

Where People Matter and Belong

Creating Psychologically Healthy Workplaces within Toronto Children's Services



Who we are

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Getting to Know You...

- Do you currently have a Psychological Health and Wellness Strategy in your organization?
- Are you responsible for leading the strategy?
- What are some of the challenges that you are facing?



Toronto Children's Services

The City of Toronto manages **one of the largest** child care systems in Canada

- Over **1000** licensed child care centres
- Approximately **76,000** spaces for children from **birth to 12** years
 - Includes home child care, preschool, and before & after school
- EarlyON programs and services are delivered at **275** program locations across the city – and growing



The Perfect Storm

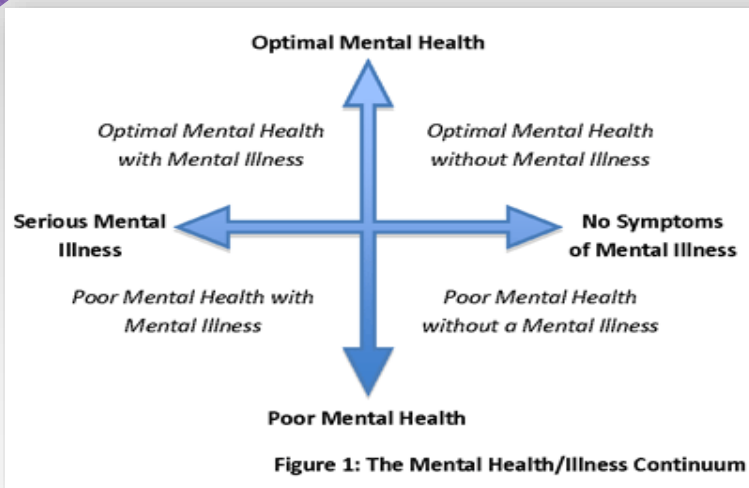
- Increases in stress, psychological distress, and mental illness
- Psychological health and wellness identified as a gap
- Equity and inclusion also identified as a gap
- Policy and legislative support



The Imperfect Journey



Defining Psychological Health and Safety



Defining Psychological Health and Safety

A belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.

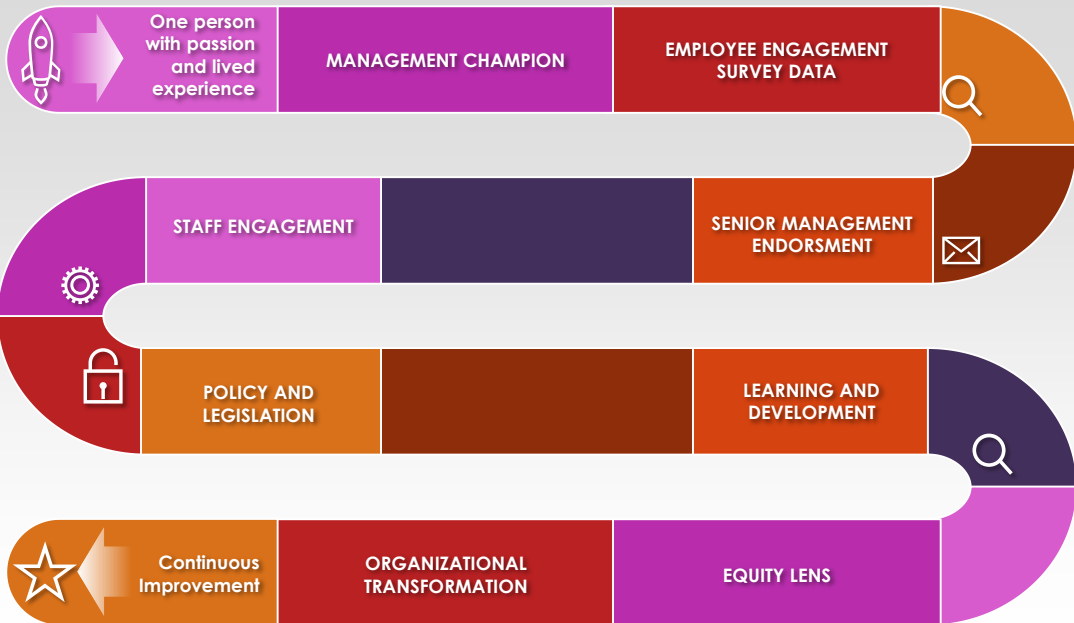
Amy Edmonson



Defining Psychological Health and Safety

"A workplace that promotes workers' psychological well-being and actively works to prevent harm to worker psychological health, including in negligent, reckless, or intentional ways".

