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Building Block 7: PREVENTION

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Learning Objectives

- ❑ **Examine** – What type of prevention programs can be selected to reduce mental harm and promote mental health
- ❑ **Understand** – The differences between transactional and transformational programming
- ❑ **Explore** – How to make decisions for selecting the appropriate type of programming

Goal: Understand the importance of implementing prevention programs to proactively reduce mental harm and promote mental health.

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Psychological Safety: A ROADMAP

GETTING STARTED
- Foundation
- Support
- Planning

GAINING MOMENTUM
- Leadership
- Culture
- Connections
- Prevention

RAISING THE BAR
- Excellence

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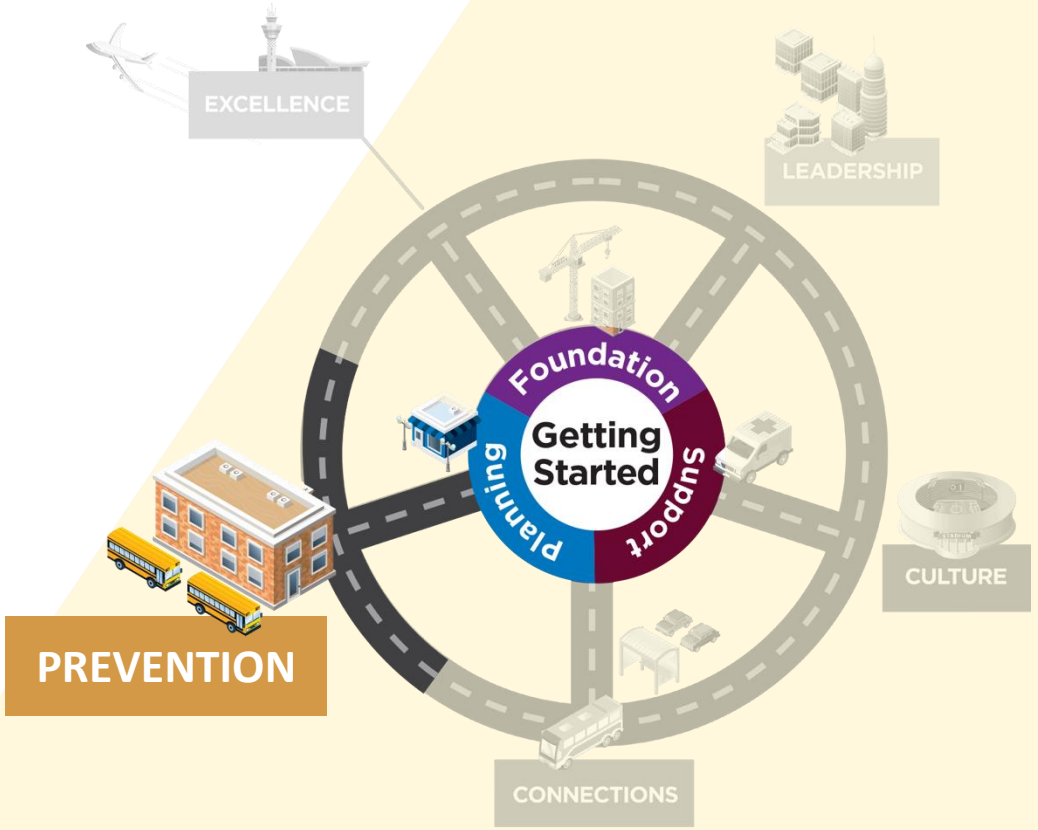
Prevention

Purpose of the **Roadmap Prevention Building Block 7** is to:

- Engage in proactive decision making that will focus on selecting programs, policies or behaviours (e.g., values) that when done with intention can mitigate mental harm and promote mental health.
- Clarify that prevention program success is dependent on both what the employer facilitates and what the employees engage in.

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 for selecting prevention programs and policies that facilitate workplace mental health.



