

EMPLOYERS GETTING STARTED
On the Road to Mental Health and Productivity

MODULE ELEVEN

**LINKS TO NATIONAL QUALITY INSTITUTE HEALTHY
WORKPLACE STRATEGY**

Highlights

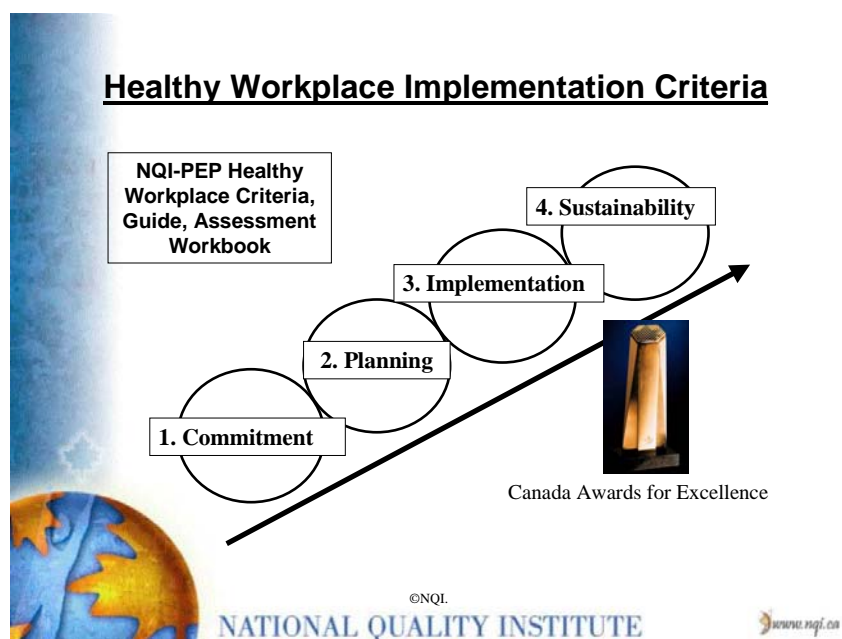
In 2005, the National Quality Institute incorporated mental health into its healthy workplace criteria and, this year, mental health is present in the criteria for NQI's prestigious Healthy Workplace Award.

This authenticates and substantiates the relevance of mental health to workplace performance in a very major way and the Roundtable is delighted.

In 2006, in partnership with the Homewood Centre of Organizational Health, the Roundtable and NQI will develop a training program for employers to build mental health into their vision of a healthy workplace.

Meanwhile, the Roundtable will be a friendly adviser to employers who may wish to assess the status of mental health in their workplace in their efforts to progress up the NQI performance ladder.

Module Eleven contains a description of the four levels of the NQI healthy workplace process: commitment, planning, implementation and sustainability.

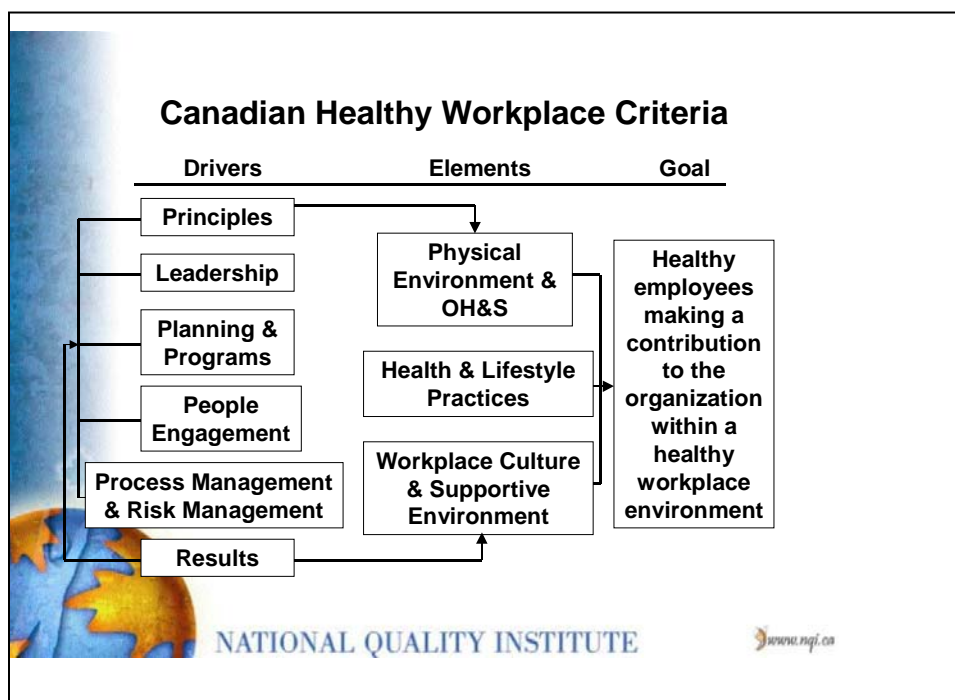


If organizations wish to develop, implement and sustain a healthy workplace culture, then THE Business and Economic Plan on Mental Health and Productivity (*Employers Getting Started –EGS*) – linked to NQI-PEP Healthy Workplace Criteria – will help in a practical manner.

