



Centre de recherche sur les politiques en matière d'invalidité professionnelle (CRPIP)
Centre for Research on Work Disability Policy (CRWDP)

ET

The CSA Z1011:20, *Work disability management system* Standard

Webinar 2 Conversations on Managing Mental Health in the Workplace

Monday October 5, 2020



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Agenda for the Session

1. Session overview
2. Welcome from CSA Representative
3. High-level summary of the Standard (CSA Z1011:20, *Work disability management system*)
4. Short Presentation from Four Panel Members
5. Open Microphone (chatbox text) for Discussion and Questions



Presenters and Moderators



Emile Tompa
Director, CRWDP



Candace Sellar
Program Manager
CSA Group



Lina Lopez
Project Manager
CSA Group

Panel Speakers



David Brown
Corporate Medical
Director at CIBC



Andrew Harkness
Strategic Advisor
Workplace Safety and
Prevention Services



Drew Sousa
Executive Director
Ontario Occupational
Health Nurses Association



Terri Szymanski
Health and Safety Officer
Ontario Public Service
Employee Union



OCTOBER 2020

Worker and Public Safety: Standards Development

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CSA Group: Member Driven. Globally Relevant.



Enhancing health, safety, the environment and trade in Canada and beyond

12

Areas of focus

+10,000

Dedicated members

+3,000

Standards

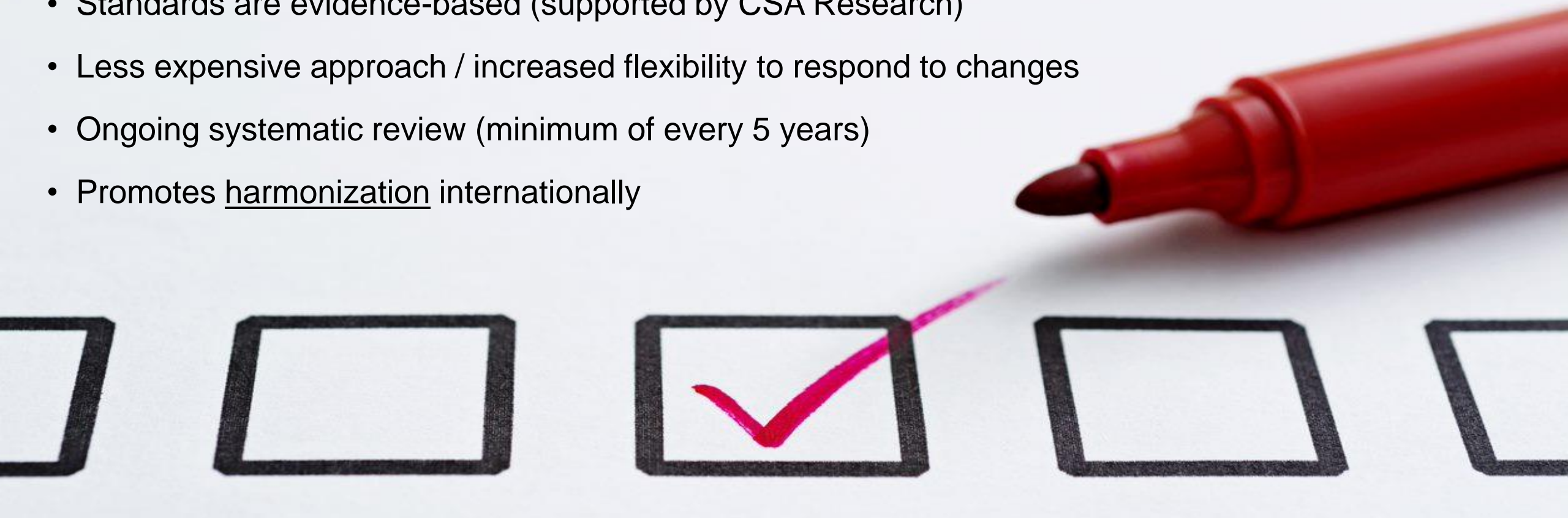
+1,115

Technical Committees

Holding the future to a higher standard

Why do organizations and governments adopt standards?

- Multi-stakeholder expert volunteer participation using a consensus based approach – CSA Group staff facilitate the accredited process
- Standards are evidence-based (supported by CSA Research)
- Less expensive approach / increased flexibility to respond to changes
- Ongoing systematic review (minimum of every 5 years)
- Promotes harmonization internationally



Worker and Public Safety Standards Program...

