
A HEALTHY AND SAFE PLACE TO WORK

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Objectives

1. What is a Healthy and Safe Workplace?
2. Why is it important?
3. Pioneering models
4. Challenges

WHAT IS A HEALTHY AND SAFE WORKPLACE?

Most Important to You at Work - Pick One

- Comprehensive benefits package
- Ergonomic workstation
- Encouragement of work-family balance
- Respectful colleagues and supportive manager
- Healthy nutrition options available on-site
- Volunteer work during work hours
- An excellent fire and emergency plan
- Flexible work hours or telecommute option
- Annual flu shots



World Health Organization Definitions

Health: A state of complete physical, mental and social well-being, and not merely the absence of disease.

World Health Organization Definitions

Healthy Workplace: one in which workers and managers collaborate to use a continual improvement process to protect and promote the health, safety and well-being of workers and the sustainability of the workplace by considering the following, based on identified needs:

Health and safety concerns in the physical work environment and psychosocial work environment including organization of work and workplace culture;

Personal health support and resources for workers; and

Ways of participating in the community to improve the health of workers, their families and other members of the community.

The Workplace Paradox

“The workplace has become an environment that both contributes to employee ill health, while simultaneously offering the most potential for improving overall employee health and well-being.”

– Canadian Council on Integrated Health Care 2002



Why Does a Healthy Workplace Make Sense?

The **right** thing to do: business ethics

The **smart** thing to do: the business case

The **legal** thing to do: the legal case



Healthy Workplace Culture

Certain job stressors [job demands & effort] combined with certain job dissatisfiers [lack of job control & recognition] are major threats to a healthy work environment and the individual.



Cost of Poor Mental Health in the Workplace

- ___ of 5 employees has a mental disorder
- ___% of LTD and STD claims are due to mental disorders
- Mental health rated one of the top three drivers of both short and long-term disability claims by more than ___% of Canadian employers
- ___% of Canadian employers with a WP mental health strategy (2016)
- In Canada, mental illness costs \$_____ per year in lost productivity alone (labour force only)
- In Canada, mental illness costs \$_____ per year in lost productivity + healthcare costs (labour force only)
- The estimated cost of stress in organizations:
 - ___% turnover costs
 - ___% EAP costs
 - ___% workplace accidents

Cost of Poor Mental Health in the Workplace

- 1 out of 5 employees has a mental disorder
- 30% of LTD and STD claims are due to mental disorders
- Mental health rated one of the top three drivers of both short and long-term disability claims by more than 80% of Canadian employers
- 39% of Canadian employers with a WP mental health strategy (2016)
- In Canada, mental illness costs \$20.7 billion per year in lost productivity alone (labour force only)
- In Canada, mental illness costs \$48.6 billion per year in lost productivity + healthcare costs (labour force only)*\$2.5 trillion cost to economy over next 30 yrs
- The estimated cost of stress in organizations:
 - 40% turnover costs
 - 55% EAP costs
 - 60% workplace accidents

The Pay Off

Improved

Working environment
Motivation
Presenteeism
Engagement
Quality of
products/services
Creativity/Innovation
Relationships
Customer Services
Attraction/Retention
Quality of decisions

Reduced

Absenteeism
Turnover
WSIB claims
Accidents/Injuries
Cost of health insurance
Grievances and conflicts

ROI \$1.5-\$3.8



Healthy Workplace Models

WHO healthy workplace model images

WHO Healthy Workplace Model
 Comprehensive model emphasizes four "Arenas of Influence":
 - Physical Work Environment
 - Psychosocial Work Environment
 - Personal Health Resources
 - Enterprise Community Engagement

Healthy Workplaces Framework
 Healthy culture: Positive and supportive, respectful, inclusive and caring
 Healthy physical environments: A healthy physical working environment
 Healthy community connections: Knowledge and resources to support workers
 Health and wellbeing opportunities: Information and resources to support workers
 Key principles: Leadership, Accountability, Collaboration, Inclusivity, Evidence-based, Sustainable, Worker-centered, Fair, Transparent, Measurable, Accessible, Flexible, Inclusive, Equitable, Resilient, Adaptive, Innovative, Proactive, Preventive, Promotive, Protective, Participatory, Person-centered, People-centered, People-first, People-powered, People-led, People-driven, People-focused, People-oriented, People-centered, People-led, People-driven, People-focused, People-oriented.