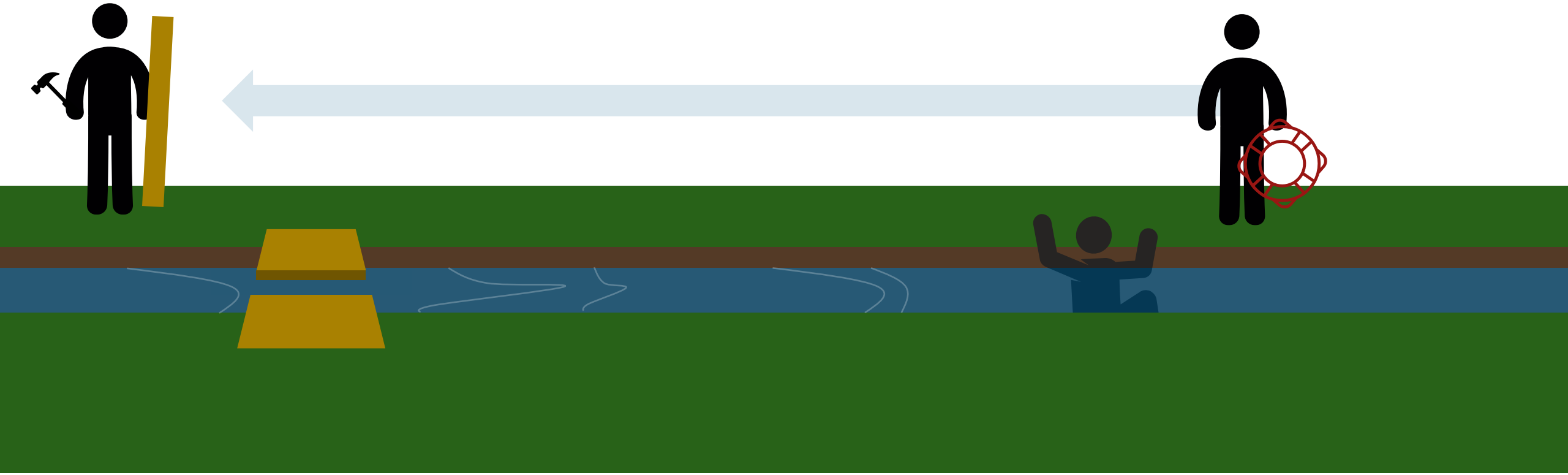
Setting the Stage

The purpose of the **Prevention Building Block** is to provide the psychologically safe facilitator with a framework for making decisions about prevention programs or policies they will engage in to facilitate psychological health and safety.

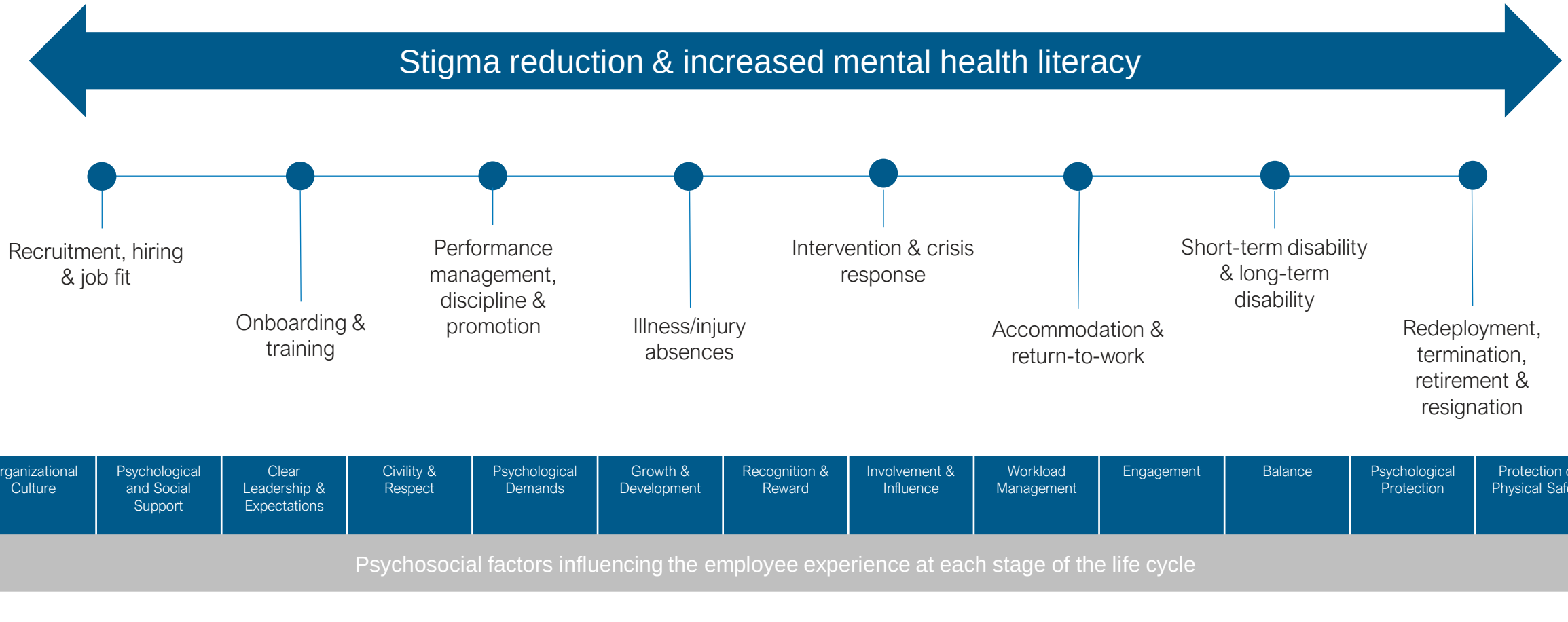
Prevention is a theme that runs throughout all the building blocks, formally or informally, with the intention to reduce mental harm and promote mental health.