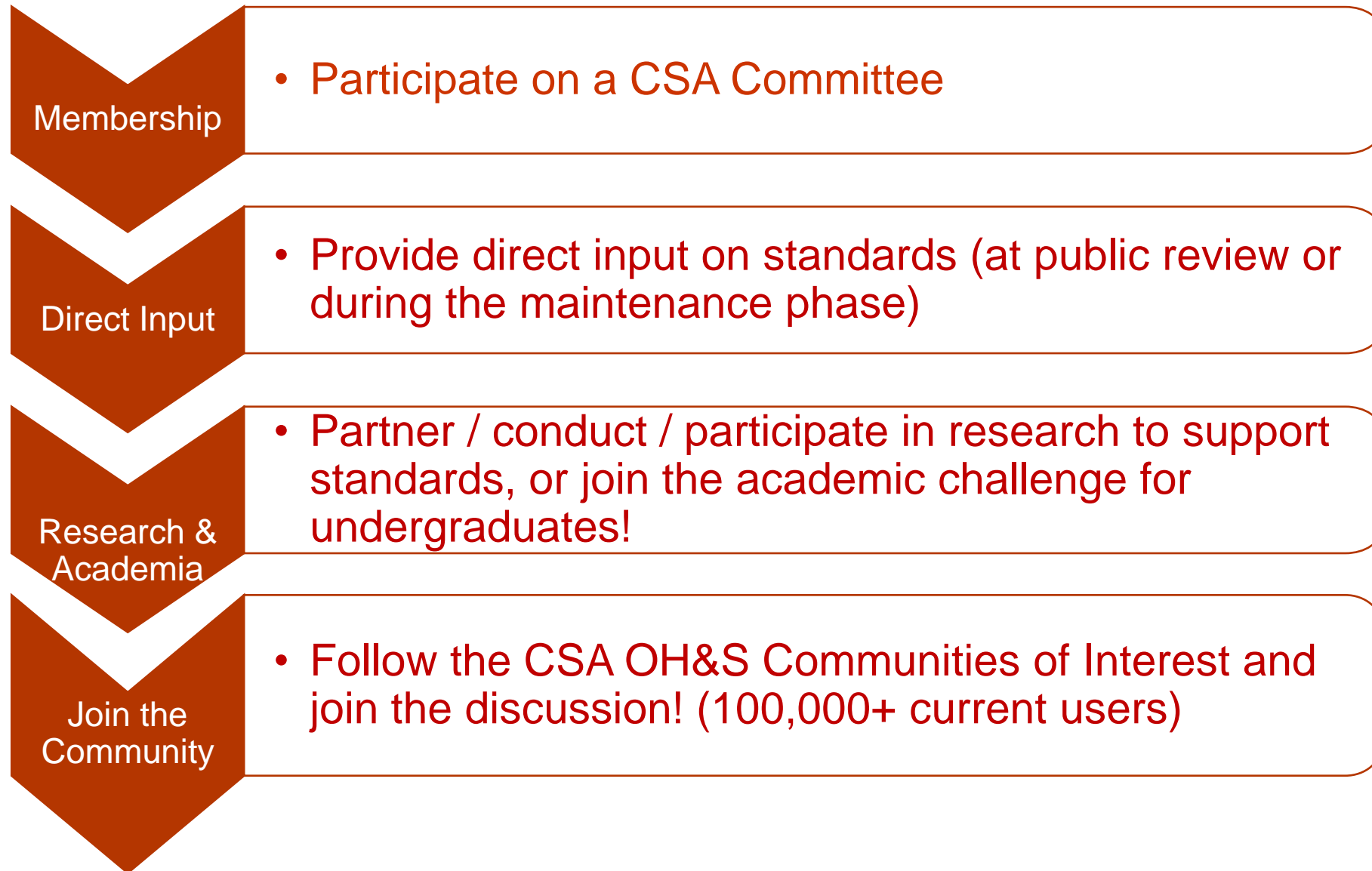
- 1 PGM / 4 PM / 1 Standards Intern / AA Support
- Published first general OHS Standard in 1948 (over 70 years)
- Over 59 active TCs (1800+ volunteer members), addressing more than 150 Standards
- Comprised of the Occupational Health and Safety (OHS) Portfolio of Standards and the Public Safety Portfolio of Standards (with 2 distinct Strategic Steering Committees)
- Approximately 50% of OHS Standards are referenced in regulation by the authorities having jurisdiction



Worker and Public Safety Program – Areas of focus with an OHS lens...

- **OHS Management System Standards**
 - CSA Z45001:19 and CSA Z1000
 - CSA Z1001 – Training
 - CSA Z1002 – Risk Assessment
 - CSA Z1005 – Incident Investigation
 - CSA Z1006 – Confined Spaces
 - CSA Z1010 – Management of Work in Extreme Conditions
 - **CSA Z1011 – Work Disability Management System**
- **OHS Standards for Public Safety Personnel**
 - Paramedic Service Organizations
 - First Responders (e.g., Fatigue Management, Drones, etc.)
 - Search and Rescue Volunteers Association of Canada
- **Machinery and Equipment Safety**
 - Forestry
 - Mining
 - Workplace Electrical Safety
- **Occupational Diving Standards**
- **Personal Protective Equipment**
- **Elevation Hazards**
 - Working at Heights
 - Lifting and Hoisting
- **OHS Nanotechnology**
- **Worker Wellness**
 - Psychological Health and Safety
 - First Aid Kits and Training
 - Management of Substance-related Impairment
 - Carer Inclusive and Accommodating Organizations
 - Worker Fatigue
 - Ergonomics
 - **Work Disability Management System (Z1011)**

How can you or your organization get involved?