Organizations that move through the implementation pipeline of NQI Certification (at all levels) can achieve role model status by winning Canada’s national healthy workplace award (Canada Awards for Excellence).

Key linkages – Mental Health as Part of Healthy Workplace Development

- EGS provides guidance, education and effective practices/tools to assist organizations in managing and handling mental health issues in the workplace.
- Mental health is interwoven within the elements of the Canadian Healthy Workplace Criteria (revised version: October 2005), and the implementation model (NQI-PEP®).
- The following outlines the key focus of the four levels of the implementation model. For clarification, key elements from the Mental Health and Productivity Roadmap applicable to Levels One and Two are noted.
- The key consideration is that implementation elements of the Canadian Mental Health and Productivity Plan can be used to ensure a solid foundation of commitment and planning on mental health issues.
- This approach breaks implementation down to a practical and manageable method that will get desired outcomes for all.



NQI-PEP® Level One – Commitment

The key focus of Level One:

- Leadership support (and application) for:

An integrated management approach

- A comprehensive healthy workplace focus and policy provides context for consistent direction of an integrated framework of policies, programs and initiatives linked to a stakeholder-driven planning system supporting the wellness and well-being of staff throughout the organization.

A primary focus on needs

- People need varied programs and levels of programming because everyone has different needs and preferences. Relevant to everyone, however, is the impact of chronic job stress across most if not all organizations.
- Chronic job stress can lead to specific medical conditions and a general lessening of a sense of well-being in the workplace. This needs to be addressed within the context of workplace culture and dedicated programming.
- Health programs and services must be adaptable to the unique features of the workplace. While workplaces exhibit distinctive characteristics, there is a common theme that merits attention – the need to meet demands for cognitive skill sets at all levels.
- The job demands that flow from a stronger emphasis on cerebral functioning than on manual skills place a higher premium on mental capacity and resilience, both key factors for achieving innovation in the workplace.
- Health programs should address issues concerning work environment and employee health status that pertain to mental health and stress-related concerns.
- In order to go beyond band-aid approaches, the organization must address root causes when developing approaches to meet employee needs. The organization's strategy must look at more than just programs targeting lifestyle behaviours, as root causes are often found in systemic factors, such as the negative impact of management practices that aggravate or precipitate mental health problems.

Recognition that health is determined by many interdependent factors

- Policies and programs that affect the mental health of the workforce are considered an integral part of the healthy workplace focus.

- The interdependent elements of a healthy workplace are Physical Environment and Occupational Health and Safety, Health and Lifestyle Practices, and Workplace Culture and Supportive Environment, which specifically recognize the need to reduce chronic job stress and the incidence of employee disability.

Employer and employee joint responsibility

- Leadership and employees of an organization acknowledge joint responsibility to develop and sustain a healthy workplace, and to take personal responsibility for managing their health effectively.

Assessment, evaluation and continual Improvement

- Progress toward achieving goals is assessed on a scheduled basis and, when necessary, corrective action is taken. Healthy programs and services are evaluated through a system of program, process and economic evaluation.
 - A healthy workplace policy that includes reference to the reinforcement and promotion of mental health
 - Responsibility, accountability and resources
 - Health issues in the decision-making process
 - Respect for diversity
 - Compliance with employment rights and responsibilities legislation as well as with occupational health and safety legislation
 - From the Mental Health and Productivity Roadmap:
 - Guidelines for Board of Directors
 - Guidelines for CEOs (notably commitment factors, policy and senior management reinforcement)
 - Chronic Stress Policy (as part of overall health workplace policy)

NQI-PEP® Level Two – Planning

Key focus of Level two:

- Quantification of current state of health and productivity indicators
- Healthy workplace plan
- Evaluation of employee needs and provision of healthy workplace programs
- Programs span continuum of care, such as prevention, screening and disease management

- Key priorities in workplace health issues linked to operating plans and integrated into other related human resource practices
- Planning of financial and other resources for a healthy workplace strategy
- From the Mental Health and Productivity Roadmap:
 - Guidelines for CEOs (notably evaluation of current state and implementation/operating issues)
 - Management Guidelines
 - Mental Disability management – Return to Work Process

NQI-PEP® Level Three – Implementation

The key focus of NQI-PEP Level Three:

Progress and program outcome evaluation

- Assurance on levels of understanding of goals and policies
- Ease of participation (programs and job issues) and input on decisions
- Work process assessment, documentation and stability
- Training and development effectiveness
- Measures of work satisfaction and well-being
- Recognition of employee achievement
- Continuous improvement of interpersonal skills (positive impacts on organizational culture)

NQI-PEP® Level Four – Sustainability

The key focus of NQI-PEP Level Four:

- Evaluation of program effectiveness and impacts
- Information system for evaluation of healthy workplace focus
- Results: Levels and trends:
 - Goals
 - Work satisfaction/morale/retention
 - Customer satisfaction