National Standard of Canada on Psychological Health and Safety in the Workplace



Where are we? The Environmental Scan

- Understand the workforce and it's climate
- Evaluated how managers lead and skill level to facilitate sensitive workplace mental health conversations
- Understand employee's needs, gaps, and issues
- Determine resources available



Framing: Senior Management Endorsement

- Identified a management champion
- Built a business case
- Clarified the role for senior management team
- Built in accountability
- Ongoing communication

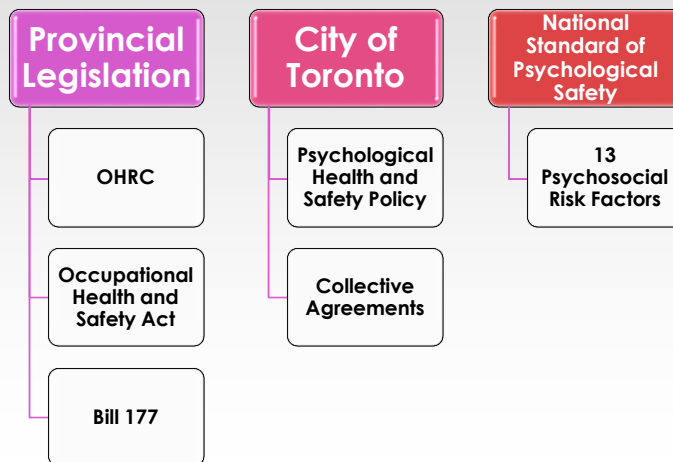


Staff Engagement: Psychological Health and Wellness Committee

- Staff engagement is critical
- Overlap with Joint Health and Safety Committee
- Ambassadors roles and responsibilities
- Leads, advises, and implements across the organization
- Management and employees work together to implement solutions



Accountability: Policies and Legislation



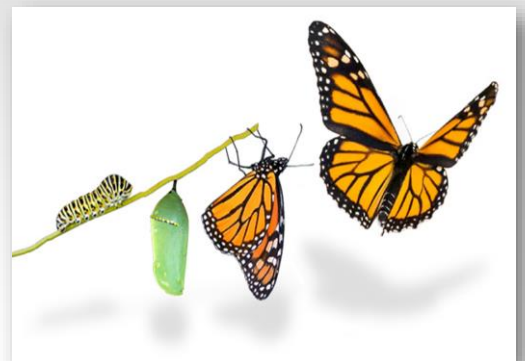
Skill and Support: Learning and Development

- Piloted **Mental Health First Aid** and **Understanding Mental Health and Mental Distress**
- Division wide **Deep Diversity** training
- Mental health resources made available multiple ways
- Onboarding and ongoing staff development



Culture: Organizational Transformation

- Change management strategy
- Continuous framing
- Portfolio is assigned human resources
- Destigmatizing language and conversations
- Mental Health Ambassadors and Joint Health and Safety Representatives
- Continuous learning, development, and evaluation

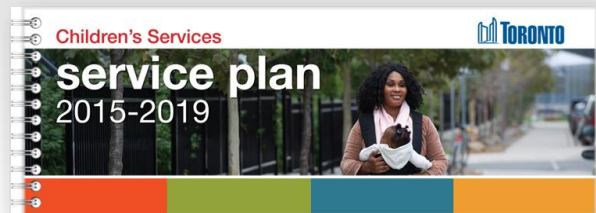


Equity and Inclusion: The Impact of Social Identity



Impetus for Action

- Let's Talk Child Care Campaign and Parent Summits
- Development of the 2015-2019 Children's Services Service Plan
- Internal requests for training



The Learning Plan

The learning series included the following components:

Phase 1:

1. Deep Diversity
2. 2SLGBTQ101
3. Indigenous Cultural Competency
4. Supporting Newcomer and Refugee Families



The Learning Plan

Phase 2:

1. Equity Lens Training
2. Supporting Trans and Gender Independent Children
3. Supporting Indigenous Children in Childcare
4. Confronting Anti-Black Racism
5. Leading for Inclusion Supervisor and Management Training



Guiding Principles

Start with Leaders First

Leaders set the tone, frame the importance and impact and support accountability. Leaders role model the way



Get Comfortable with Discomfort

Conversations about social identity are not easy, especially when we talk about race.



There are no Safe Spaces

Instead, we hold space for each other with empathy and seek to understand the lived experiences of others.