Thank you.

Candace Sellar

Program Manager, Worker and Public Safety, Standards

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Candace.Sellar@csagroup.org



CSA Z1011 Technical Committee Overview

- Technical Committee Members

- Chair: Emile Tompa
- Vice Chairs: Amin Yazdani
David Brown

CSA Project Managers: Lina Lopez and Dave Shanahan

- 25+ voting members and several non-voting members

- Extensive efforts to ensure balanced representation from broad variety of stakeholder groups and substantive expertise amongst technical committee members

- Employer representatives
- Labour/unions and injured/disabled worker representatives
- Health and safety professionals
- Return-to-work specialists
- Experts in work disability prevention
- Work disability insurance/program providers
- Academics/researchers





The Work and Mental Health Challenge

Here's some information that many may be familiar with:

- According to the CMHA, 1 in 5 Canadians experience a mental health problem in any given year
- In any week > 500,000 workers unable to work due to poor mental health (CAMH, [mental-health-statistics](#))
- The economic price tag is estimated at \$50B per year in Canada (MHCC, 2017)
- 76% of workers in Canada state that the way organizations support mental health is a key factor in deciding whether to stay with their current organization (Morneau Shepell, 2020)
- 47% of Canadians say their work is the most stressful part of their day (Canada Life, [relevant-statistics](#))
- COVID-19 has added new layers of challenges with isolation and employment insecurity
- Clearly, work disability management issues associated with mental health warrant priority attention





Purpose of the Standard

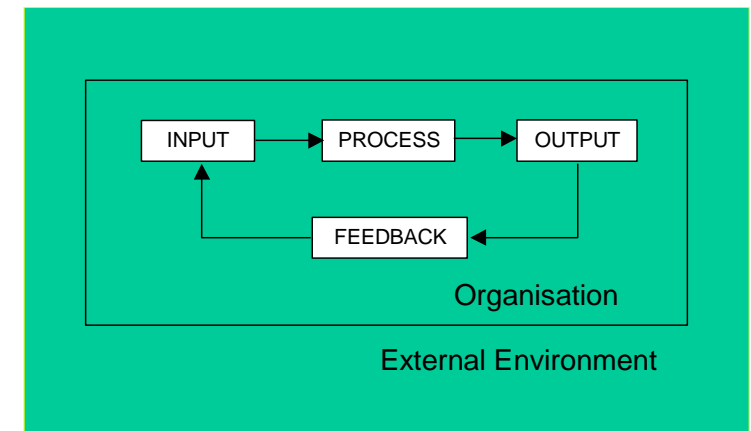
- Provide a consensus-based framework for the management of work disability at the organizational level to address **both physical and mental health needs of workers**
- Include consensus-based guidance for **recruitment, hiring and onboarding** of workers with disabilities
- Provide supporting materials including implementation tips to complement the standard





Systems Approach

- Traditional approach used to address work disability issues within organizations
 - Assign role of work disability manager to a particular person
 - Within human resources department
 - Within OHS department
 - Some organizations may farm out disability management function
 - Take a reactive role to performance measurement using indicators such as absence days
- **Systems approach** is proactive and considers roles and responsibilities across the organizations
 - Considers **inputs, process, outputs and feedback**
 - Evaluation and improvement on a continual basis