Employers are encouraged to put as much intention on prevention programming as they do on reactive programming. The opportunity is to formalize the integration of prevention-focused policies, programs, and behaviours.

Prevention – Thinking Upstream



Prevention Opportunities Along the Employee Life-Cycle



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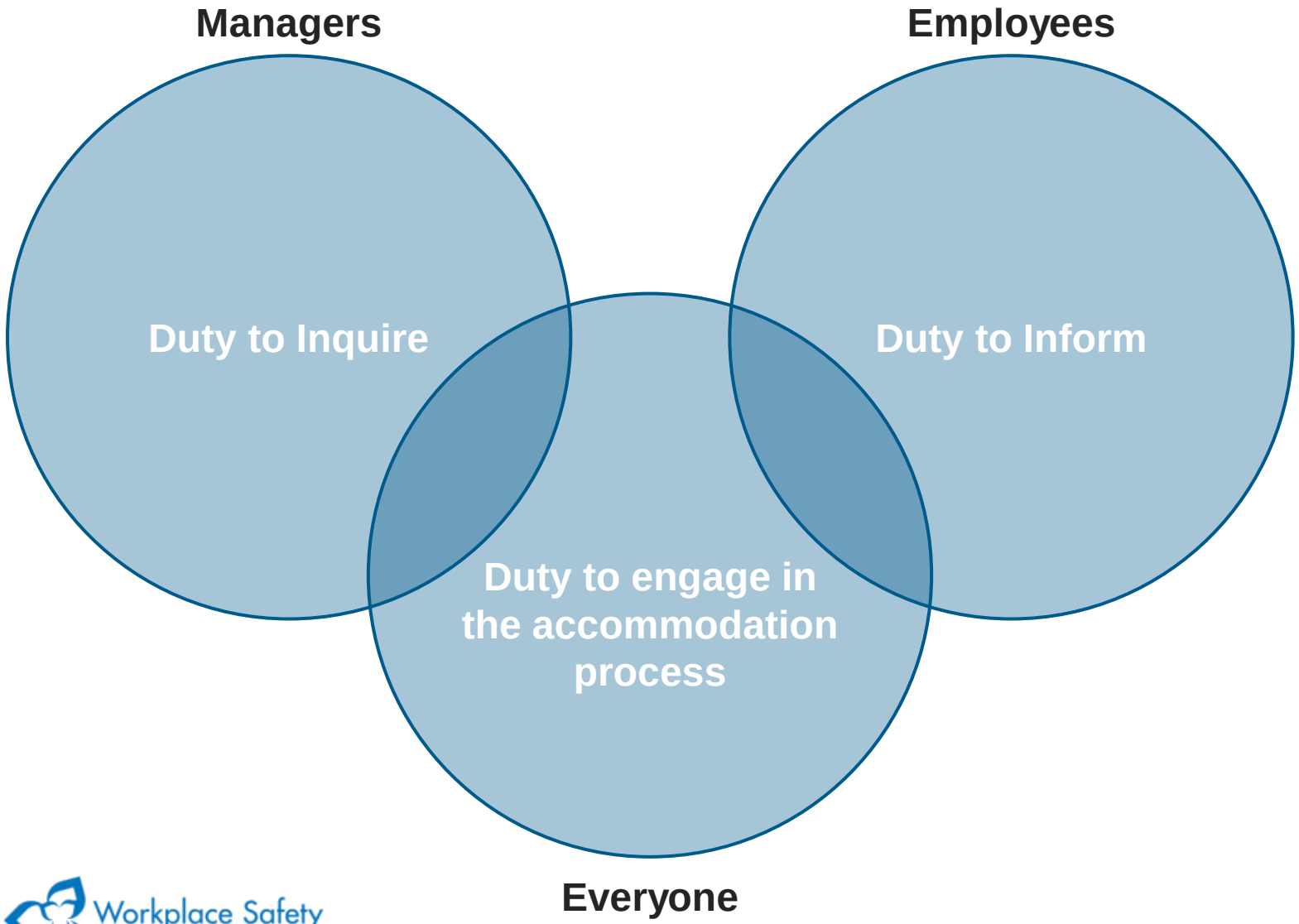
Prevention Assessing Psychological Demands

Hiring/Onboarding		Training	
Action	**Impact**	**Action**	**Impact**
Ensure that all job postings list the interpersonal skills required as well as the technical skills.	Applicants understand the psychological demands of the specific job they are applying for.	Provide emotional intelligence training for all staff that regularly deal with challenging or demanding situations, this also includes client-facing positions.	Provides employees with increased ability to manage their emotions in stressful or demanding situations.