WHO Healthy Workplace Model (Figure 8.21)
 WHO Healthy Workplace Model: Arenas of Influence, Processes, and Core Principles
 - Physical Work Environment
 - Psychosocial Work Environment
 - Personal Health Resources
 - Enterprise Community Engagement
 - Health and Lifestyle Practices
 - Workplace Culture and Supportive Environment
 - Physical Environment and Occupational Health and Safety

Psychologically Healthy Workplace
 CONTEXT: Work Life Balance, Health & Safety, Employee Well-being, Organizational Functioning
 Core elements: Employee Treatment, Communication, Employee Health & Development, Employee Resilience
 Outcomes: Occupational Health & Safety, Health & Lifestyle Practices, Occupational Social Responsibility, Organizational Culture

Good Health = Good Business
 Five Categories:
 - Large enterprises
 - Small to medium enterprise (SMEs)
 - Multinational enterprises
 - Public sector
 - Non-profit organizations
 - Social enterprises
 - Micro, small and medium enterprises (MSMEs)
 - Informal sector
 - Informal workers
 - Informal workers' organizations
 - Informal workers' unions
 - Informal workers' associations
 - Informal workers' cooperatives
 - Informal workers' unions
 - Informal workers' associations
 - Informal workers' cooperatives

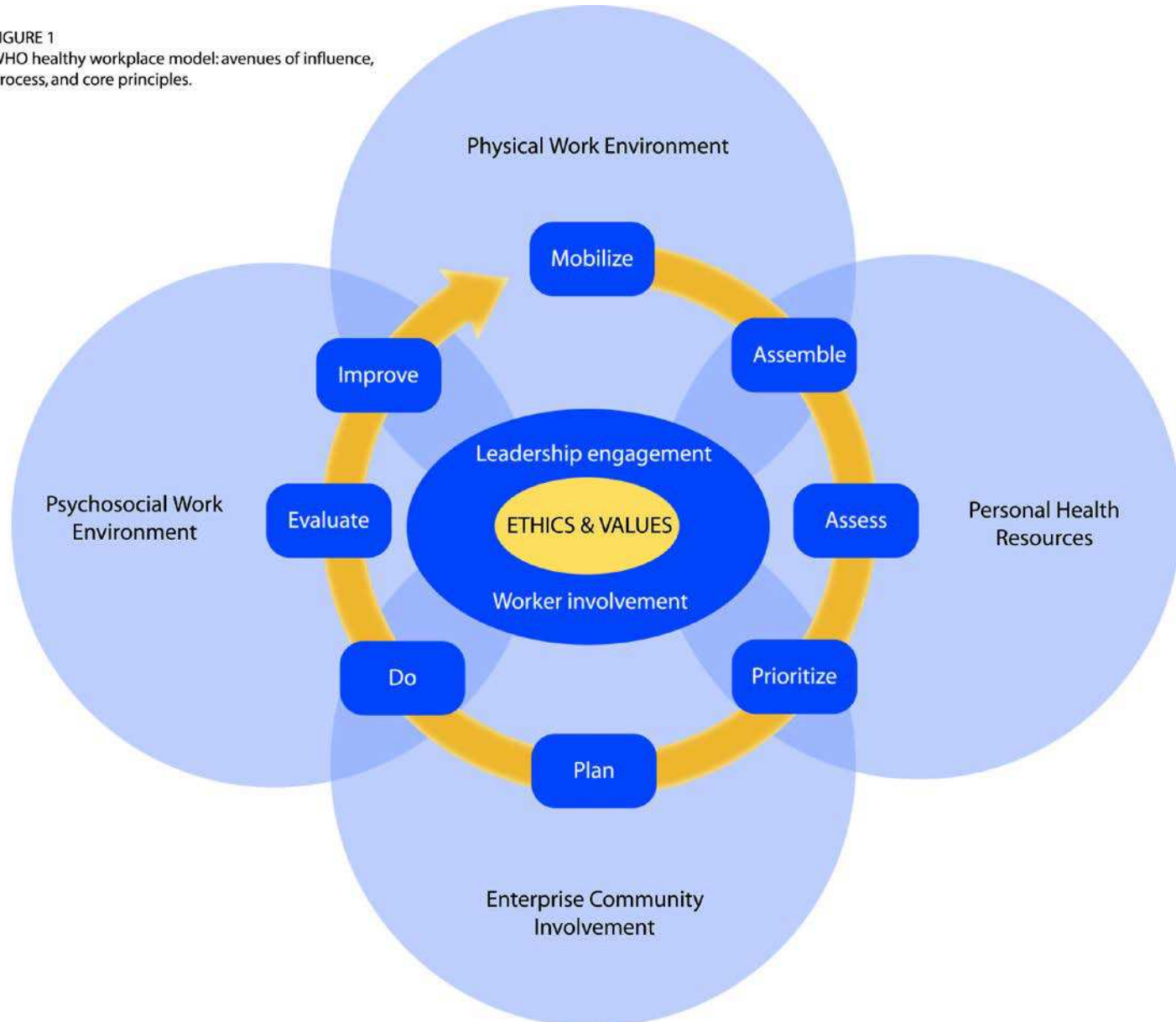
BITC WORKWELL MODEL
 An integrated strategy approach
 - Leadership
 - Workplace Culture
 - Participation
 - Processes: Building relationships, Marketing, Training, Planning, Communication, Implementation, Continuous Improvement
 - Results: Community Health, Work & Life Quality, Workplace Health, Performance & Innovation
 - Social & Economic Development at Local, Regional, National and European levels