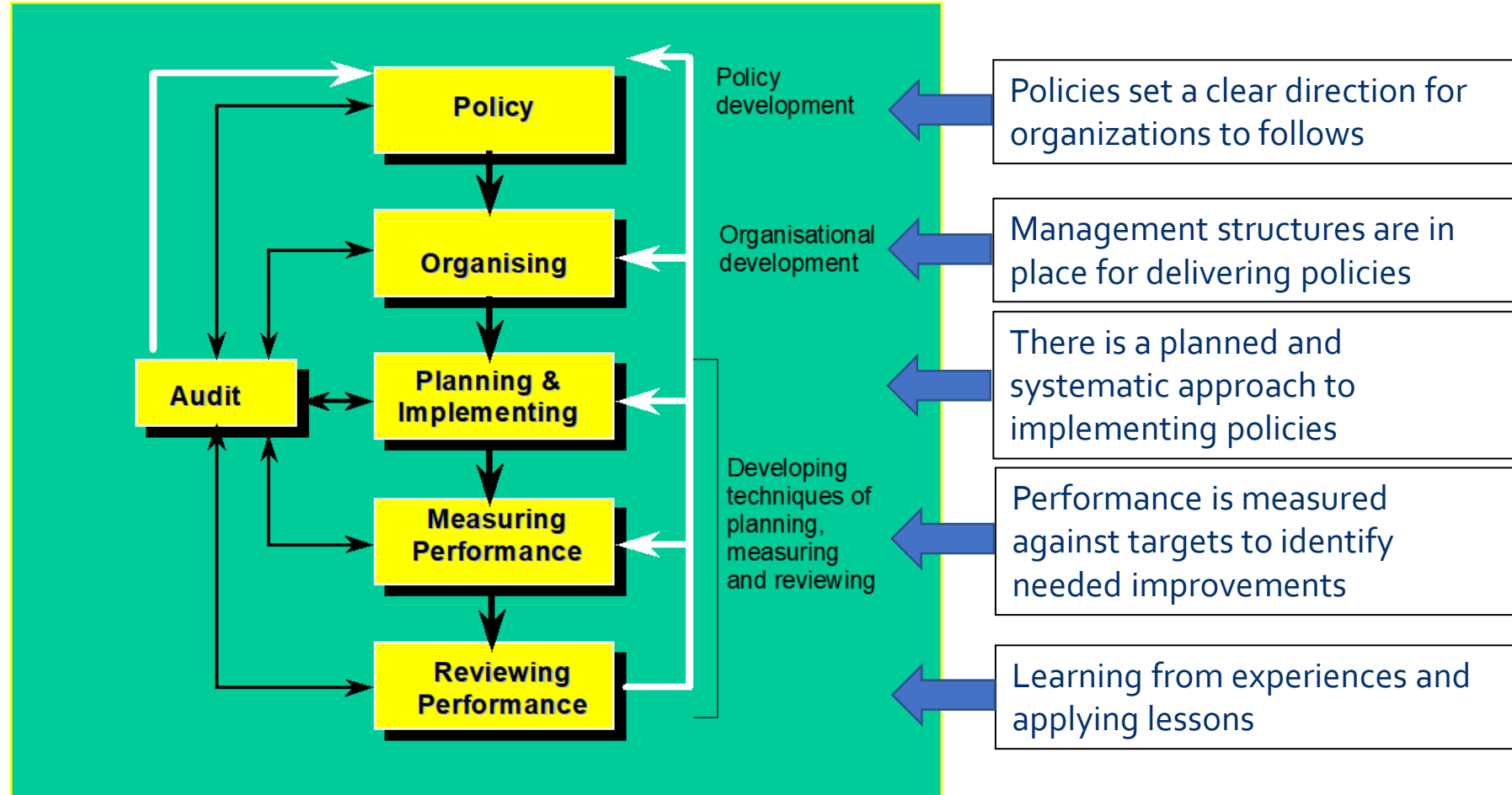
What is a Management System?

- A formalized framework of policies, processes and procedures used by an organization to meet its objectives
- Documented and tested step-by-step method aimed at smooth functioning through standard practices
- Audits are a vital part of the management system approach
- Ideally, organizations have frameworks in place to address all core aspects of organizational activities including **work disability management (WDM)**
- Systems approach to work disability management ensures clarity, consistency and integration with other organizational activities
- Proactive approach – addresses health needs of workers before they become disabling – **work disability prevention**





Management System Model*




*Health and Safety Executive Model (HSG65)

