



PSYCHOLOGICAL SUPPORT TOOLKIT FOR WORKERS DURING COVID19

Work To Wellness Rehabilitation Inc.
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WORK TO WELLNESS



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Welcome,

What an interesting time we live and work in. Around the world, the Covid-19 pandemic has led to radically different life and work experiences and challenges that many of us could not imagine. In organizations around the globe, people like you are solving unanticipated problems at breakneck speed without the luxury to pace change to allow for careful planning, review and evaluation. Suddenly organizations are accommodating health, home, and family needs, adjusting work schedules, locations, and tools in new ways. Many organizations are finding unexpected benefits to the changes they are making. And yes, the changes are not always suiting everyone.

For the first time in my career I am seeing unprecedented focus and attention to the mental health and wellness of everyone, including workers. The impacts of psychological safety, or risks to it, are playing out around us everywhere. And we are all experiencing the same things; workers, managers, leaders, experts, all of us are suddenly knowing how crucial psychological safety is. We have been on a roller coaster of change, uncertainty, learning, hope, fear, stress and of course resilience as we are surviving this interesting time.

I hope you find the materials in this toolkit helpful to you. Share the toolkit with anyone who may benefit and please connect with me to let me know how you used it and what other things could be included. I wish each of you a safe and healthy day,

Thank you for caring,

Diana

WORK TO WELLNESS

This toolbox was developed in partnership between Diana Vissers of Work to Wellness Rehabilitation Inc and the BCMSA and through a WorkSafeBC grant. It is intended as a free tool available for all workers in BC, and to be used in concert with the accompanying Virtual Summit series. This toolbox, and its contents may not be used for commercial purposes except with the express written permission of Diana Vissers. Recommended resources are limited to those freely available to BC residents or those provided by project participants.



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Support for Managers, Leaders: How to Respond to Your Team's

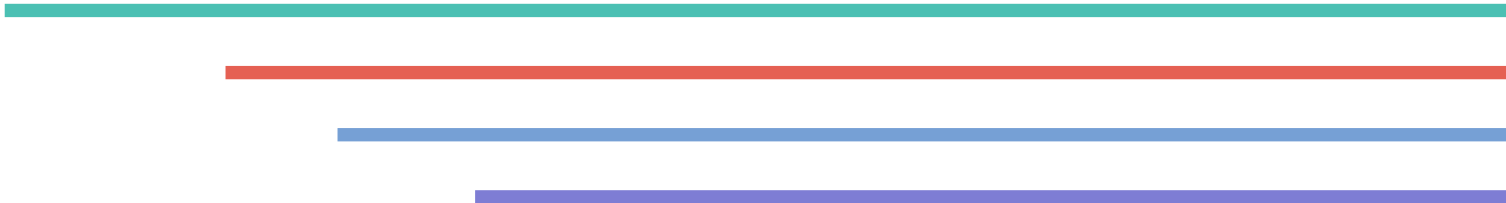
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PART 1

IDENTIFYING PSYCHOLOGICAL IMPACTS & NEEDS DUE TO COVID-19

This introduction to the project explores psychological impacts and needs for workers due to Covid-19. Find general information and tools to detect and recognize mental health concerns in others and first steps in evaluating your own mental health and wellness. You will also learn of resources, screening tools, and how to get support for your mental health and wellness. There are resources to support children, youth, and much more.



Introduction to Psychological Impacts of Covid-19

The Covid-19 pandemic has created unprecedented personal and workplace impacts, including: shutdowns and layoffs ([Statistics Canada For BC](#)), changes in work location and procedures, blending of work/home life for workers, and constantly changing and expanding procedures and safety guidelines. Safety concerns extend beyond the risks of contracting and spreading the virus to the psychological impacts on workers. Research shows that the majority of people (56%**) are experiencing significant psychological impacts such as increased anxiety. Of even more concern, is the impact of social isolation, social distancing, lack of connection, social support, and physical contact that was viewed by the World Health Organization as a loneliness crisis before Covid-19.

We have learned that there are higher psychological risks for some that warrant special attention from all of us individually and organizationally: women, primary caregivers, young workers, those having existing mental or physical health challenges, immigrants,



low income families, and those having unsafe work and/or living arrangements or relationships.

Now, more than ever, it is crucial to know how to protect yourself from the psychological impacts of Covid-19, detect deteriorating mental health and wellness, know how to get help, and build up and promote your personal coping and resiliency so you can manage better in your workplace and at home.

This toolkit is designed to help you with these things, and above all, connect you with support from:

- Friends
- Family
- Co-Workers
- Mental Health Professionals

1 IN 5

IN A YEAR, 1 ON 5 CANADIANS WILL EXPERIENCE A MENTAL HEALTH ISSUE.

1 IN 2

EXPERIENCE SIGNIFICANT PSYCHOLOGICAL IMPACTS DURING THE PANDEMIC (CCAMH)

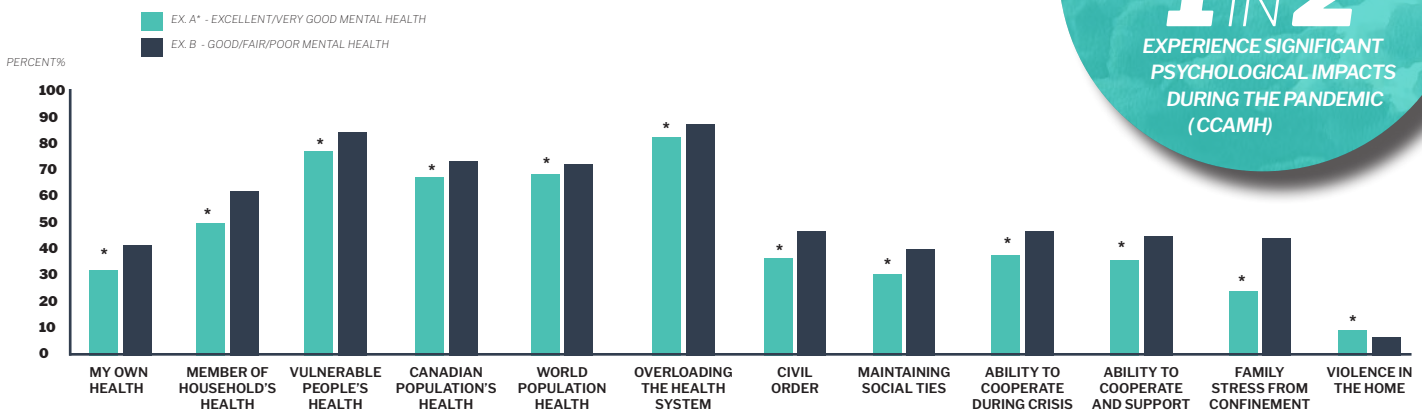


Figure 1 | Canadian's concerns about the impact of Covid 19
www150.statcan.gc.ca

* Significantly different from reference category ($p < 0.05$)
Source: Canadian Perspectives Survey Series 1, March/April 2020.

