety

What Does It Look Like?

- My employer takes appropriate action to protect my physical safety at work.
- My employer offers sufficient training to help protect my physical safety at work (e.g., emergency preparedness, safe lifting, violence prevention, etc.).
- When physical accidents occur or physical risks are identified, my employer responds effectively.
- I have the equipment and tools I need to do my job in a physically safe way (e.g., protective clothing, adequate lighting, ergonomic seating).
- My employer responds appropriately when workers raise concerns about physical safety.

Identify Organizational Needs

Guarding Minds at Work survey

<https://www.guardingmindsatwork.ca/>

Self assessment from senior leadership and frontline perception surveys often produce different results

Determine Assessment Resources

Understand the tools you have:

- What can they tell you?
- How will you deploy them?
- What actions are you prepared to take based on the results?

<https://www.guardingmindsatwork.ca/about/about-resources>

Identify Key Participants

Internal

- Safety Committee
- Senior Leadership
- Union
- Frontline Supervisors
- Human Resources

External

- <https://letstalk.bell.ca/en/taking-positive-action>
- IBSPs (Made Safe)
- MFL OHC
- Canadian Mental Health Association

www.madesafe.ca/contact

Create a Communication Plan

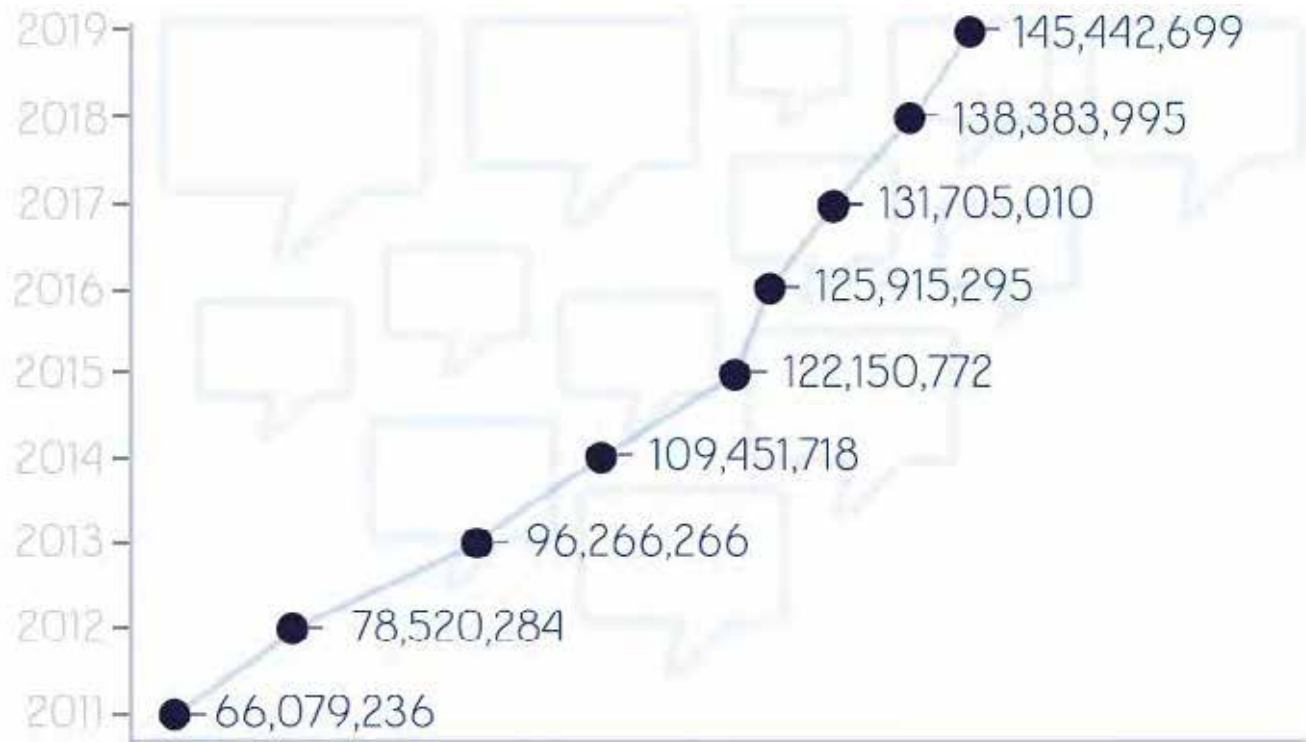
- Lunch and Learn
- Brochures
- Posters
- E-mail
- Mental Health Champion / Contact Person
- Kahoot or Poll Everywhere contest
- Staff meetings

<https://www.guardingmindsatwork.ca/about/about-plan>

Launch the Plan!

1,013,915,275

Total number of interactions



Track Results Take Action

- (Plan-Do-Check-Act)
- Evaluate
- Maintain

Mental Health First Aid

Prevention and crisis intervention are equal partners

Contact Bryan Wallat St.John's Ambulance Manitoba for local training
(bryan.wall@sja.ca)

- If a heart surgeon walking down the street sees someone having a heart attack, they don't perform surgery they perform CPR

<https://www.mhfa.ca/>

Mental Health First Aid

Empathy vs. Sympathy

- Brene Brown

- Empathy drives connection
- Take another's perspective
- No judgement!
- Recognize others' emotions
- Communicate it

Mental Health First Aid

Five Basic Actions of Mental Health First Aid

- A • **A**ssess the risk of Suicide or harm
- L • **L**isten non-judgementally
- G • **G**ive reassurance and information
- E • **E**ncourage professional help
- E • **E**ncourage other supports

<https://www.thenationalcouncil.org/wp-content/uploads/2013/10/NC-Mag-MHFA-Origami-Insert.pdf>

Do These Things...

