PSYCHOLOGICAL HEALTH AND SAFETY (PHS)

13 PSYCHOLOGICAL FACTORS THAT CREATE A SAFE WORKPLACE

1. **Psychological and Social Support:** A workplace where coworkers and supervisors are supportive of one another's psychological wellness and mental health concerns and respond appropriately when needed.
   > All staff are taught to support individuals with psychological health concerns and there is a process to intervene if someone appears distressed while at work.
   > Workers feel supported by their employer when faced with personal/family challenges.
   > All people in the workplace have a good understanding of the importance of employees' mental health.
   > All staff have access to and readily use supports and services offered by the employer to maintain good mental wellness.
   > Employees feel supported when returning to work after time off with a mental health condition.

2. **Organizational Culture:** A workplace characterized by trust, honesty, and fairness.
   > People are held accountable for their actions.
   > All staff demonstrate respect for one another's ideas, values, and beliefs.
   > Workers feel they are part of a community at work.
   > Employees and managers trust one another.
   > Potentially difficult situations are dealt with immediately and effectively.

3. **Clear Leadership and Expectations:** A workplace where there is effective leadership and support and all people know how they are contributing to the organization's goals, values and strategic direction.
   > Workers know what they need to do in their jobs.
   > Changes are communicated in a timely manner.
   > Supervisors provide helpful feedback to workers on their expected and actual performance.
   > The organization provides clear, effective communication.

4. **Civility and Respect:** Employees are respectful and considerate in their interactions with one another, as well as with patients, clients, families and public.
   > Everyone shows esteem, care and consideration for others and acknowledges the dignity of every human being.
   > Everyone understands and values diversity.
   > Everyone is respectful of each other.
   > Acceptable behaviour is understood and enforced.

5. **Psychological Demands:** Organization evaluates work systems and plans for work redesign and flow improvements; jobs are assessed for psychological demands, risks are identified, and strategies are in place to mitigate the risks.
   > Assessments include time stressors, breaks, incentive systems, task variety and repetition.
   > Workers are supported to develop the technical skills and knowledge for their position.
   > All workers (including managers) possess the psychological skills and emotional intelligence required for the job.

6. **Growth and Development:** Employees are encouraged and supported to develop interpersonal, emotional, and job skills.
   > Workers receive specific feedback that helps them to grow and supervisors are open to ideas from workers for taking on new tasks or problem solving.
   > Opportunities are available to advance in the organization and access to those opportunities are transparent and equitable.

7. **Recognition and Reward:** Employer provides appropriate acknowledgement and appreciation of employee efforts in a fair and timely manner.
   > The organization appreciates the efforts by employees and celebrates and shares recognition and accomplishments.

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13 PSYCHOLOGICAL FACTORS THAT CREATE A SAFE WORKPLACE *continued*

> Leaders are trained to provide appreciative feedback and teams regularly participate in recognition events such as moments in staff meetings, huddles or shared meals.
> Recognition is authentic, personal and timely.

8. **Involvement and Influence:** Employees are included in discussions about how the work is done and are part of decision-making process. Decision-making process is transparent.
   > Employees can talk to their supervisor about how their work is done.
   > Innovative practices are explored, and employees are involved in decision-making processes.
   > Workers' ideas are thoughtfully considered and decision-making is transparent.

9. **Workload Management:** Tasks and responsibilities can be accomplished successfully within the time available.
   > Workers can talk to their supervisors about the amount of work they have to do.
   > The work is free from unnecessary interruptions and disruptions.
   > Employees have some control over setting priorities when facing multiple demands.
   > High demand times are anticipated and planned for.
   > Work is distributed fairly.

10. **Engagement:** Employees feel connected to their work and are energized by doing the job well.
    > Employees are motivated to give extra effort if needed.
    > Employees describe the work as an important part of who they are and are committed to the success of the organization.
    > Employees are involved in setting goals for the group, unit, or department they work in.

11. **Balance:** The organization recognizes the need for balance of work demands, family and personal life.
    > Workers are encouraged to take breaks/vacations.
    > Employees can easily meet demands of personal life and work and this harmony is promoted in the workplace.
    > Workers can talk to managers when they are having trouble maintaining a work-life balance and their manager responds with support.
    > Leaders promote and model work-life balance.

12. **Psychological Protection:** The employer is committed to building a psychologically safe workplace and proactively assesses and mitigates risks.
    > Managers care about workers' well-being; organizational strategies work to prevent harm to workers from bullying and harassment, discrimination, violence, and stigma.
    > Employees believe they can raise new ideas/suggestions or report incidents without fear of blame, ridicule, or discriminatory action.

13. **Protection of Physical Safety:** Workers feel safe, have access to safety education, and are familiar with the safe work processes.
    > Workers feel safe to report hazards.
    > The organization cares about how physical safety impacts mental health.
    > The workplace works towards prevention of injury rather than regulatory compliance.

USEFUL TOOLS/RESOURCES

> **MHCC**
> **Workplace strategies for mental health**
> **Guarding minds at work**
> **CMHA–mental health works**

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