MENTAL WELLNESS HACKS YOU CAN DO TODAY TO STAY EMOTIONALLY HEALTHY AT HOME AND WORK

.....

5 tips from Diana

1. Feed Your Brain

Healthy eating provides your body and brain the nutrients it needs to function

2. Move Your Body

Exercise gives you endorphins which will help reduce the impacts of increased stress

3. Create A Routine

Build a routine and schedule and stick to it.

4. Limit News to Trusted Sources

Limit media exposure to trusted news sources - Too much exposure and exposure to inaccurate information can increase the stress load your body has to deal with

5. Connect with Others

Humans are social beings, connecting with others virtually or while staying virtually distant can help reduce the effects of stress. Make your plan to stay connected.



#1

Awareness check

with how you feel page 8 -9



#2

Calm yourself by breathing and **meditation** page 13



#3

Develop **your** recipe for **mental wellness** page 10-11



#4

Building support at work and at home page 14



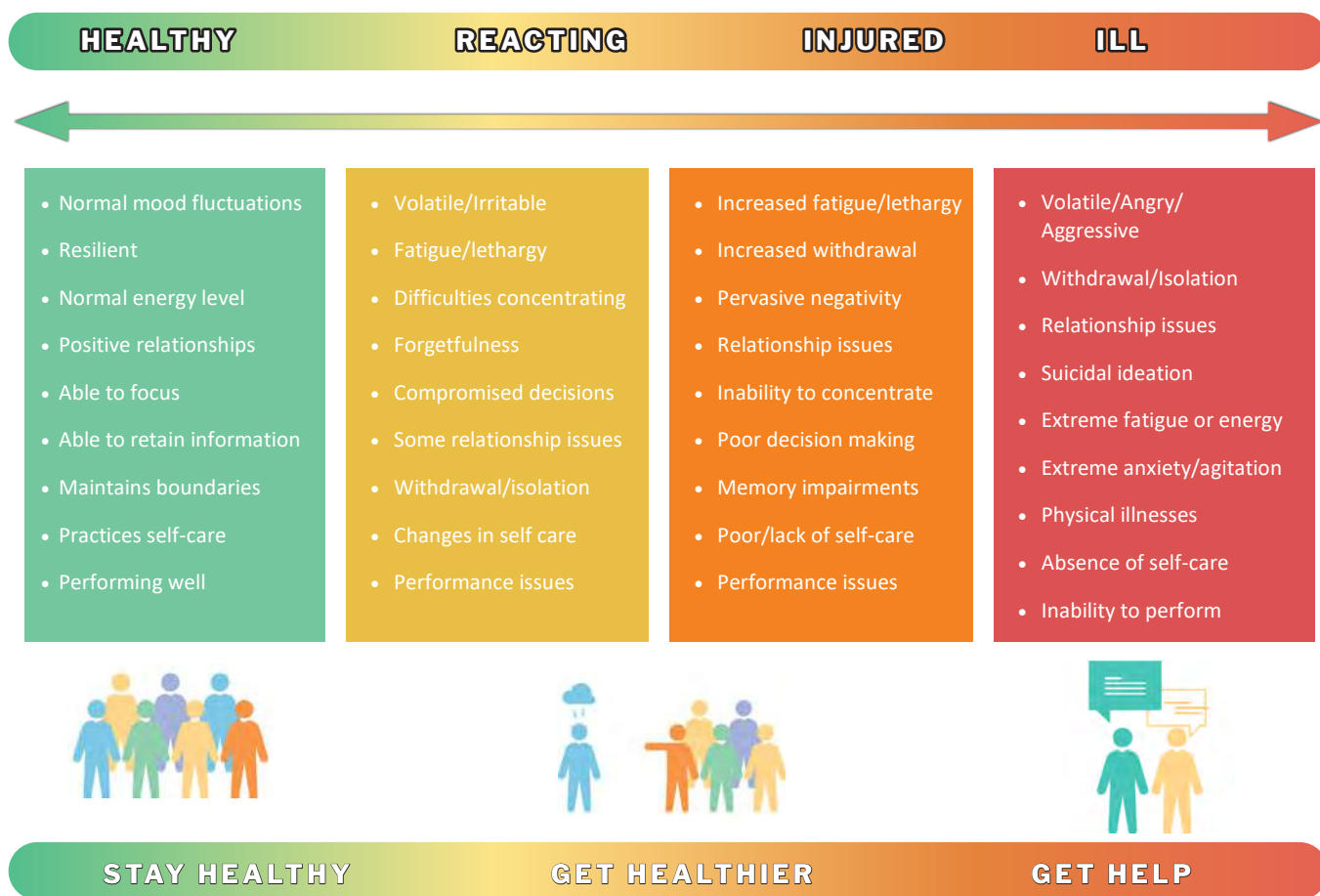
Our mental health affects our thinking, mood, and behaviours. This image shows that we experience our moods, thoughts and behaviours across a range from healthy to reacting to injured or ill; similar to how we experience physical health. Our mental health and wellness fluctuate constantly within a period of hours, days, or even weeks or months.

There are actions we can take to help us move towards or stay in the green; it is helpful to learn what those are (refer to page 9). By learning

about possible signs and degrees of mental health, you may be able to understand how another person may be feeling and support them to connect to help.



Mental Health at Work



STAY HEALTHY

- Regular physical activity
- Consider mental health check in with an counsellor
- Continue Social Connection

GET HEALTHIER

- Consider a mental health tune up with a counsellor
- Review and refresh your recipe for mental wellness (page 11)
- Learn about wellness support through your employer

GET HELP

- See your doctor and mental health professional
- Take a screening test
- Tell someone

Screening Tools

Screening self-tests are tools that look for signs or symptoms that can show up in some mental illnesses. These tools are not intended to provide you a diagnosis. If you're concerned about your mental health and wellness, talk to your family doctor or a mental health professional available through your workplace. Click on the links belows.