Build Resiliency


- All aspects of mental health contribute to building mental health.
- Look for opportunities in each aspect
- Language Matters
- Educate Yourself
- Talk about it
- Be Kind
- Listen and Ask

What Can We Do Today?



https://www.youtube.com/watch?time_continue=1&v=2OynJJOcIGw&feature=emb_title

What Can We Do Today?



Educate yourself

Stigma has been around for a long time, and knowing the facts and myths about mental illness can be a great way to help end the stigma. Read about facts and myths, and become a stigma buster.

https://www.youtube.com/watch?v=THLOJG8zdR8&feature=emb_title

What Can We Do Today?



Talk about it

Break the silence. Mental illness touches us all in some way directly or through a friend, family member or colleague. Stories of people who have experienced mental health issues and who are doing well can really challenge stereotypes. Most people with mental health issues can and do recover, just by talking about it.

https://www.youtube.com/watch?time_continue=4&v=YVCCRxJKsx8&feature=emb_title

What Can We Do Today?



Be Kind

Simple kindness can make a world of difference. Whether it be a smile, being a good listener or an invitation for coffee and a chat, these simple acts of kindness can help open up the conversation and let someone know you are there for them.

Expressions like "You'll get over it" and "Just relax" can minimize how a person is feeling. Instead offer your support and say "I'm sorry you aren't feeling well." Ask what you can do to help.

https://www.youtube.com/watch?time_continue=2&v=6Ou2oAlVx2g&feature=emb_title

What Can We Do Today?



https://www.youtube.com/watch?time_continue=7&v=Xq6eHENKKHw&feature=emb_title

What's Next?

Resources

- <https://cme-mec.ca/online-training-services/>
- <https://cme-mec.ca/blog/connection/leadership-development-program/>
- <https://cme-mec.ca/peer-councils/>
- <https://www.tablegroup.com/>
- www.madesafe.ca
- <https://www.qnet.ca/workplacewellness.cfm>
- <https://www.skillsyouneed.com/learn/critical-thinking.html>

Mental Health in the Workplace

Information here is based on...

“Hazard is a Hazard” developed by the Canadian Mental Health Association and the Manitoba Federation of Labour Occupational Health Centre

“Mental Health First Aid” developed by the Mental Health Commission of Canada

Guarding Minds at Work, Canadian Mental Health Association, and the Mental Health Commission of Canada have also been borrowed from heavily for this presentation.

Additional Resources - Substance Abuse

inspirebyexample.ca

National Geographic Drugs Inc. (TV Show)

www.catie.ca

This AMERICAN Life (opioid crisis - Podcast)

Manitoba Addictions Line 1-855-662-6605

Rosare House Addiction Centre 204-623-6425 (The Pas - 4 week non-residential program)

CODI - Co-occurring disorder initiative (WRHA referral need, symptoms evident)

Red Road lodge - 47 units clean space

- St Raphael Wellness Center 204-956-6650 - 225 Vaughn Street (Not faith based, non profit)
- Addictions Foundation of Manitoba - afm.mb.ca #204-944-6200
- Youth Addictions centralized Intake Service 1-877-710-3999
- MB opioid Support & Treatment 204-944-7070
- RAAC-RAAM (817 Bannatyne, Tue, wed, Fri 1-3pm) (146 Magnus Tue, wed, Fri, 1-3pm)
- AA (Wpg) Tues wed Friday 1-877-254-3348

Additional Resources - Mood Disorders

Apps

lift (coach me)

What's Up

happify

DAY One

Sleep bug (sleep sounds)

• MOVIES

- Silver Lining Playbook
- The Grizzlies (Inuit isolation suicide causes)

• OTHER RESOURCES

- Positive Psychology (Martin Seligman)

Additional Resources - Crisis

CRISIS Stabilization unit 1-888-482-5361 204-482-5361

Interlake Eastern Regional 24 hr, crisis line 204-482-5419, 1-866-427-8628

NON Crisis intake: 18667576205

Mobile CRISIS Services 204- 482-5376 1-877-499-8770

Grace Hospital psych unit 5 North

SCE LIFE WORKS (530/549 century) 204- 775-9402

Community mental health intake 204-785-7752 1-816-757-6205

Klinic Crisis Support 1-877-435-7170

CMHA 8 week program for families 204-982-6100

- Bannatyne Center (HSC) 817 Bannatyne (24/7 Walk in)
- Base for mobile crisis team (gov.mb.ca 204-940-1781)
- Manitoba Suicide Line (Reason to Live) 1-877-Help-170 1-877-435-7170
- Manitoba Farm & Rural Support Services 1-866-367-3276 (10AM-9PM)
- First Nations + Inuit Hope for Wellness line 1-855-242-3310
- CBTI - 204-982-3810 (paramedical benefit)
- WRHA.mb.ca (adult mental health)
- Mood disorder association of MB 1-800-263-1460

Additional Resources -Anxiety

Apps

- Breathe
- Unusual Breathing (by Saagra)
- Self Help for Anxiety Management (SAM)
- WORRY BOX
- CALM
- Headspace*
- The Mighty

Books

- J. Edmund and Bourne-the anxiety and phobia workbook
- The Feel Good Handbook (David Burns)
- Don't Sweat the small stuff (Richard Carlson)
- Power of No (Jamest Claudia Altucher)
- Monkey Mind (Daniel Smith)
- Why Zebras Don't get ulcers (Robert Sapolsky)