

Supporting success from the top down:

How to equip leaders with mental health awareness to foster a psychologically healthy workplace.

"There comes a point where we need to stop just pulling people out of the river. We need to go upstream and find out why they're falling in."

Attributed to Desmond Tutu, Human Rights Activist



Employees value leaders who are trained to understand mental health, champion available supports, and integrate wellness into the organization's strategic mission.

- o Leaders can have the greatest impact on culture
- With the right training, leaders are instrumental in fostering a psychologically safe workplace
- o Identify issues early. Early intervention improves outcomes

Five stages of building a workplace mental health strategy

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1. foundation	2. Identify 2. opportunities	J. and objectives	4. action	D. Re-evaluate
• Setting the right tone for your organizational culture	• Data driven & strategic approach	 Set targeted, measurable and realistic objectives that align with overall business strategy 	 Targeted solutions Mandatory leadership training 	 Continual review process Adjust goals and take corrective actions

Building the foundation

Key elements

- Background (key stakeholders, current 0 state, why building strategy now, anticipated outcomes)
- Priorities and objectives (OKRs, KPIs) Ο
- Senior leader sponsor and champion Ο
- Allocating resources Ο
- Stated commitment/value statement \cap



Building a workplace mental health strategy for your organization

Every organization is unique. There's no one-size-fits all approach to building your workplace mental health strategy. Not sure where to begin? Here's our template and sample strategy to help you get started.

Background

- Think about answering these questions before you begin
- · Why are you building this strategy now? Is there a specific reason or influence? - For example: legislative, financial, employee driven, mental-health-related disability claims are increasing
- · What outcomes are you hoping for? - For example: decreased absenteeism, positive employee engagement scores, increased use of mental healt
- Who are your key stakeholders and what will their involvement be?
- For example: IBusiness unit! owns the strategy and reports in to the ISenior Leadership Sponsor Name. Title! INam Title] is the champion and will be leading the strategy development.

Vision statement

What are the long-term results you're hoping to achieve?

Summarize these in a short 1-2 sentence statement.

For example: [Organization] empowers and supports employees to achieve optimal mental well-being. We are committed to ensuing an inclusive and respectful work environment, where every employee feels [Organization] is a psychologically set place to work.

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Leadership commitment: fostering a mentally healthy and safe workplace

You play a key role in changing workplace culture and reducing stigma. You set the standards and tone for your organization. Leaders who champion the values of mentally healthy workplaces are likely to act in ways that support positive employee mental health.



1. Senior leader sponsor & champion 2. Allocating resources 3. Stated commitment/value statement

1. Sponsor & champion

As with any effort to change workplace culture, it's critical for the owner, President or CEO to champion workplace mental health. They also need to hold the leadership team accountable. Leaders can play an important role in tackling stigma, especially when sharing their own personal journeys with mental health.

The senior leadership sponsor(s) and champion(s) are responsible for the strategy The sponsor(s) They need to have the power and authority to make decisions at the highest level. This

usually happens at the senior leadership level. The champion(s) is passionate about workplace mental health. They'll be the 'face' of the strategy

In some organizations, the sponsor and the champion may be the same person. In other organizations there may be many champions and sponsors.

If your organization's workplace is unionized, consider having champions from both management and the union



Resources available at Sun Life:

- Building a workplace mental health strategy for \checkmark your organization
- ✓ Leadership commitment: fostering a mentally healthy and safe workplace

Identify opportunities

Using data is critical to measure your baseline and to identify your organization's unique risks and opportunities. It is also a key element to ensure you're focusing your effort on the right place.

Self-reflection questions:

- What are you doing well?
- What are your opportunities?
- What do your employee comments tell you?
- Is their alignment between senior leaders and your employees on their view of your workplace culture?
- How are employees using their benefits (absence, EHC, EAP)? Does the usage align with your top diagnostic categories?



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d data

or policy

What are your opportunities?

 Is the strategy you've implemented working? Is it suitable with the means and resources you have?

oversations

what you have access to.

tions this could be as simple as:

ngs or during a 1:1 discussion



Assessment and evaluations of best practices to maintain a healthy workplace

A focus on health and wellness is a constant effort, not a one-time happening. The work doesn't stop when you launch your organizational health strategy. There needs to be a continual review process. This is because your organization's needs, and effective strategies, may change over time.

Key Elements:

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Set Key Performance Indicators (KPIs) to evaluate the health and program initiatives over time

Using data to measure success is the key to creating a solid workplace health strategy. Decide early how you will quantify your goals. These quantified objectives will be your key performance indicators (KPIs). For each priority and specific goal, assess the data to see if

you're achieving your desired outcomes. This will help you see if the programs and solutions you've put in place are working. How to measure success

Use data to measure progress

Track Key Performance Indicators (KPIs) - note: most companies track metrics quarterly Decide which actions have been effective and which haven't