[Heretohelp.com](#)

DEPRESSION, ANXIETY, SUBSTANCE ABUSE

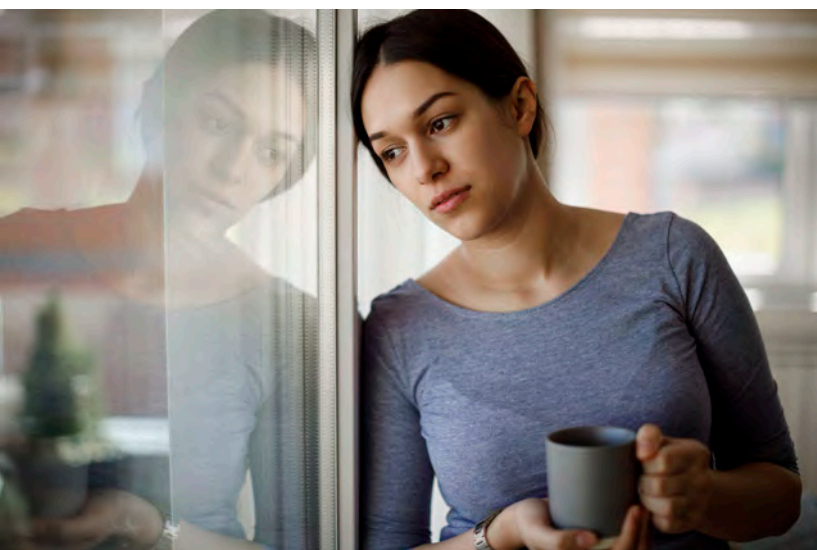
Mental Health Check-In

PERSONAL WELLNESS

Mental Health Meter

MENTAL FITNESS

The Mental Health Meter helps individuals to reflect on their unique strengths and identify areas where their level of mental fitness could be improved to help them cope with all of life's up and downs.



SCREEN YOURSELF

Screening tools can identify your needs early so you can stay healthy and take steps to get healthier if you need to.

“My results showed me I wasn't okay; then I got help”

“My wife pushed me to take the test; I'm glad I did! She helped me get support and now I'm on the right track.”

“It was so easy and private. It took less than 5 minutes and now I'm not guessing anymore.”

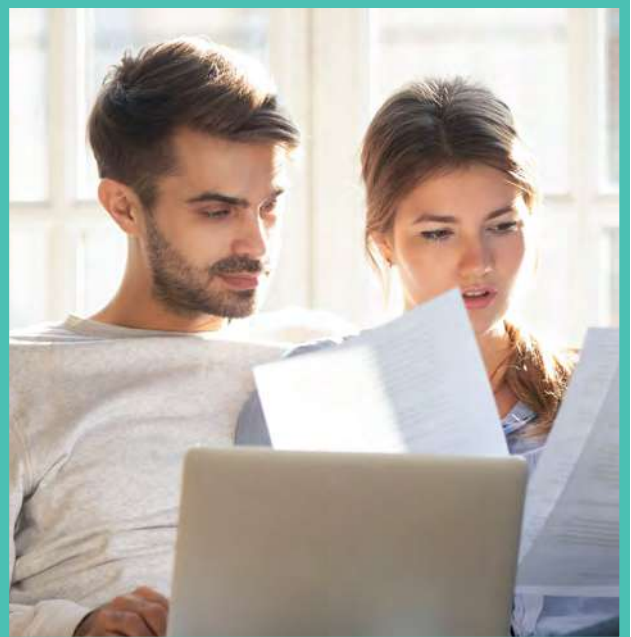
Creating Your Recipe for Mental Wellness



There are many ways to bolster your personal mental health and wellness and keep yourself, or move yourself, towards the left of the mental health continuum, into the green. Each person has a unique formula or recipe to stay healthy. In times of stress, such as during a pandemic, it is helpful to do more of those things that we know help us. The wellness wheel is one way of understanding the balance of different elements in your life needed to keep you well.

As one example, Kim's social needs represent a big piece of their wellness wheel. Due to the changes with Covid-19, many of their informal social interactions that helped them stay mentally healthy and well were no longer possible. By looking at this wellness wheel, which for them has a big piece devoted to social needs, and realizing how their social needs are not being met, they were able to identify new social activities such as scheduling weekly Facetime meetings with their close friends and creating a WhatsApp group to share experiences with their family.

If you have difficulty learning about your own recipe, try thinking about a time when you were feeling particularly mentally healthy and well; then think about what kinds of activities you had in the different areas on the wellness wheel. That often gives clues to what your needs might be. Or use this wellness wheel to talk about your mental health with a loved one and seek help to better understand your own needs. We hope you find it as useful as Kim does.



CREATING YOUR RECIPE FOR MENTAL WELLNESS cont.

Now that you have an image of how you are doing, reflect on your current recipe and ask yourself a few questions. WHY? WHAT? HOW?

WHY? Why is a particular score low? What is causing you to prioritize other things over that piece of your life, or perhaps, what is getting in the way of you noticing the imbalance?









WHAT? What would help you to give more time, attention or resources to that area? What are

the resources – the people, the materials, the skills – that might help you to boost your well-being in that space?

HOW? How will you improve your life balance and how will your life look different if you choose to act on this new information? Come up with a few specific activities that you can do to improve your score.

REFLECTION: Reflect back after a period of time. Has anything changed? Do you feel different?

Rate your satisfaction with each areas below on a scale of 1-5. Plan activities to improve those areas that are lower. Some areas may need more activities than others to really benefit you.

STAYING HEALTHY	GETTING HEALTHIER					NEEDING HELP
ENVIRONMENT 	★5	★4	★3	★2	★1	/5
WORK 	★	★	★	★	★	/5
SPIRITUAL 	★	★	★	★	★	/5
FINANCIAL 	★	★	★	★	★	/5
EMOTIONAL 	★	★	★	★	★	/5
INTELLECTUAL 	★	★	★	★	★	/5
PHYSICAL 	★	★	★	★	★	/5
SOCIAL 	★	★	★	★	★	/5

Step 1 – Assess whether you are meeting your needs in each section

Step 2 – Write some simple things you can do to meet needs in each section

Step 3 – Re-assess after a time period to see if anything has changed

Rate how you feel you are meeting your personal needs in each subcategory. Consider any barriers you are experiencing as a result of COVID-19.