Measuring progress	How do we know if its successful?
Retention data, STD claims	Decrease in turnover and STD claims from employees working in positions that have had either the training implemented or the job description and onboarding process updated.

The Duty to Inform, Inquire, and Accommodate



Defining Prevention

Preventing mental harm and promoting mental health aim to reduce the incidence, prevalence, and recurrence of mental health disorders and their associated disability. Preventive interventions are based on modifying risk exposure and strengthening the coping mechanisms of the individual.

Prevention of mental distress and mental/psychological injury can be considered aims and outcomes of a broader mental health promotion strategy.

Health is defined as *"a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity"* by World Health Organization (WHO)

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Prevention Programming vs. Protective Factors

Prevention programming targets the social determinants of health (e.g., employment and working conditions, social supports, and coping skills) that have a causal influence, predisposing to the onset of mental disorders.

Protective factors refer to conditions that improve people's resistance to risk factors and disorders.

Protective factors are identical to features of positive mental health, such as self-esteem, emotional resilience, positive thinking, problem-solving, social skills, stress management skills, and feelings of mastery.

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Examples of Protective Factors

Mental health

Pro-social behaviours

Problem solving skills

Self-esteem

Skills for life

Conflict management

Stress management

Inclusion

Ethnic minorities integration

Social participation

Social support and community network

Social responsibility and tolerance

Family

Positive attachment and early bonding

Positive parent-child interaction

Social support of family and friends

Good parenting

Early cognitive stimulation

Estimate the Cost of Workplace Mental Health to Demonstrate the Importance of Prevention

One line of research that looked at over 60 studies concluded that interventions designed to support mental health prevention and promotion were cost-effective or cost saving.

One way to quickly make a business case on the value of prevention:

$$\frac{\text{Estimated costs for absenteeism + STD + LTD related to mental health}}{\text{Total payroll}} = \text{\% of workplace mental health costs from payroll (approx.)}$$

Try this Employee Experience Scorecard Calculator to estimate the cost of mental health.

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Proactive Prevention & Supportive Prevention

Proactive prevention

- Is meant to mitigate harm.
- The key tactics to achieve this are through mental health promotion, and primary prevention programs.
- These universal preventions are targeted to facilitate skills that support general mental health.
    - e.g., resiliency programming, stigma campaigns, leadership development, mental fitness journeys, psychological demands assessment.

Supportive prevention

- Provide employees access to targeted supports for defined challenges or needs.
- In workplace mental health, early intervention (access to appropriate supports) can assist preventing escalation or complication of a presenting challenge.
    - e.g., extended benefits, psychological services, critical incident support, duty to inquire, EFAP counselling, respectful workplace interventions, investigations/resolutions.

Today what percent of your programs and policies are proactive and supportive?

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Two Types of Prevention Programs

Transactional

These programs are done with the intention to provide awareness and education, they are typically done once, with the expectation that the employee will take the information provided and utilize it.

Transformational

These programs are done with the intention to facilitate habit formation. They are done over a period of time, with a regular frequency that is designed to facilitate micro-learning, retention and new habit formation.

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Examples of Transactional & Transformational Programs

Transactional

- 3-hour training on resiliency
- Respectful workplace policy
- Stigma campaign (i.e. Bell let's Talk)

Transformational

- 8-month personal development course
- Monthly micro-skills to support mental fitness planning
- Gym memberships
- Meditation classes
- Weightwatchers

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Benefits and Risks of Transactional/Transformational Programming

Transactional

- Easy to organize
- More off-the-shelf options
- Less work time required

- Retention of knowledge
- Adherence
- Success is dependant on readiness on the day of the program

Transformational

- Facilitates multiple engagements
- Supports habit formation
- Allows time for learning synthesis