Use data insights to decide next steps

Using different types of data will ensure a complete approach to your strategy and programs. Be sure to include: Quantitative (objective) data Qualitative (subjective) data · Leading indicators (events leading up to/predictive of future act on the feedback collected. If outcomes), and Lagging indicators (events that have happened in the past) with no intention of implementing intal effect on employee trust. Examples of KPIs: el their opinions are valued, that their Health Risk Assessment results ed, and they are safe to share without Number of health and wellness events scheduled Participation in health and wellness events Employee turnover rates Absenteeism rate (total sick days, sick days by business team an assess whether you've achieved sicks days by manager/director, etc.) outcomes and improved the health Number of leaders who participated in manager menta orkforce health training t to ask What are you doing well?

tracking and review of data Is it achieving its intended outcomes? Is there alignment between senior leaders and your tinual review process because your and effective strategies) may change employees on their view of your workplace culture? ack and data to measure outcomes Do you have the right benefit plan design? Does your plan anizational health strategy. design reflect the most common health issues in your organization? C) Adjust and/or data will depend on the size

Adjust and update your goals, targets, and action plans Take any corrective actions needed agement survey sent to employees · Update any of the relevant policies and procedures -based if your employees don't have

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Report back to employees following all surveys When reporting back to your employees, you should also include concrete actions that you'll take following the survey and how success will be measured. Communicate results, successes and action plans Identify different ways to communicate that will improve understanding and enable you to share updates. It's important to then report to your employees on your progress and any corrective actions taken.

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Review your strategy and programming at least annually

- How often you review your progress depends on what works best for your company.
- · Start with a monthly review of your initial progress, Move to guarterly reviews and progress reporting to stakeholders, and · Review and report on outcomes annually, including where they are relative to their baseline.

Setting priorities and objectives

- Align with overall business 0 strategy and goals
- Set a key performance indicator (KPI) specific to mental health
- Focus on total well-being
- Set targeted, measurable and realistic 0 objectives

Resources available at Sun Life:

Best practices to maintain a healthy workplace \checkmark

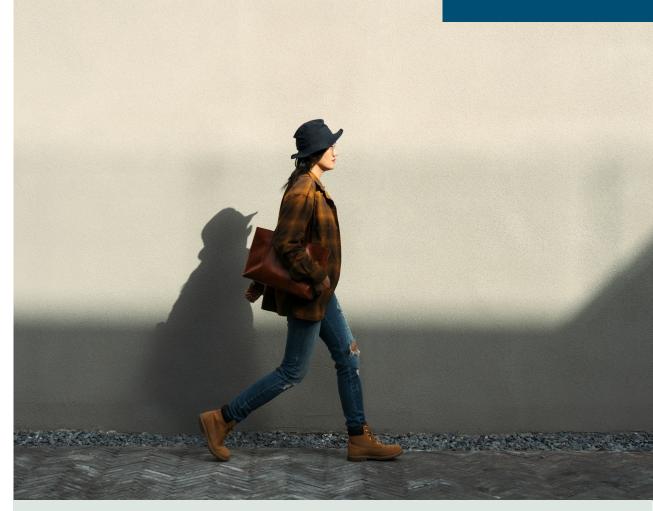
Taking action

Targeted solutions

An effective communication plan is critical to the success of your strategy. It's important to your employees to know what you're doing and why it matters.

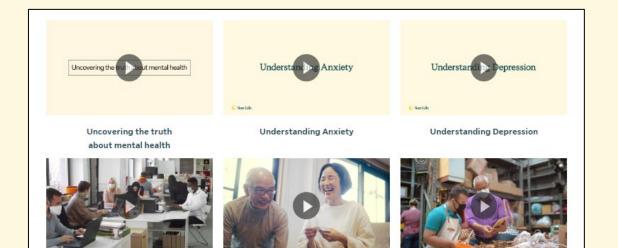
Key elements

- Create a communications strategy
- Ensure that there is high visibility and high employee recognition
- Use a variety of communication methods to build awareness of goals, events and resources



Resources available at Sun Life:

✓ Communication best practices to support a healthy workplace



Module 3 Module 4 Module 5 Module 1 Module 2 Managing mental Managing difficult Introduction to Managing Staying at work mental health and health in the absenteeism behaviour and and returning workplace disability interpersonal conflict to work Download video 📀 Download video 📀 Download video 📀 Download video 📀 Download video 📀

Building resilience

A focus on prevention

Resources available at Sun Life:

✓ Mental health training

Taking action

Mandatory leadership training

Empower your leaders to put workplace mental health and well-being at the center of their leadership approach.

Be methodical with your approach:

- Tie into business strategy to hold leaders accountable
- Progressive learning (tiered approach, foundational first and then ongoing)
- Leverage your partners

Reducing stigma through

inclusive language

Re-evaluate



Continual review process

- an analysis of key outcome data
- a review of significant findings
- SLATE survey, listen and talk to employees



Continuous improvement

- Is the strategy you've implemented working?
- Is it suitable with the means and resources you have?
- Is it achieving its intended outcomes?



Outcomes of the review:

- Opportunities to improve and take any corrective actions;
- Update any of the relevant policies and procedures;
- Adjust and update goals, targets, and action plans; and
- Identify different ways to communicate that will improve understanding and enable you to share updates.



Summary

Build the foundation – leaders set the tone

Identify opportunities – take a purposeful, data approach

Setting priorities and objectives – demonstrate a clear commitment to mental health

Taking action – empower and train leaders

Re-evaluate – S.L.A.T.E

Thank you!