**CLINICAL COUNSELLOR
(RCC)**
PROVIDES TREATMENT
FOR MENTAL HEALTH
DIFFICULTIES, PROBLEM
SOLVING, HELP BUILD
PERSONAL WELLNESS

**REGISTERED SOCIAL
WORKER**
ASSESSMENT,
AND PROVIDE
DIAGNOSES AND
TREATMENT OF MENTAL
HEALTH
DIFFICULTIES

**REGISTERED
PSYCHOLOGIST**
ASSESSMENT OF,
DIAGNOSES AND
TREATMENT OF MENTAL
HEALTH
DIFFICULTIES

PSYCHIATRIST
PHYSICIANS WHO
SPECIALIZE IN MENTAL
HEALTH. CAN DIAGNOSE
MENTAL ILLNESS,
PRESCRIBE MEDICINE
AND MAY PROVIDE
SPECIALIZED THERAPIES

FAMILY PHYSICIAN
ASSESS AND PROVIDE
DIAGNOSES AND
TREATMENT OF MENTAL
HEALTH
DIFFICULTIES

How TO FIND A MENTAL HEALTH PROFESSIONAL THAT IS RIGHT FOR YOU

- Check with your employer for access to free mental health services.

How to make the most of your meeting

PREPARE: Prepare to be **HONEST**

GOAL: What do you want to change or what needs to be different?

BARRIER: Consider what might be getting in the way of a honest conversation

SHARE : Share your burden confidentially with a health professional

REFLECT: How do you feel?

SELECTION TIPS

Many mental health professionals have areas of special interest that their training and work experience shows. The type of treatment they are trained for should match with your needs. It is okay to ask questions and speak to several before selecting one that seems a good fit for you, here are some to consider:

- What are your qualifications? Are you registered/ licensed and what does that mean for me?
- What's your experience and training? Do you have special interests and will they help me?
- What types of treatments do you offer, and are they the best kind for my problem?
- How long will it take to know it's working?
- How many people have you helped with problems like mine?
- How do your fees match my resources?" (Bring your employee benefit information)

Finding the right mental health professional is an important part of getting healthy. If after 1 or 2 sessions you aren't sure if you made the right choice, talk about it with your counsellor.

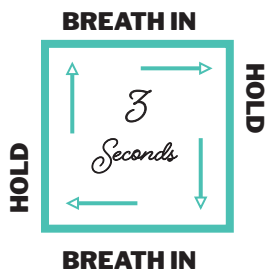
Nearly **7** in **10** workers indicate that Covid-19 pandemic is the most stressful time of their career/workplace.

(American Journal of Managed Care April 2020)

4 EASY STRESS RELIEF SKILLS

Techniques that can help calm you

Box Breathing



5 Step Grounding Technique

Look around you and name:

- 5 things to see
- 4 things to feel
- 3 things to hear
- 2 things to smell
- 1 thing to taste

Progressive Relaxation

Progressive Relaxation" button"Click here and watch a video of Progressive Relaxation



Take a Course

To learn more about staying mentally healthy. Such as:

WORK TO WELLNESS

MANAGING STRESS SKILL BUILDER

MIND SHIFT

Based on Cognitive Behavioural Therapy, this app is designed to help with:

- Worry
- Panic
- Perfectionism
- Social Anxiety
- Phobias

<https://www.anxietycanada.com/resources/mindshift-cbt/>

BOUNCE BACK

A free skill building site to help with mood and anxiety

https://bouncebackbc.ca/#gf_3



How to Build Your Support Network

Social support protects your mental health and wellness. Follow these steps:

1 What are my personal life demands?
(childcare, elder care, medical caregiving, home schooling, partner working from home)

2 What kind of support is useful to me; how often, and how much?
ie. Daily phone call/contact, someone to talk to about my day.

3 What are my practical support needs?
ie. Quiet time, frequent breaks, child minding, shopping, recipe ideas and meal prep.

4 What are my work support needs?
ie. Daily contact with supervisor, weekly goal setting review,

5 Who can best support me for each of these needs?
Consider those who have been good support to you in the past; who cares about you; consider coworkers/supervisor.

6 Approach and ask for support.
I'd like to have a discussion about how you can support me

7 I need _____ to feel supported.
(SMART)

8 Response:
Gratitude and consider offering support to others.



OPTIONS FOR MENTAL HEALTH CARE SUPPORT:

- Talk to your doctor
- Ask your employer
- Check your local health region website for services

Work To Wellness

<https://worktowellness.com/useful-links/>

Screening Tools

<https://www.heretohelp.bc.ca/screening/online/>

<https://cmhabc.force.com/MentalHealthCheckIn/s/>

http://www.cmha.ca/mental_health/mental-health-meter/

Managing Stress Skill Builder

<https://www.anxietycanada.com/resources/mindshift-cbt/>

https://bouncebackbc.ca/#gf_3

Know how you are doing:

Here to Help BC has simple online tools to assess for depression, anxiety, and overall wellness

<https://www.heretohelp.bc.ca>

Mental health and substance use information and supports

<https://www2.gov.bc.ca/gov/content/mental-health-support-in-bc>

General Mental Health Information

<https://cmha.bc.ca/document-category/mental-illnesses/>

For youth:

Foundry self screening tools and information including specific Covid-19 self help: <https://foundrybc.ca>

Y-Mind- online support and education for 13-18 <https://www.gvymca.ca/mental-wellness>

<https://www.nasponline.org/resources-and-publications/resources-and-podcasts/school-climate-safety-and-crisis>

For families:

<https://keltymentalhealth.ca/info/parenting-during-covid-19>

Talking to children about Covid-19:

<https://www.nasponline.org/resources-and-publications/resources-and-podcasts/school-climate-safety-and-crisis/health-crisis-resources/helping-children-cope-with-changes-resulting-from-covid-19>

World Health Organization: Dealing with Stress during the 2019-nCoV toolkit for workers; to address conflict, distress, and know when to get help:

https://www.who.int/docs/default-source/coronaviruse/coping-with-stress.pdf?sfvrsn=9845bc3a_2

DEEPER DIVE

Create an anxiety plan

<https://maps.anxietycanada.com/courses/my-anxiety-plan-map-for-adults/>
StressStrategies.ca – “Take control of your mental wellbeing with a personalized stress management action plan”