Guiding Principles

Relationship Building is Critical

Working across differences requires connection and trust. Without this, we risk exclusion and dehumanizing others



Keep Hope Alive

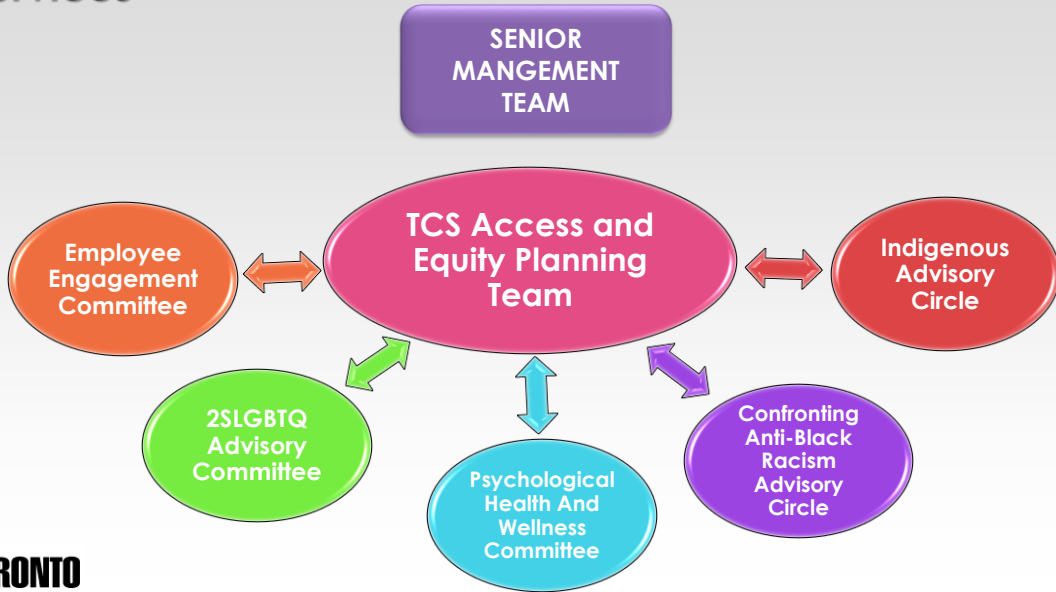
This is hard work, and we don't see change as quickly as we would like. Keep momentum going by supporting and accountability



This is Transformation...from the Inside Out

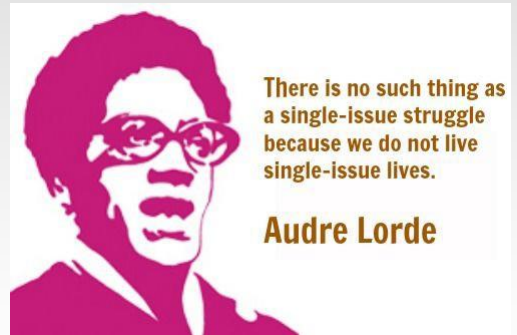


Structure of Access and Equity Within Toronto Children's Services



Intersectionality: Using an Equity Lens

- People! People! People! Combined with compassion, empathy, historical framework, healthy use of power, and respectful curiosity
- Complicate issues, consider facets and nuances, rely on facts, evidence, lived experiences.
- Listen with the same passion with which we want to be heard



EQUITY AND MENTAL HEALTH

UNDERSTANDING THE LINKS
EQUITY ISSUES IN MENTAL HEALTH SIGNIFICANTLY IMPACT ONTARIO

Equity Matters for Mental Health

LOWEST INCOME CANADIANS REPORT SIGNIFICANTLY POORER MENTAL HEALTH

WOMEN ARE TWICE AS LIKELY TO HAVE DEPRESSION THAN MEN

LGBT youth face approximately 4 times the risk of suicide than their heterosexual peers.

MENTAL HEALTH MATTERS FOR EQUITY

Equity and Mental Health Intersect

Sources: Statistics Canada (2002) "Canadian Community Health Survey: Mental Health and Well-being." Ottawa: Statistics Canada. Retrieved at: <http://www50.statcan.gc.ca/ind050/05/ind05009-eng.htm>
 Elizabeth Liu et al. (2009) "Depression." Ontario Women's Health Equity Report. Ch. 5. Toronto: Echo: Improving Women's Health in Ontario. Retrieved at: <http://www.ontariowomen.org/our-work/equity-report/equity-report-2009-2010-2011-2012-2013-2014-2015.pdf>
 Canadian Mental Health Association Ontario



Employee Support: Supportive Performance Management

Psychological Safety & Accountability

PSYCHOLOGICAL SAFETY	high	 Comfort Zone	 Learning Zone
	low	 Apathy Zone	 Anxiety Zone
		low	high

ACCOUNTABILITY



Source: Amy C. Edmondson
Harvard University

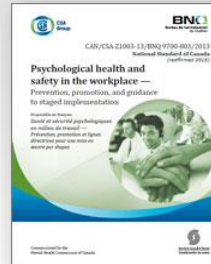
Employee Support: Supportive Performance Management

- Response is critical
- Rule out rule
- Check your bias and assumptions
- Provide supportive and clear guidance related to behaviour
- Positive psychology skill-building
- Notion of peer support



Where Can You Start?