- Adherence
- Scheduling
- Requires more effort to develop

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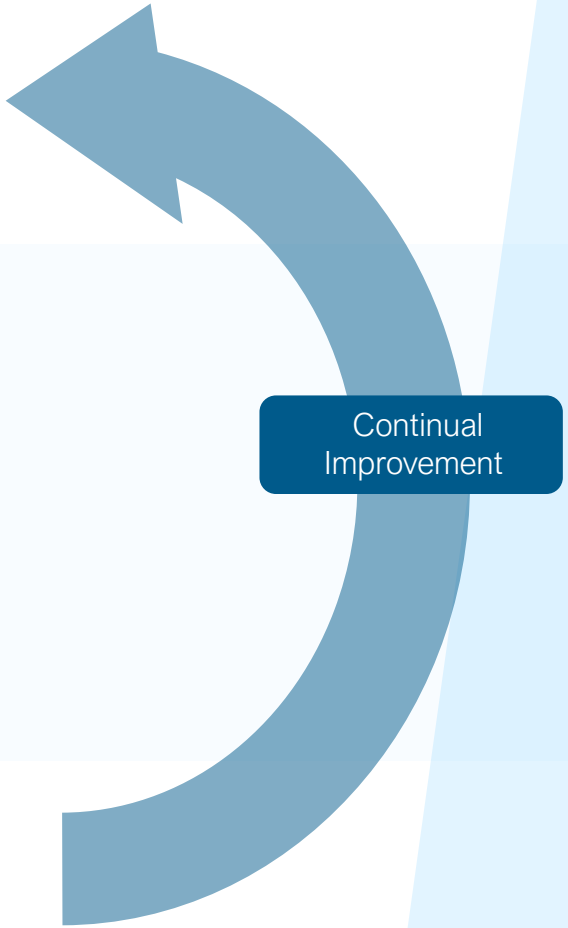
PDCA Cycle

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.



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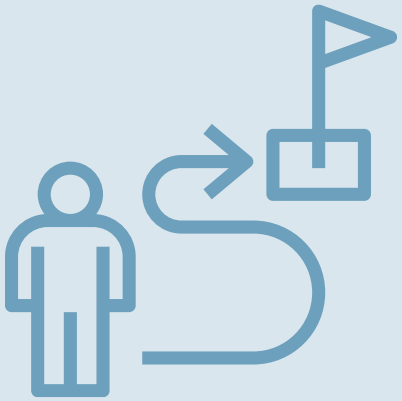
Purpose

Factors that influence prevention program success

Purpose	Oversight	Content	Engagement strategy	Preparation & planning	Implementation	Program evaluation	Continual improvement

- Clarify the purpose and benefit to the organization's success.
- Connect to HR/ OHS strategy and policy.
- What data supports this programming?



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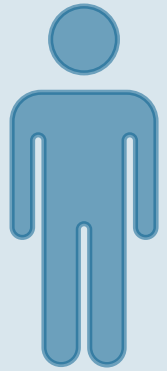
Oversight

Factors that influence prevention program success

Purpose	Oversight	Content	Engagement strategy	Preparation & planning	Implementation	Program evaluation	Continual improvement

Who will be the owner of the program?
What is the time commitment of the owner to implement?
What resources do you need to access to implement successfully?



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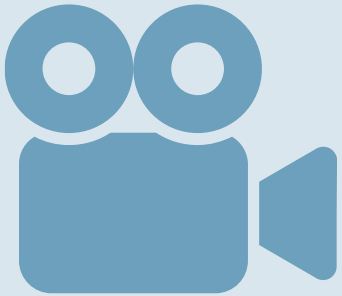
Content

Factors that influence prevention program success

Purpose	Oversight	Content	Engagement strategy	Preparation & planning	Implementation	Program evaluation	Continual improvement

What content is required for the success of this program?
Who will create the content (external vs. internal)?



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Employee Engagement Strategy

Factors that influence prevention program success

Purpose	Oversight	Content	Engagement strategy	Preparation & planning	Implementation	Program evaluation	Continual improvement

- How will we communicate the value proposition of these programs to the employees to drive engagement?
- How and when will employees be encouraged to participate?
- Do the leader and environment support engagement of the programs (i.e., healthy eating, time to walk, etc.)

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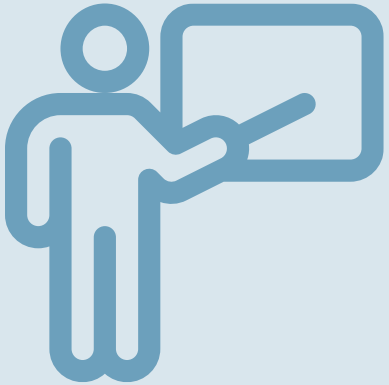
Preparation & Planning for Delivery

Factors that influence prevention program success

Purpose	Oversight	Content	Engagement strategy	**Preparation & planning**	Implementation	Program evaluation	Continual improvement

- What are the barriers to access programming (e.g., stigma)?
- How will the program be delivered (in-person or virtual)?
- Who will deliver the program?
- What materials will be needed?