WHO Healthy Workplace Model (Implementation)
 Phase I: Baseline Assessment (Workplace assessment, Individual risk profiling)
 Phase II: Intervention (Formation of Healthy Workplace Committee, Behavior Change, Communication, Support activities & Periodic monitoring)
 Phase III: Final Evaluation (Organisational level, Individual level)
 Phase IV: Report Preparation & Dissemination of Results (Sharing of results with stakeholders, Policy advocacy)

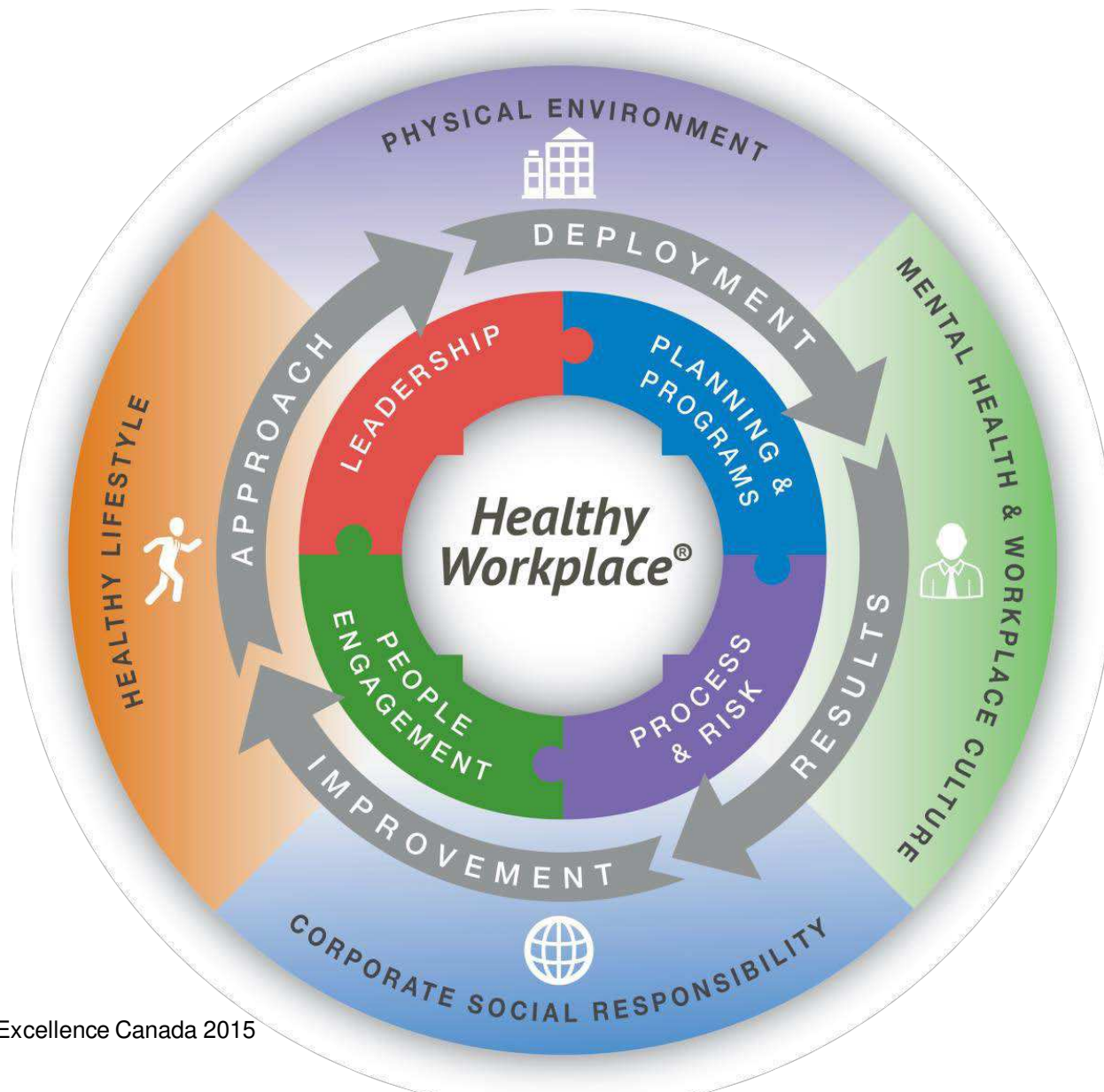
WHO Healthy Workplace Model (Flowchart)
 - Encouraged by Industry & Labour
 - Healthy Workplace Committee
 - Current Situation Analysis (SWOT)
 - Monitoring and Evaluation
 - Implementation
 - Plan of Action
 - Assessment of Occupational Health & Safety
 - NIOSH Safety Surveillance (NIOSH Safety Lines)
 - Response to Healthy Workplace Committee
 - Healthy Workplace Model Health Promotion Policies
 - Physical Work Environment
 - Psychosocial Work Environment
 - Personal Health Resources