<https://www.stressstrategies.ca/stress-tool>

Reliable information about Covid-19

<http://www.bccdc.ca/health-info/diseases-conditions/covid-19>

Mood Disorders Association of Canada

<http://www.mooddisorderscanada.ca/>

Antidepressant Skills Workbook – Self-Care Depression Program

<https://www.sfu.ca/carmha/publications/antidepressant-skills-workbook.html>

Antidepressant Skills at Work – Dealing with Mood Problems in the Workplace

<http://www.bcmhsus.ca/Documents/anti-depressant-skills-at-work-self-care-guide.pdf>

PART 2

SKILLS FOR COMMUNICATING EFFECTIVELY WITH PEOPLE EXPERIENCING PSYCHOLOGICAL DISTRESS

The pandemic has fundamentally changed all our communication in the workplace; from how we talk to our bosses and coworkers, to how we receive instructions, and how we interact with others. Recent surveys shows that 56% of Canadians are experiencing negative mental health impact due to social isolation, concern for loved ones, and fear of contracting Covid-19 (Sunlife, OMNI Study, 2020) and those with young children or pre-existing mental health concerns are faring worse. Increased stress leads to distress and distressed people and require specialized skills to effectively deal with. This section provides practical tools to help manage people's distress by recognizing the signs and learning techniques such as verbal judo to deescalate. Find many comprehensive resources for specialized work roles such as from WHO for front line Covid-19 responders working in groceries, healthcare, and public safety.

Introduction to Skills For Communicating effectively with people experiencing psychological distress

Part 2 of this toolkit addresses the increase of distress we expect to see in workplaces during this stressful time. The pandemic has increased stressors for many, leading to increased risk for conflict and violence in the workplace. For example, we know that increased financial strain and periods of significant change are risk factors for violence. In Part 1 we learned that the majority of people are feeling under stress and some are not as able to stay calm as they could previously. There are some risks of escalating incidents and conflicts in our workplaces.

Most encounters with distressed people can be resolved peaceably with the proper awareness, approach, and skills. These encounters are opportunities to support each other and to help another person calm down, feel a sense of control, and get help.

Here are some quick tips:

4 STEPS TO IDENTIFYING AND MANAGING DISTRESSED PEOPLE:

STEP 1

Self awareness and self care: You are an important part of every personal encounter; take care of your own well being first.

Doing what matters in times of stress -an illustrated self help guide for times of stress
<https://www.who.int/publications/i/item/9789240003927>

STEP 2

Approach every communication openly with empathy, curiosity and care. Try to imagine- and then learn- what might be going on for a person to lead them to the level of distress you are seeing. If you practice this regularly, your communication with others will help them feel understood and stay calm.

STEP 3

Use active listening skills (Page 7)

- Listen to what the person is saying while making eye contact and using open body language (face them, arms uncrossed) without thinking of a response
- Paraphrase and repeat what you heard back to the person "I hear that you are frustrated by not being able to meet directly with Cathy. Is that right?"
- Acknowledge the person's feelings; do not offer solutions until this is done and the person agrees you got it right
- Give the person as much control as possible, such as by asking permission to offer suggestions to help them. "Would it be okay if I try to help solve this? I may have some suggestions and would like to help you?"

STEP 4

Learn to detect signs of distress and respond according to the level of distress.

Refer to the How To Support Others at Work continuum image (Page 20). The level of a person's distress is one clue to how to help them without escalating the situation. Your response should fit with their level of distress.



How to Support Others at Work

You are likely to encounter people in various states of distress in your work or community experiences. It is helpful to learn how to quickly assess risk for violence. This chart offers some clues that can be helpful. It does not replace the need for formal violence prevention training. Consider taking a course to learn violence prevention/de-escalation skills.

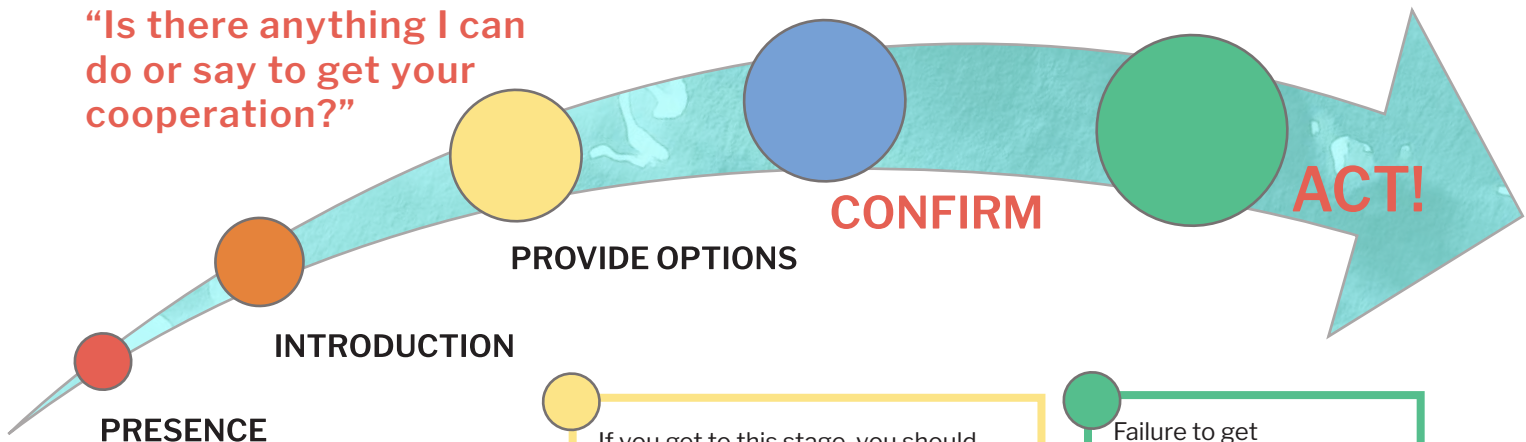
HEALTHY	REACTING/SOME DISTRESS	ILL/HIGH DISTRESS
<ul style="list-style-type: none"> Foster relationship/communication with coworkers and the public Express care & commitment Model self-care Know usual behaviours for colleagues Foster a healthy workplace Know about mental health resources Be a proactive problem solver Talk about mental health and wellness often Learn about safety procedures for violence prevention 	<ul style="list-style-type: none"> SIGNS: Changes in behaviours such as increased disrespectful comments; raised voice, swearing, not listening, physically jumpy/agitated movements TO DO: Introduce yourself and your role, maintain connection: eye contact, ask their name and give yours Express care & commitment Actively listen Learn about and provide appropriate support; ask questions Use simple instructions Direct and follow organization guidelines for next steps: ie when to involve manager or to call security Consult & involve experts ie. HR Be kind to yourself if you are not able to help; not everyone can be helped and not every situation can be resolved in this way 	<ul style="list-style-type: none"> SIGNS: Shouting, shaking, red face, pacing, tense, glaring, threatening self or others, not knowing their name or where they are; any physical outburst of anger is high level of distress TO DO: Assess safety of self and others and take action if needed: get to safety if you need to. If the person needs protection, call for support Introduce yourself, express care & commitment (concern); state that you want to help Be calm, patient; use active listening skills; offer practical comfort ie. somewhere quiet to talk Use simple instructions Respect personal space Ask what they need and help them get it; do not leave them alone Refer person to experts ie. HR Be kind to yourself if you are not able to help; not everyone can be helped and not every situation can be resolved in this way



Content developed collaboratively with Diana Vissers and Fiore Group.