Implementation

Factors that influence prevention program success

Purpose	Oversight	Content	Engagement strategy	Preparation & planning	Implementation	Program evaluation	Continual improvement

How will the employees' experience of taking part in this program be measured?

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Program Evaluation

Factors that influence prevention program success

Purpose	Oversight	Content	Engagement strategy	Preparation & planning	Implementation	Program evaluation	Continual improvement

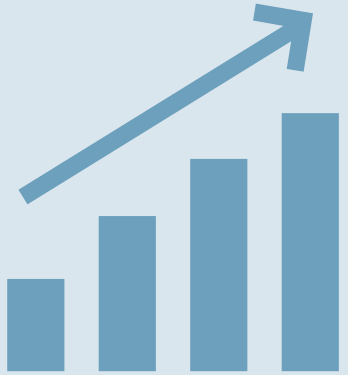
Did the program achieve the intended results?

Continual Improvement

Factors that influence prevention program success

Purpose	Oversight	Content	Engagement strategy	Preparation & planning	Implementation	Program evaluation	Continual improvement

What lessons were learned?
What can help improve engagement, retention, and impact?



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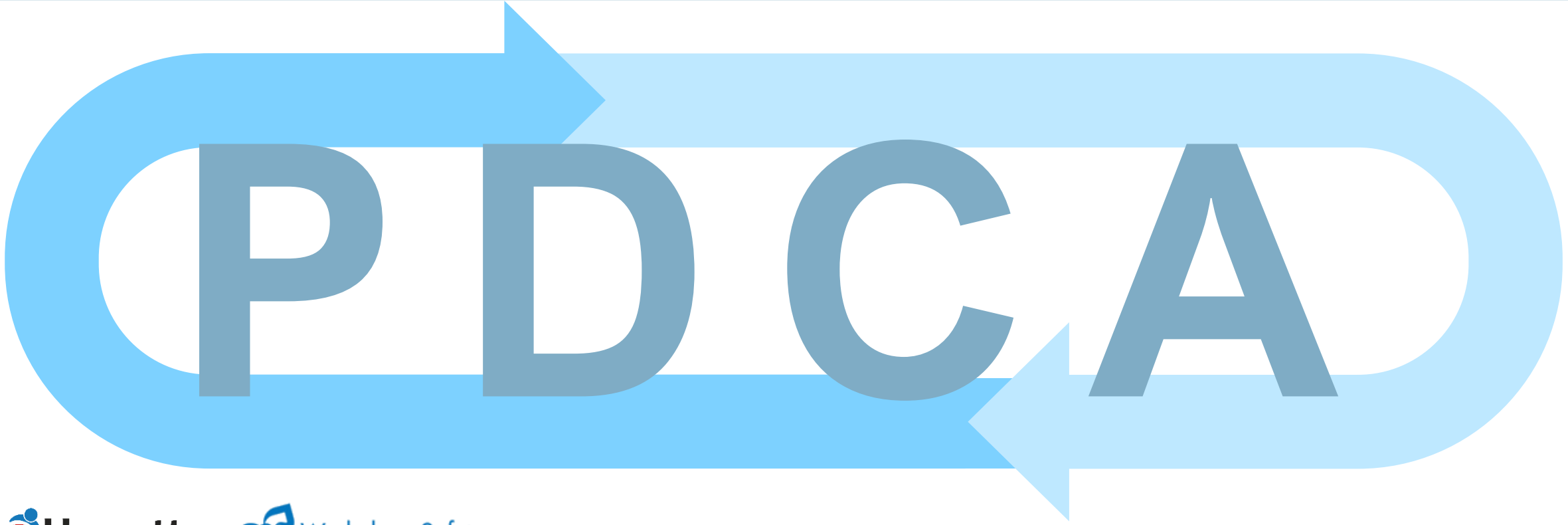
PDCA Approach to Prevention Program Selection

Selecting your prevention programming and policies one decision at a time.

It's beneficial to take note of the PDCA framework when selecting the desired prevention program or policy because all four elements are important for continual improvement.



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Plan

PDCA approach to prevention program selection

P

What challenges or opportunities are there for us to mitigate mental harm and promote mental health? What data do we have to help us make this decision? What priorities or mandates are driving this decision?

Do

PDCA approach to prevention program selection

D

What will we do specifically? Why are we choosing this approach? Based on what evidence? How, when and who will implement? How will we measure?