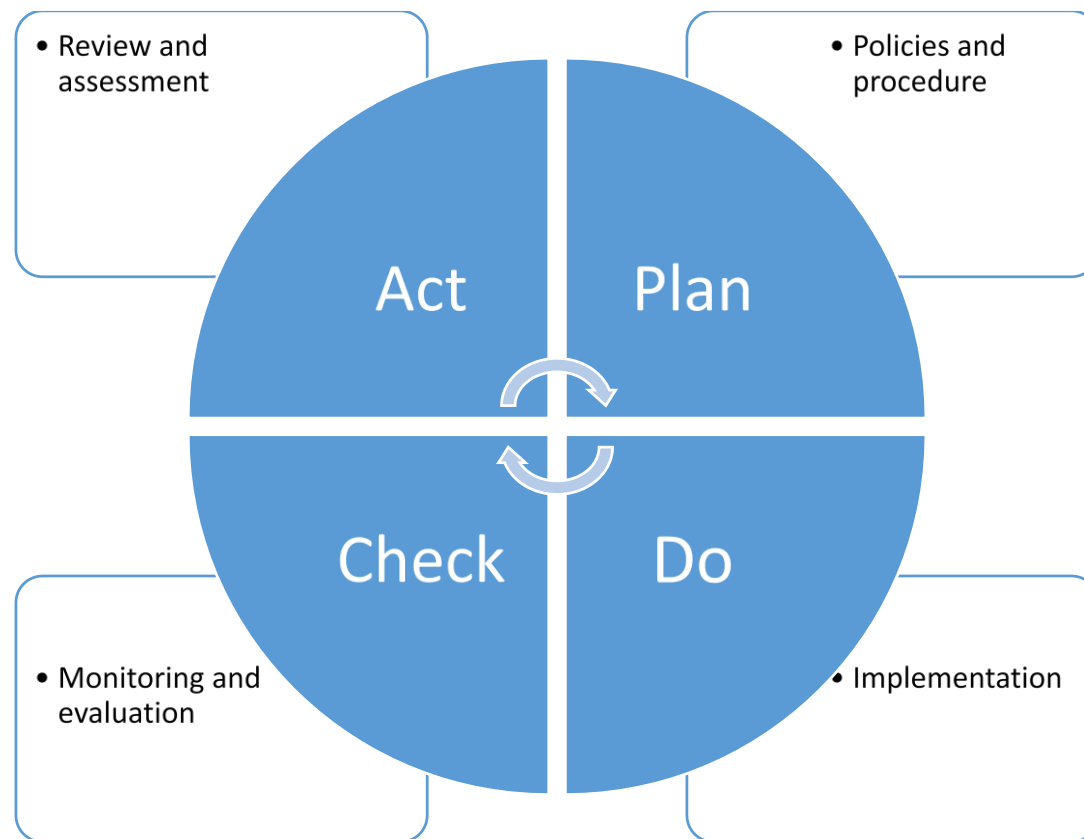


Continual Improvement Cycle

Plan-Do-Check-Act (PDCA)

Continual Improvement Cycle

- 
1. Plan: Establish improvement objectives
 2. Do: Implement the plan
 3. Check: Monitor and evaluate progress
 4. Act: Review and take action to improve





Framework for CSA Z1011:20, *Work disability management system*

- A broad framework to facilitate integration with other organizational activities
- Integrated with other Canadian/international standards including CSA Z45001:19 *Occupational health and safety management*, CSA Z1003 *Psychological health and safety in the workplace*, ISO 9001 *Quality management*
- Systematic, organization wide strategy
- Joint management – work disability management integrated with other activities and responsibilities
- Common language and terminology – draw on vocabulary of other standards where possible
- *NB: The standard is voluntary and is intended to serve as guidance that specifies the minimum requirement*





Moderator Questions for the Panel

1. What are some of the key challenges that organizations have with managing workers' mental health illnesses? What are some of the lessons learned?
2. How can the new CSA Z1011:20 help organizations better manage worker mental health illnesses?
3. What facets of the standard do you find particularly helpful for organizations seeking to better manage mental health in the workplace?

Each panel speaker will present for approximately 5-7 minutes

Following the presentations we will have time for discussion and questions



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Panelist Presentation 1



David Brown
Corporate Medical
Director at CIBC

Questions

1. What are some of the key challenges that organizations have with managing workers' mental health illnesses? What are some of the lessons learned?
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Panelist Presentation 2



Andrew Harkness
Strategic Advisor
Workplace Safety and
Prevention Services

Questions

1. What are some of the key challenges that organizations have with managing workers' mental health illnesses? What are some of the lessons learned?
2. How can the new CSA Z1011:20 help organizations better manage worker mental health illnesses?
3. What facets of the standard do you find particularly helpful for organizations seeking to better manage mental health in the workplace?



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Panelist Presentation 3



Drew Sousa

Executive Director

Ontario Occupational

Health Nurses Association

Questions

1. What are some of the key challenges that organizations have with managing workers' mental health illnesses? What are some of the lessons learned?
2. How can the new CSA Z1011:20 help organizations better manage worker mental health illnesses?
3. What facets of the standard do you find particularly helpful for organizations seeking to better manage mental health in the workplace?



Key Challenges in Managing Mental Health

1. Mental health is impacted by many factors of a worker's life.
 - Lesson learned: Resources need to focus on all elements of a worker's life
2. Organizational culture significantly impacts worker's mental health.
 - Lesson Learned: An organizational culture shift can occur with the support of both management and labour
3. Mental health is difficult to assess and treat, requiring substantial commitment from the worker.
 - Lesson learned: Both employers and labour need to lobby for improved psychological benefits to support access to treatment
4. Accommodating individuals who live with a mental health condition is challenging.
 - Lesson learned: Accommodating mental health issues requires a collaborative approach with constant input from the worker



CSA Z1011:20 Helping organizations better manage worker mental health

1. Offers a framework to build upon, i.e., a formula.
2. The focus is on how WDM impacts workers throughout the employment lifecycle.
3. Provides guiding principles to support customization of any WDM system:
 - evidence-informed, data-driven approach that is strategic
 - focus on inclusion and accessibility promoting engagement and belonging;
 - worker-centred, supportive approach that is contextualized and case-by-case;
 - promotes accommodation and timely and safe RTW, in case of health-related absences, that consider the essential duties of the worker's role within the organization;
 - joint responsibility of organizational management, the worker/workforce, and worker representatives (where applicable); and
 - legal compliance (as applicable in the jurisdiction).