Conflict Resolution/Verbal Judo

“Is there anything I can do or say to get your cooperation?”



PRESENCE

Your presence alone may be enough to cause a person to become compliant – however, the manner of your approach is critical.

You should always identify yourself verbally and your tone must be polite, calm and professional.

If you get to this stage, you should tell the person why they shouldn't do what they are doing. Your yelling is making people feel unsafe. Again, do so professionally calmly and politely. Provide the WHY behind what you are telling the person. Do not tell the person that your company “has a safety policy” (as an example), rather inform the person the reason behind the policy in the first place.

Often, if people understand the reason behind the request for compliance, they might not be happy but will often comply.

PROVIDE OPTIONS

If you get to this stage, you should provide the person with some options as to how to resolve things. Again, do so professionally, calmly and politely. Do not make it sound like a threat. Using time and a person's reputation as reasons to resolve things can often be good motivators. Consider calling your supervisor since people often take the same direction differently if it is delivered by a supervisor.

If you get to this stage, you should try to confirm the persons intentions based on their continued non-compliance by clarifying what your understanding of their concerns are. Again, do so professionally, calmly and politely.

A great question to ask is, “Is there anything I can do or say to get your cooperation?” Followed by - (because if there is not, you leave me no alternative but to call my manager/ deny you access/ask you leave/ call the police etc.) What you do next is decided not by you but what the other person then decides. This gives the person a last opportunity to resolve things by complying.

Failure to get cooperation at this stage will require you to take action. You need to call your supervisor, manager, security or the police. Advise the person of the action you plan to take and stop back from the situation to maintain your safety. If the person leaves, monitor where they go (If you can do so safely) in order that you can provide information to those who then arrive to assist you.

**“3
COMPONENTS TO
ALL FACE-TO-FACE
COMMUNICATION:**

7% what we say

38% how we say it (tone)

55% body language

”

*** Verbal Judo: The Art of Gentle Persuasion (Page 9)**

– Written by George J. Thompson PH.D.

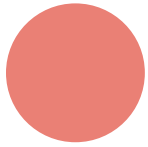
Content provided by Fiore Group; subject matter attributed to George J. Thompson, PH.D.

Psychological Support Toolkit Series

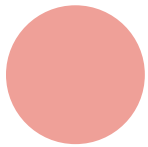
Dealing With Difficult People



When someone is upset with you, it is easy to make the situation worse. The solution is to respond calmly and to **stay in control**.



Don't let your instinctive **FIGHT, FLIGHT or FREEZE** response get the better of you. **Breathe deeply and stay relaxed.**



Find out why he or she or they is **upset**. **Ask questions. Use non-threatening body language.** Provide information about policies and the reason they exist.



Be empathetic.
Listen carefully.
Avoid judgment.
Be consistent.

Managing Your Response – Safely

1

Demonstrate Empathy

5

Permit Venting

2

Simplify Messages

6

Enforce Reasonable Limits

3

Respect Personal Space

7

Avoid Overreacting

4

Observe Body Language

8

Don't Touch

9

Ignore Challenges to Authority

Remember: Stay Safe. If you feel threatened, leave the area and if necessary, call for help.



“
EVERY
POTENTIAL INCIDENT
AT WORK INVOLVES
THREE COMPONENTS:

- *The actual situation itself*
- *The person's observed or known behaviour*
- *The employee's perception of the situation.*

”

Active Listening

Active Listening is when you make a conscious effort to hear and understand people so that you get the complete message. There are several things you can do to become an active listener.

• PAY ATTENTION

Give the speaker your undivided attention, and acknowledge the message. Look at the speaker directly.

- Put aside distracting thoughts
- Don't mentally prepare a response
- Avoid being distracted by environmental factors
For example, side conversations

• SHOW THAT YOU'RE LISTENING

Use your own body language and gestures to show that you are engaged.

- Nod occasionally
- Smile and use other facial expressions
- Make sure that your posture is open and interested
- Encourage the speaker to continue with small verbal comments

• PROVIDE FEEDBACK

As a listener, your role is to understand what is being said. This may require you to reflect on what is being said and to ask questions.

- Reflect on what has been said by paraphrasing. "What I'm hearing is...", and "Sounds like you are saying...", are great ways to reflect back
- Ask questions to clarify certain points. "What do you mean when you say...", "Is this what you mean?"
- Summarize the speaker's comments periodically.

Active listening is a skill that all of us should use more often. The better you are at listening, the more information you'll receive.



• DEFER JUDGMENT

Interrupting is a waste of time. It frustrates the speaker and limits full understanding of the message.

- Allow the speaker to finish each point before asking questions
- Do not interrupt

• RESPOND APPROPRIATELY

Active listening is designed to encourage respect and understanding. You are gaining information and perspective. You add nothing by attacking the speaker or otherwise putting them down.

- Be candid, open and honest in your response
- Assert your opinions respectfully
- Treat the other person in a way that you think they would want to be treated

Skills and Strategies for Public Roles

There are many strategies and skills that will help you work effectively and safely with the public.



Phil Eastwood
Senior Partner

Develop Emotional Intelligence

When you are in a public role, you will encounter lots of different people. Because every one is different, it's important to develop emotional intelligence. Emotional intelligence is the ability to understand your emotions and what they are telling you, and it helps you understand the emotions and needs of the people around you. To develop it, start by building your self-awareness. Be conscious of what your emotions are telling you, and how they affect the people around you. Then focus on developing empathy so that you can understand the perspective of the person you're talking to.

