



# Implementation

## Celebrate/recognize the good work that was done under the old system.

This is an often missed step in change management. In an effort to “sell” the change, employers sometimes dismiss or minimize any successes of the past. This may make long-standing employees feel unappreciated. Recognizing how they were able to accomplish so much under the previous system is more likely to make them open to the change.

## Objectives and Targets

Possible action items that could be incorporated into an implementation strategy

Desired Factor or Outcome	Possible Action
Build Employee Resilience	<ul style="list-style-type: none"> <li>• Provide stress management training.</li> </ul>
Create a Respectful Workplace	<ul style="list-style-type: none"> <li>• Have each department review the organizational respectful workplace policy and discuss what that would look like within their own department. This could contribute to stronger engagement by department personnel and lead to longer-term change.</li> <li>• Consider the use of posters or other visual workplace cues.</li> </ul>
Enhance Mental Health Knowledge	<ul style="list-style-type: none"> <li>• Invite guest speakers to discuss their experience in managing mental health issues.</li> <li>• Use newsletters, safety talks, and other existing communication mechanisms.</li> <li>• Ask mental health agencies for information and support.</li> </ul>
Use a PHS Focus for Job Design and Employee Selection	<ul style="list-style-type: none"> <li>• Consider the psychological characteristics of work tasks and the individual worker to ensure good job-person fit and protect psychological health. For job design, adopt a psychological health perspective toward workload, perceived fairness, work scheduling, etc. For employee selection, this means focusing on psychological competencies such as the ability to concentrate and problem solve, to cooperate with others, and to care for one’s own psychological well-being.</li> </ul>
Reduce Stigma	<ul style="list-style-type: none"> <li>• Show videos or invite speakers – storytelling is a strong mechanism for helping to reduce stigma.</li> <li>• Reinforce and consistently correct to highlight the importance of acceptable language.</li> <li>• Have leaders model good behaviour.</li> </ul>

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Possible action items that could be incorporated into an implementation strategy



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Support Work-Life Balance	<ul style="list-style-type: none"> <li>• Focus on the quality of work over quantity if applicable.</li> <li>• Provide flexibility in hours or work arrangement (home office).</li> <li>• Host “lunch and learns” on elder care, parenting skills, or other external pressures.</li> <li>• Consider how you treat paid and unpaid leave for personal days, medical appointments, etc.</li> <li>• Develop an Employee Assistance Program (EAP) /Employee and Family Assistance Program (EFAP).</li> </ul>
Help Employees Manage Their Own Mental Health	<ul style="list-style-type: none"> <li>• Provide self-care tools.</li> <li>• Provide self-assessment tools.</li> <li>• Develop an EAP/EFAP.</li> <li>• Provide information on available community resources.</li> <li>• Consider how you treat paid and unpaid leave for personal days, medical appointments, etc.</li> </ul>
Improve Leadership Effectiveness in Resolving Workplace Issues	<ul style="list-style-type: none"> <li>• Work through root cause analyses as a team.</li> <li>• Provide Manager and Worker Representatives training in emotional intelligence.</li> <li>• Offer leadership training.</li> <li>• Develop a policy or process for reporting, investigating, and resolving issues.</li> <li>• Tie into the existing performance management system.</li> </ul>
Support Staying at Work	<ul style="list-style-type: none"> <li>• Use the <i>Supporting Employee Success</i> resource available at <a href="http://workplacestrategiesformentalhealth.com">workplacestrategiesformentalhealth.com</a>.</li> </ul> <p>This is a process that involves the employee, employer, and health care professional. It can be used to find appropriate workplace accommodations that support employee success and well-being while meeting the requirement for a safe and productive workplace.</p>
Ensure Access to Psychological Treatment	<ul style="list-style-type: none"> <li>• Provide early intervention through establishing an EAP/EFAP.</li> <li>• Review and improve benefit plan.</li> <li>• Make it easy for employees to access information.</li> <li>• Communicate frequently and regularly.</li> <li>• Provide information on available community resources.</li> </ul>