CSA Z1011:20 Helping organizations better manage worker mental health

1. Section 6: Implementation- Provides key elements for an organization to focus its attention on.
2. Informative annex provide key resources necessary for a successful WDM System:
 - Annex A (informative)— Business case for implementing a WDM system;
 - Annex B (informative)— The role of experts (including healthcare professionals) in a WDM system;
 - Annex C (informative)— Management of confidential information within a WDM system;
 - Annex D (informative)— Implementation tips;
 - Annex E (informative)— Systemic barriers and unconscious bias;
 - Annex F (informative)— Using evidence-informed methods, technologies, resources, and procedures;
 - Annex G (informative)— Benchmarking and monitoring progress using quantitative and qualitative data;
 - Annex H (informative)— Case studies on reasonable work accommodation; and
 - Annex I (informative)— Relevant legislation.



Panelist Presentation 4



Terri Szymanski

Health and Safety Officer
Ontario Public Service
Employee Union (OPSEU)
tszymanski@opseu.org

Questions

1. What are some of the key challenges that organizations have with managing workers' mental health illnesses? What are some of the lessons learned?
2. How can the new CSA Z1011:20 help organizations better manage worker mental health illnesses?
3. What facets of the standard do you find particularly helpful for organizations seeking to better manage mental health in the workplace?

1. What are some of the key challenges that organizations have with managing workers' mental health illnesses? What are some of the lessons learned?

PLAN
DO
CHECK
ACT

Using a management system

LEARN
ORGANIZE
ASSESS
CHANGE
EVALUATE

Pros

- ▶ Makes the topic a regular concern of the org, avoids silos
- ▶ Tailored to organizational needs
- ▶ Issue has roles/accountabilities throughout all levels and departments

Cons

- ▶ May frame how the org interprets or is willing to address the item
- ▶ Created from top, no imperative for input (read it into “plan”)
- ▶ May not meet all of the work needs (ones outside the “win win”)
- ▶ Is it nimble? Hard to change - far-spreading roots

**WINNERS
TAKE ALL**

The ELITE CHARADE of
CHANGING the WORLD



ANAND GIRIDHARADAS

All but one are stated goals

1. To effectively manage workers' health needs as they arise in order to minimize the possibility, or impact of work disability, as well as effectively onboard workers with disabilities.
2. Have an engaged and productive work force (essential to an organization's survival).
3. A proactive, coordinated, organization-wide approach to work disability management (WDM) is needed to minimize risk and optimize operational outcomes.
4. To meet workers' needs so that workers thrive and are as healthy as they can be at work.
5. Reduces costly disability-related human resource and financial losses.
6. Ensures optimal workforce engagement productivity.
7. Positively impacts staff morale and loyalty and reduces the risk of human rights (and other) litigation.
8. Focuses on accommodating a worker's health needs to maintain work engagement whenever possible.

What are we entrenching?

- ▶ P. 7. to effectively manage workers' health needs as they arise in order to minimize the possibility, or impact of work disability, as well as effectively onboard workers with disabilities.
- ▶ P. 7. have an engaged and productive work force (essential to an organization's survival)
- ▶ And, p. 7. A proactive, coordinated, organization-wide approach to work disability management (WDM) is needed to minimize risk and optimize operational outcomes.
- ▶ **To meet workers' needs so that workers thrive and are as healthy as they can be at work ???**
- ▶ Reduces the risk of costly disability-related human resource and financial losses
- ▶ Ensures optimal workforce engagement, workforce productivity
- ▶ Positively impacts staff morale and loyalty, and reduces the risk of human rights (and other) litigation
- ▶ P.8. focuses on accommodating a worker's health needs to maintain work engagement whenever possible.

“Culture”

- ▶ a pattern of basic assumptions invented, discovered, or developed by a given group that are a mix of values, beliefs, meanings, and expectations, that group members hold in common and use as behavioural and problem-solving cues.



Workplace Psychosocial Factors

from the COPSOQ III CORE survey*

Work demands:

quantitative demands: not having enough time to get your work done

work pace: having to work at a high pace to get your work done

emotional demands: doing work that involves emotional issues

Work organization:

influence: having influence over the amount of work and how to do it

possibilities for

development: able to learn new things, take initiative

meaning of work: feeling your work is important and meaningful

commitment: feeling your workplace makes a positive contribution

Work relationships:

predictability: being kept well informed, having enough information

recognition: being appreciated and treated fairly

role clarity: knowing what is expected and having clear objectives

leadership: supervisor has planning skills & values your job satisfaction

supervisor support: your supervisor listens and helps

colleague support*: your colleagues provide support & sense of community

role conflicts*: contradictory demands; having to do work inefficiently

Work values (Social Capital):

vertical trust: information from mgmt is trustworthy; mgmt trusts worker

justice & respect: conflicts resolved fairly, work distributed fairly

Job/employment factors:

insecure job*: being worried about needing to find another job

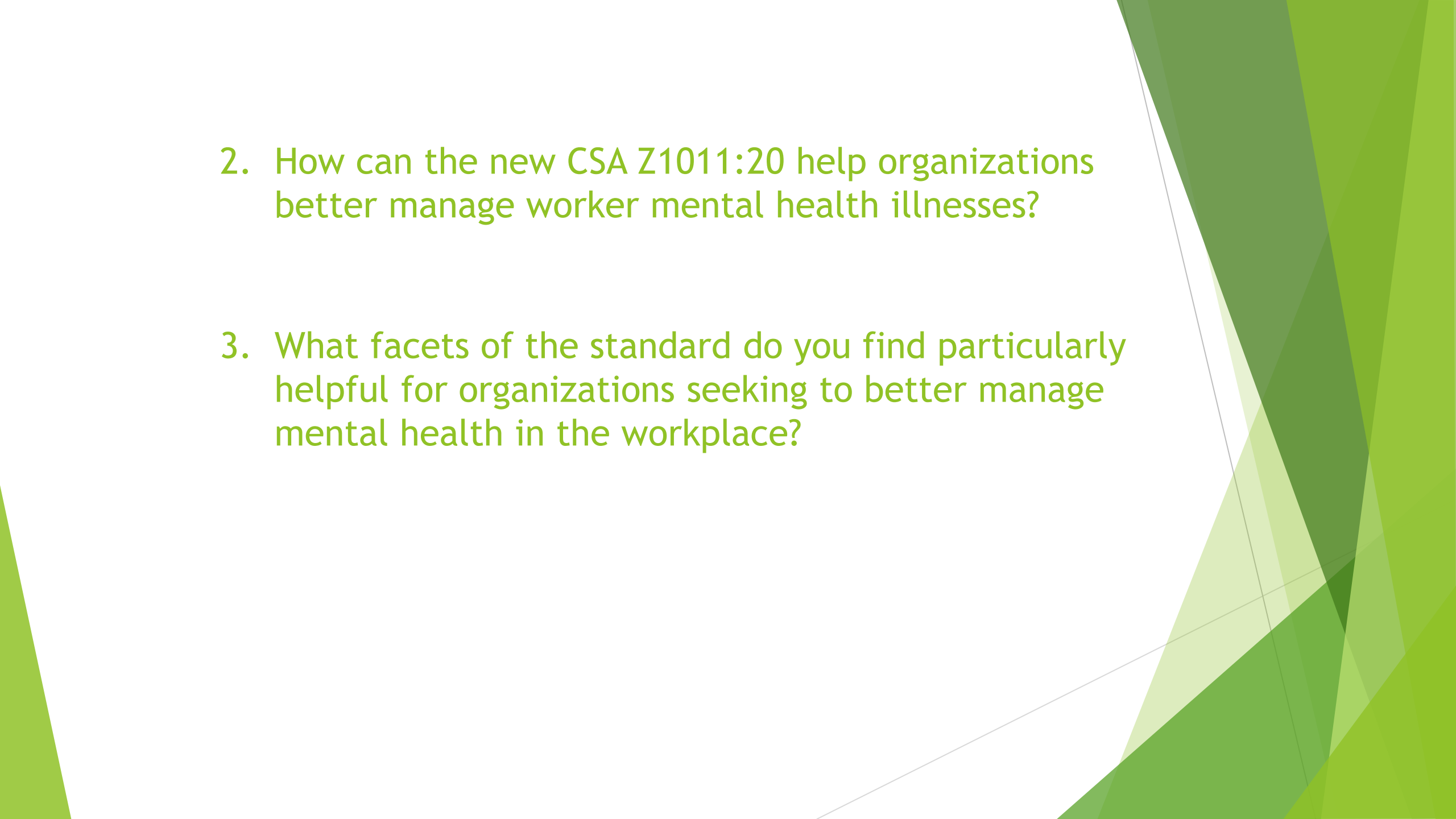
unstable job*: being worried about changes in working loads/tasks

job satisfaction: all things considered, being satisfied with work

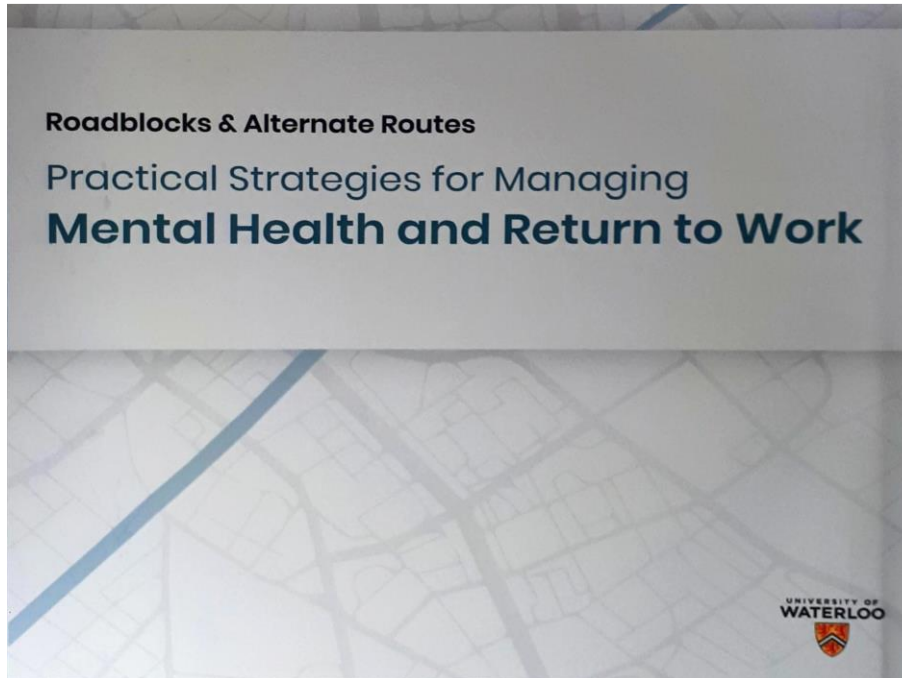
work/life conflict: time/energy away from work affected by job demands