WHO Healthy Workplace Model

FIGURE 1
WHO healthy workplace model: avenues of influence,
process, and core principles.



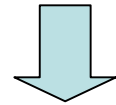
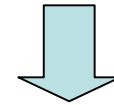
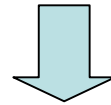
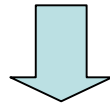
Excellence Canada



LEADERSHIP & PARTNERSHIPS

National and Provincial Support Networks

WCB, Government, Health Districts, Health Charities, *Chambers of Commerce*, Pharma, Health Insurers, Unions, Education, Business, Financial Institutions, Economic Development (NS Business Inc./ACOA etc)



**COMMUNICATION
& SOCIAL
MARKETING**

**TRAINING &
EDUCATION**

**RESEARCH &
EVALUATION**

**TOOLS &
SUPPORTS**

**POLICY/
INCENTIVES**

NATIONAL QUALITY INSTITUTE
Framework for the Development of a Healthy Workplace Program
ASSESSMENT, AWARDS & RECOGNITION

STAKEHOLDER POLICY/INCENTIVES

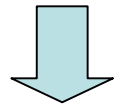
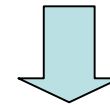
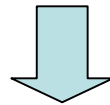
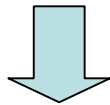
WCB

GOV

***Chambers of Commerce
Health Charities,
Education, Unions, etc.***

INSURERS

PHARMA



**RATE
INCENTIVES
*Support***

**TAX
INCENTIVES**

***Leadership,
Training, Tools &
Support,
Recognition
INCENTIVES***

**RATE
INCENTIVES**

**Tools & Support
R&D Funding
INCENTIVES**

The Healthy Enterprise Standard

(BNQ 9700-800)

The first workplace standard in Canada

An initiative of Groupe entreprises en santé (formerly GPS), developed by the Bureau de normalisation du Québec (BNQ)

Aims to sustainably maintain and improve overall health (physical and mental) in the workplace to enhance the vitality of the Québec economy.

- Structured approach and tested method
- Certification program
- Voluntary



The National Standard of Canada for Psychological Health and Safety in the Workplace (CAN/CSA-Z1003-13/BNQ 9700-803/2013)

The first of its kind in the world, is a set of voluntary guidelines, tools and resources intended to guide organizations in promoting mental health and preventing psychological harm at work.