Check

PDCA approach to prevention program selection

C

What impact did the program have? What benefits are measurable? What feedback is relevant?

Act

PDCA approach to prevention program selection

A

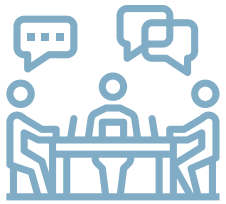
What needs to be improved? Does it make sense to continue this program or search for a different solution?

The Employer and Employees' Role in Prevention

Employer

Facilitate the opportunity to provide continual improvement, quality control, cover financial costs, define access to programming, measure impact and ROI.

Employee



Participate, engage, practise, and provide feedback on the strengths and opportunities for program improvement.

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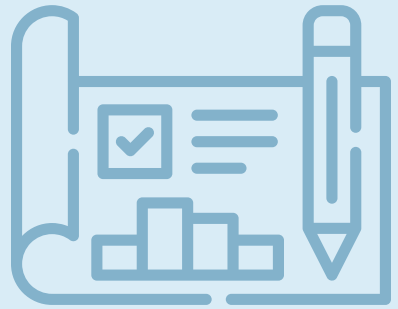
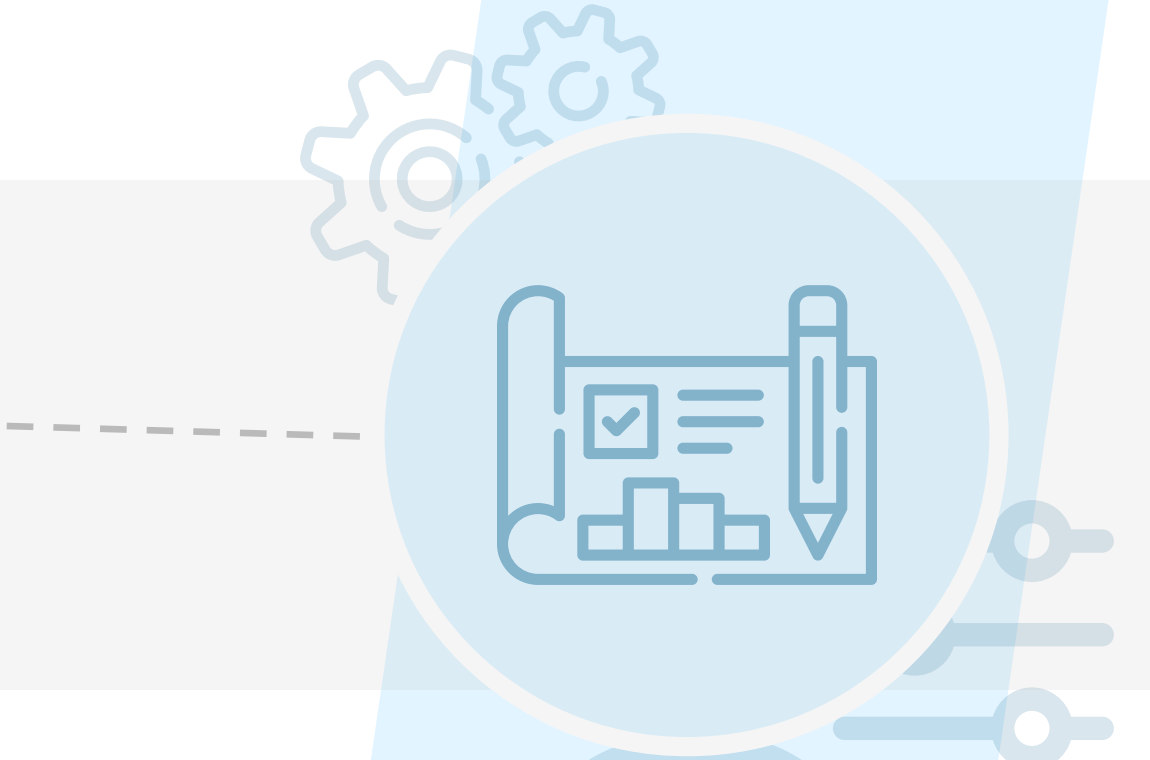
Implement

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?
- Where are our opportunities for continual improvement?

Complimentary Resources

Maintaining Mental Fitness
These bi-weekly discussions examine the key behaviours organizations and individuals can do to maintain Mental Fitness during the COVID-19 Pandemic.