Offensive behaviours:

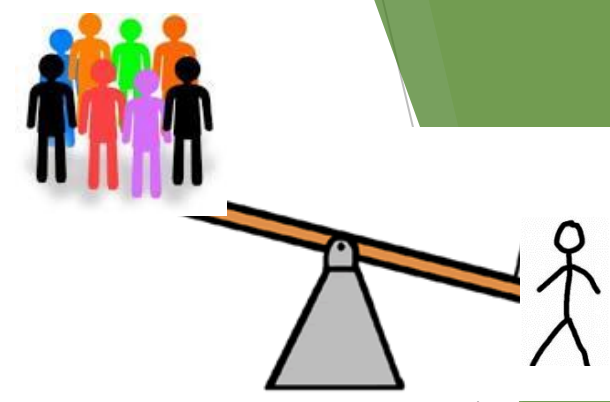
sexual attention; threats of violence; physical violence; bullying

- 
- The background of the slide features abstract, overlapping green geometric shapes, primarily triangles and polygons, in various shades of green, creating a modern and dynamic visual effect.
2. How can the new CSA Z1011:20 help organizations better manage worker mental health illnesses?
 3. What facets of the standard do you find particularly helpful for organizations seeking to better manage mental health in the workplace?

Focusing on individual needs



“Road Blocks and Alternate Routes: Practical Strategies for Managing Mental Health and Return to Work” (this is available for download at <http://ellenmaceachen.ca/rtw-mental-health-guide/>)



Worker-centred,

Case by case

Avoiding a HC lens

Union/representative
role

Change management in
orgs



Embedding it in a comprehensive organizational strategy

	prevention level	
	Individual responsibility	Organizational responsibility
	primary – ind. coping and appraisal skills	primary – organizational factors
	secondary - wellness, relaxation techniques (mindfulness)	secondary - awareness, screening stigma campaigns, surveys
	tertiary - therapy, counselling, medication, support	tertiary – Managing Work Disability

```
graph TD; subgraph Individual; I1[primary - ind. coping and appraisal skills]; I2[secondary - wellness, relaxation techniques (mindfulness)]; I3[tertiary - therapy, counselling, medication, support]; end; subgraph Organizational; O1[primary - organizational factors]; O2[secondary - awareness, screening stigma campaigns, surveys]; O3[tertiary - Managing Work Disability]; end; I1 --> O3; I2 --> O3; I3 --> O2;
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Examples of actions that would help disability management

- ▶ “Reviewing every policy with a new lens—one we’ve never used.....How will this policy affect people” said Ed Kane from Carleton University
- ▶ Eliminating unnecessary paperwork as an idea to reduce burnout and address workload
- ▶ The worker has the autonomy to set their pace of work
- ▶ An organization influences and holds managers accountable for the leadership style they choose

In Summary: Addressing Physical and Mental needs includes

- ▶ Prevention and occupational health and safety acceptance: Taking every precaution reasonable in the circumstances to protect workers' mental and physical health and safety
- ▶ Identifying and eliminating where possible (and early) - exposures to stressors—including organizational stressors
- ▶ Not focusing exclusively on individual characteristics and personal agency, but also on identification and prevention of organizational factors that cause negative impacts
- ▶ Workers as the expert about themselves and know what is best or would work



Questions / Discussion



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Future Webinars

- October 19 (CISWP), 2020: **Managing Mental Health in the Workplace**
- November 9, 2020 (CISWP) & Jan 11, 2021 (CRWDP): **Employer Perspective**
- November 23 (CISWP) & December 7 (CRWDP), 2020: **Implications for Persons with Disabilities**
- January 25 (CISWP) & February 8 (CRWDP), 2021: **Insurance Provider Perspective**
- February 22 (CISWP) & March 8 (CRWDP), 2021: **Role of Healthcare and Disability Management Service**
- March 22 (CISWP) & April 5 (CRWDP), 2021: **Role of Healthcare and Disability Management Service**



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ET

Thank You!

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Director

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For follow-up related to CSAZ1011:20 *Work disability management system*, please contact:

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