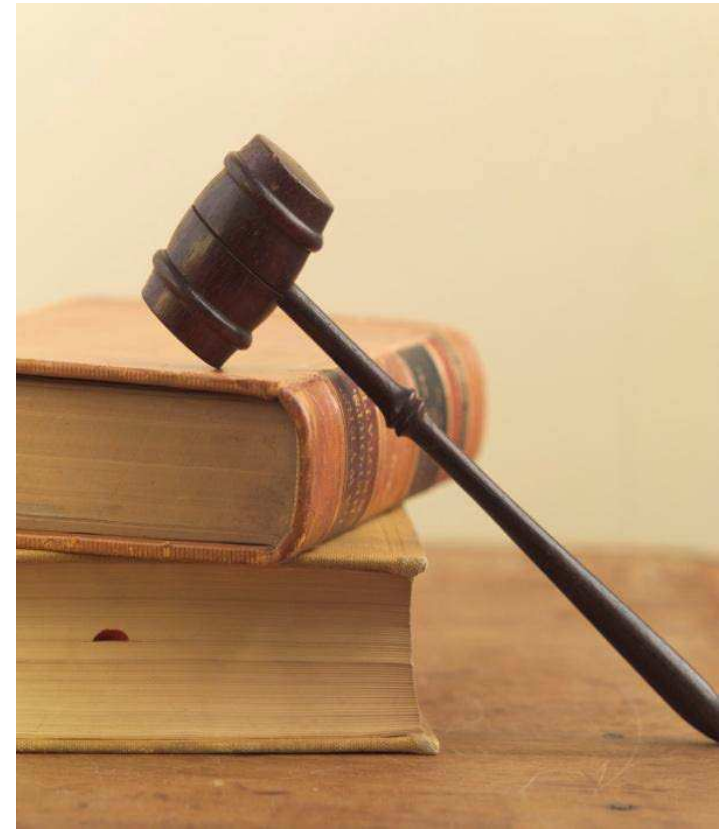


Psychosocial Factors

1. Psychological Support
2. Organizational Culture
3. Clear Leadership & Expectations
4. Civility & Respect
5. Psychological Competencies & Requirements
6. Growth & Development
7. Recognition & Reward
8. Involvement & Influence
9. Workload Management
10. Engagement
11. Balance
12. Psychological Protection
13. Protection of Physical Safety



The Evolving Legal and Standards Landscape



Challenges

“I think we’re lost but we’re making good time”

Yogi Berra

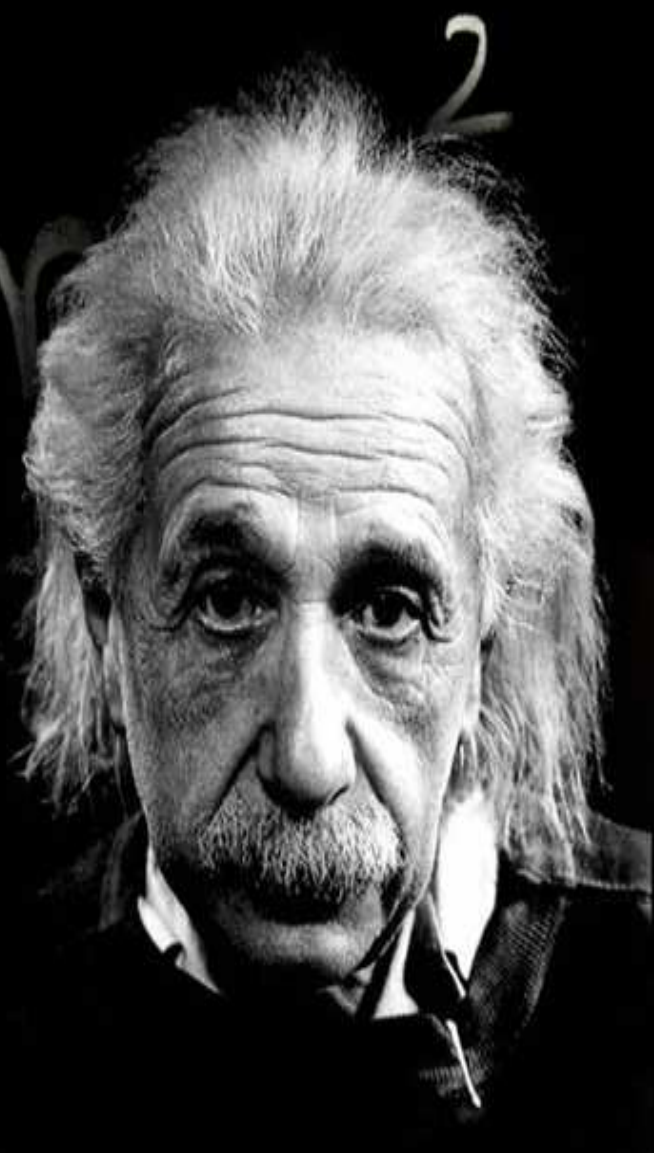


What Can You Do?

What is the one thing you could start, stop or change in the next 30 days that will make a difference in your workplace?

Summary

$$E=mc^2$$



“The world we have created is a product of our thinking; it cannot be changed without changing our thinking”