Also, become expert at managing your emotions. This is especially important when you are interacting with someone who's angry, tense, or upset. When you manage your emotions, you stay calm and cool, you are better able to resolve the situation.

Develop Conflict-Resolution Skills

Occasionally, you will need to deal with someone who is angry, upset, or frustrated. Good conflict-resolution skills will not only help you defuse the situation, but, if you handle the opportunity with sensitivity, skill, and respect, you can use it to make a difference in this person's life. Listening is one of the most important skills that you can use during a tense situation. Make sure that you develop active listening skills, so that you can hear what the other person is saying, and respond appropriately.

Often, conflicts with others are not the result of your actions. Try not to take their anger or frustration personally. Instead, stay calm, apologize when warranted, and focus on how you will help resolve the situation. At times, people might be rude, or even abusive. When you do not have the skills to handle these types of situations, this can be intimidating. However, learning to be assertive and self-confident can help you handle the situation with professionalism and respect.

Often, when people are acting with aggression or hostility, they simply want to be heard. In these situations, stay calm and listen. Let them know that you understand and ask them how they would like to see the situation resolved. Sometimes you will be able to meet their needs, while other times you will need to compromise.

Communicate Effectively

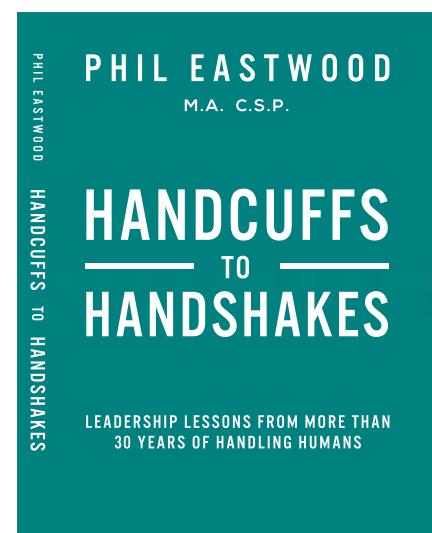
Good communication skills are important when you are in a public-facing role. You might communicate with people face-to-face, or by email, chat, social networks, or telephone. When you communicate with consumers, be aware that they may have limited knowledge about your organization or industry. Do not use jargon or technical terms that they might not understand. Instead – and

without being patronizing – use words and phrases that they're familiar with. Non-verbal communication is just as important as what you say out loud. Make sure that you smile, look people in the eye, and use body language to convey the message that you are listening. Also, make sure that your tone of voice is appropriate for the situation.

Know Rules and Policies

When you know your organization's policies and procedures, and you understand why the rules are there, you can navigate difficult situations and keep your organization's goals, values, and expectations in mind.

“Active listening is a skill that all of us should use more often. The better you are at listening, the more information you'll receive.”



1. Trust Your Canary

• Written by Sharone Bar-David

2. Never Split The Difference

• Written by Chris Voss

3. Verbal Judo: The Art of Gentle Persuasion

• Written by George J. Thompson PH.D.

4. How To Win Friends And Influence People

• Written by Dale Carnegie

5. The Good Fight

• Written by Liane Davey

6. Radical Candor

• Written by Kim Scott

7. Emotional Intelligence 2.0

• Written by Travis Bradbury & Jean Greaves

8. How To Tell Anyone Anything

• Written by Richard S. Gallagher

Active Reading



Resources:

WorkSafeBC Workplace Violence Prevention Resources

[https://www.worksafebc.com/en/search?q=workplace%20violence&sort=relevancy&f:language-facet=\[English\]](https://www.worksafebc.com/en/search?q=workplace%20violence&sort=relevancy&f:language-facet=[English])

Conflict Resolution Training

<https://www.jibc.ca/areas-of-study/conflict-resolution>

Non-Violent Crisis Intervention Training

<https://www.crisisprevention.com/Our-Programs/Nonviolent-Crisis-Intervention>

Workplace Violence Prevention Training:

<https://www.fioregroup.org/zero-violence-advanced/>

Braidwood Enquiry, speaks to the need to focus on verbal de-escalation skills

<https://www.cpkn.ca/en/course/crisis-intervention-and-de-escalation>

PART 3

EXPLORING SUBSTANCE USE AND IMPACTS DURING COVID-19

Recent research shows that we are using up to 40% more alcohol, opioid deaths are the highest ever in BC, and people are reporting more concerns about their substance use. Have you noticed changes in your own or a loved one's substance use? This section provides information, screening tools and instructions on how to support family members and how to better understand your own substance use. How much is too much? Find out here.



“**1/2** the people who go to the **emergency** room for **overdose** are employed”



WHY IS EVERY WORKER'S SUBSTANCE USE RELEVANT FOR EVERY WORKPLACE?

Problematic substance use can:

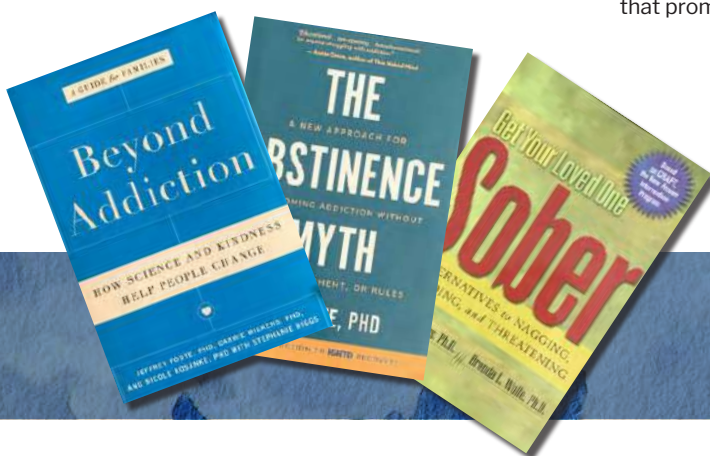
- Affect judgment, reactions, decisions, relationships
- Increase absenteeism, illness, injuries and risk to safety

Problematic substance use by a family member can:

- Create stress and distract from the job at hand
- Affect performance.

WHAT CAN WORKPLACES DO?