Workplace Strategies for Mental Health
Policy and Prevention

Mental Health Commission of Canada
Psychological Health and Safety: An Action Guide for Employers

Canadian Centre for Occupational Health & Safety
Taking Action on Workplace Stress

Other Resources

Workplace Safety & Prevention Services

Cognitive Demands Description
A review of the specific cognitive, emotional and psychological skills required to perform the essential job duties of a given position.

Health & Safety for Ontario Workplaces
Workplace Safety & Prevention Services (wsps.ca)
Prevention of physical & mental harm at work

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Opportunity for Integration

PSYCHOLOGICALLY SAFE WORKPLACE AWARDS

Mental Fitness Index Assessment:

- Provides you with aggregate dashboard of your organization's overall charge score
- Identifies psychological health and safety gaps to inform strategic decision-making
- Promotes two-way accountability and establishes employee and organizational health baseline measures
- May be eligible to receive Psychologically Safe Workplace award distinction

What you get:

- Aggregate dashboard report for the organization including scores pertaining to program participation and impact, psychological health and safety, mental fitness and employee experience
- Each employee receives an individualized report and resources to improve their mental fitness

Go to the website to watch the video and learn more: https://www.psychologicallysafeworkplace.com/faq/

Psychologically Safe Workplace Award: MFI Fee guide	
Less than 100 employees	$499 + tax
100-500 employees	$799 + tax
More than 500 employees	$999 + tax

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Maximize Your Roadmap Experience

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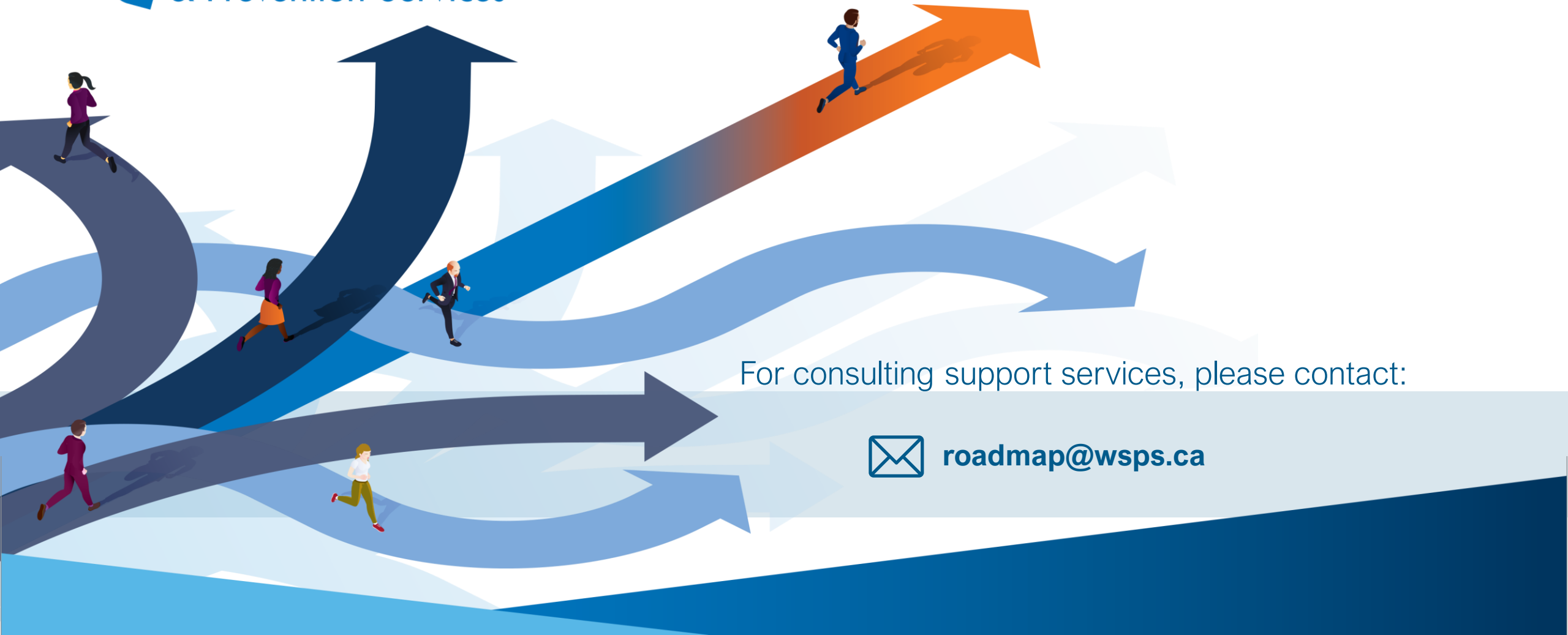

For consulting support services, please contact:

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Building Block 8: EXCELLENCE

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