- Find the people who are passionate about this issue
- Read the National Standard
- Recruit a Management Champion
- Build a business case and get your senior leaders on board
- Learn the skills to address the issues that emerge



RESOURCES

[Canadian Centre for Occupational Health and Safety-Mental Health](#)

[Great-West Life Centre for Mental Health in the Workplace](#)

[Canadian Mental Health Association-Healthy Minds Canada](#)

[Ottawa Public Health's Have That Talk Campaign](#)

[Centre for Workplace Mental Health](#)

[Mental Health Works](#)

[Managing Mental Health Matters](#)

[Assembling the Pieces: An Implementation Guide to the National Standard on Psychological Health and Safety](#)

Workplace Mental Health Sites



[Copenhagen Psychosocial Questionnaire](#)

[Psychological Safe Leaders Assessment \(Management Self-Assessment\)](#)

[Guarding Minds at Work \(Employee Assessment\)](#)

[Psychosocial Risk Assessment](#)

Workplace Mental Health Assessment Tools



[Gender-based Analysis+ Step by Step – Status of Women Canada \(Video\)](#)

[Advancing Equity and Inclusion – A Guide for Municipalities – City for All Women Initiative](#)

[Deep Diversity](#) – Shakil Choudhury

[The Body Keeps the Score: Brain, Mind, and Body in the Healing of Trauma](#): -Bessel Van Der Kolk

[My Grandmother's Hands: Racialized Trauma and the Pathway to Mending Our Hearts and Bodies](#): Resmaa Menakem:

Equity Related Resources



RESOURCES

[Self-Compassion-The Proven Power of Being Kind to Yourself](#) –Dr.Kristen Neff

[The Mindful Path to Self-Compassion: Freeing Yourself from Destructive Thoughts and Emotions](#)- Christopher Germer

Compassion



[Dare to Lead](#) – Brené Brown

[The Gifts of Imperfection](#) – Brené Brown

[The Fearless Organization](#) – Amy Edmonson

['Psychological Safety'](#) – Business Insider (Article)

Leadership



[Healthy Minds Canada](#)

[Dear Manager](#)

[Not Myself Today](#)

Workplace Mental Health Campaigns



Workplace Mental Health Campaigns

A LOT OF PEOPLE GET CANCER BECAUSE THEY JUST CAN'T DEAL WITH REALITY.

IMAGINE IF WE TREATED EVERYONE LIKE WE TREAT THOSE LIVING WITH MENTAL ILLNESS.

Thinking, isn't it? That's the thing. People might not take mental illness seriously. They assume that those with mental illness are weak or unstable or just let life roll over them. But the science is very clear: serious, effective, people-relevant illnesses are just being by themselves. Healthy Minds Canada raises money to research mental illnesses in the hope of finding cures. Still, research into these illnesses, which include a host of conditions, remains grossly underfunded. And that's an injustice, in the best sense. We need your help. If you can, please give. Call 1-800-415-2773 or visit www.healthyminds.ca/donate.

MENTAL ILLNESS IS REAL. HELP US FIND A CURE.



HEART DISEASE. JUST ANOTHER EXCUSE FOR LAZY PEOPLE NOT TO WORK.

IMAGINE IF WE TREATED EVERYONE LIKE WE TREAT THOSE LIVING WITH MENTAL ILLNESS.

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Workplace Mental Health Campaigns

DEAR MANAGER,
GROUP MEETINGS CAN BE A TRIGGER FOR MY SOCIAL ANXIETY. IT KILLS MY ENERGY AND FOCUS. CAN WE FIND TIME TO CHAT?

ASK FOR MORE.
Learn how at DearManager.com



DEAR MANAGER,
SOMETIMES MY HYPMANIA HELPS WITH CREATIVITY. OTHER TIMES IT MAKES TASKS IMPOSSIBLE. CAN WE TALK ABOUT ACCOMMODATIONS?

ASK FOR MORE.
Learn how at DearManager.com



Discussion

- What does a culture of psychological health and safety look like in your own organization?
- What is your organizations vision or what do you think should be developed?
- Does your organization incorporate an equity lens in their psych health and wellness mandate?