1. Have clear substance use policies, ensure all workers know about them and can enforce them.
2. Support and stay connected to workers who are struggling.
3. Know the risks associated with your industry, specific jobs and workplace culture.
4. Identify and change workplace culture that promotes unhealthy substance use.
5. Reduce risks with workplace wellness initiatives tailored to your organization's need.
6. Reduce stigma through education, talk about it with the right language.
7. Train managers to recognize the signs of substance use and other mental health problems



WorkToWellness

<https://worktowellness.com/workshop/mental-health/>

SUBSTANCE USE SPECTRUM

HEALTHY

REACTING/SOME DISTRESS

ILL/HIGH DISTRESS



LOW RISK

- Normal energy level
- Positive relationships
- Resilience
- Practices self-care
- Performing well at work, home
- Engaged in social and recreational activities
- Substance use is social and low quantity (0-2 drinks/day)
- Amount used is not increasing
- Able to abstain without effort
- No craving

MILD RISK

- Some fatigue / lethargy
- Some relationship issues
- Some difficulties coping with challenging situations
- Changes in self-care
- Some impact on ability to fulfill roles at work, home
- Some impact on social or recreational activities
- Using substances as key tool to alter mood, impulse use
- Amount used fluctuates above 2 drinks per day
- Abstaining requires effort

MODERATE RISK

- Energy and mood volatility
- Relationship issues
- Poor self-care
- Ability to fulfill roles at work, home notably impacted
- Important social or recreational activities are stopped due to use
- Amount used steadily increasing
- Limited ability to ignore craving
- Continued use despite negative consequences being apparent
- Amount of time required to recover from use is increasing

HIGH RISK

- Extreme energy and mood volatility
- Significant relationship issues
- Absence of self-care resulting in physical illness, fatigue
- Inability to perform / time off work, disharmony at home
- Possible suicidal ideation
- High tolerance to substance, other risky activities being explored
- Inability to ignore craving
- Significant time lost due to arranging / recovering from use
- Self-help efforts to reduce or eliminate use unsuccessful

LEARNING AND SUPPORT OPTIONS

- Reading
- Education
- Self help
- Workbooks

- Outpatient support groups,
- Individual counselling, workbooks
- Screening tools

- Outpatient groups
- Individual counselling
- Screening tools

- Intensive outpatient
- Inpatient programs
- Medically supervised detox



TRY THE
CRAFT
APPROACH

“When substance use poses a safety risk at work, more support and control measures are needed.”

TRY THIS
SCREENING
TOOL!

H OW DO I KNOW IF I HAVE A PROBLEM ?

How many of these common signs and symptoms of problematic substance/alcohol use do you have?

- ▶ **You're neglecting your responsibilities** at school, work, or home because of your use.
- ▶ **You're drinking or using drugs under dangerous conditions or taking risks while high**, such as driving while drunk, using dirty needles, or having risky sex.
- ▶ **Your use is causing problems in your relationships**, such as fights with your partner or family members, an unhappy boss, or the loss of old friends.
- ▶ **You've built up a tolerance.** You need to drink or use more of the drug to experience the same effects you used to attain with smaller amounts.
- ▶ **You've lost control over your use.** You often drink /or use drugs more than you planned, even though you told yourself you



wouldn't. You may want to stop, but you feel powerless.

- ▶ **Your life revolves around your use.** You spend a lot of time using and thinking about drinking/using, figuring out how to get them, and recovering from the effects.
- ▶ **You've abandoned activities you used to enjoy**, such as hobbies, sports, and socializing, because of your use.
- ▶ **You continue to drink/use drugs, despite knowing it's hurting you.** It's causing major problems in your life—blackouts, infections, mood swings, depression, paranoia—but you do it anyway.

The Hidden Story Of Addiction

“...not WHY the addiction, but WHY the pain.” Gabor Mate.

What You See

- Problem Drinking
- Substance Misuse
- Social Disconnection
- Lack Of Control



ADDICTION

What You Don't See

- Childhood Trauma
- Mental Health Challenges
- Physical, Emotional and Sexual Abuse
- Poverty
- Depression
- Grief & Loss
- Physical and Emotional Pain

People with substance use problems are **3x more likely to have mental illness.**

Centre for Addiction and Mental Health



H

ealing Ideas

1

See *How to build your support network* on Page 14

2

Plan for risky situations

3

Be aware of your own warning signs

4

Build a schedule and stick to it

5

Avoid impulsive actions. Be patient with your recovery process

6

Don't keep secrets from people who are key to your recovery

7

Balance your life. See Wellness Wheel on page 10-11 of this Toolkit

8

Be aware of the effects of change on self and others

9

Be realistic about progress

10

Seek counselling/treatment or get involved in a support group

What To Do If You Have A Relapse

A relapse should not be expected but if it does happen, the following can provide some ways to strengthen our recovery and help us **learn from the experience**. Don't let a lapse be an excuse for a relapse.

1

▶ WHAT DO YOU KNOW NOW THAT YOU DID NOT KNOW BEFORE?

2

▶ WHAT ARE YOUR TRIGGERS?

3

▶ WHAT WILL YOU DO DIFFERENTLY IN THE FUTURE?

4

▶ HOW DID YOU MANAGE TO STOP DRINKING / DRUGGING?

5

▶ HOW WAS THIS LAPSE / RELAPSE DIFFERENT FROM THE LAST ONE? IN WHAT WAYS ARE YOU STRONGER / WISER?



DO'S & DON'T

WHEN YOU ARE CONCERNED ABOUT SOMEONE'S SUBSTANCE USE

- **Only deal with immediate safety issues with intoxicated persons**
- **Plan for the right time for your approach**
- **Separate “the person” from “the behaviour”**
- **Speak calmly and in our own words. Focus on:**
 - **“Our Problem”**
 - **“Our Family’s Problem,”**
 - **and not on “Your” Problem**
- **Be open to explore your own issues;(we see others’ flaws more easily than our own). Our actions speak more loudly than our words**
- **Express concern not just about the drug, but also about other problems the person may be experiencing**
- **Share your experiences**
- **Appreciate positive behaviour - “Thank you for telling me how you feel” or “I enjoyed you coming home sober in time for dinner.”**
- **Be genuine:**
 - **Cultivate curiosity and listen**
 - **Share your experiences**
 - **Apologize when you make a mistake**
 - **Watch the message in your tone of voice**
- **Do not insist on being “right”. You can, however, maintain your position by agreeing to disagree**
- **Avoid getting drawn into an argument. It will not be helpful to vent our anger or to use blaming or belittling**
- **Do not load on the guilt**
- **“How could you do this to me”**
- **Avoid the trap of “nagging” - set clear consequences and be willing to follow through**
- **Do not get into a pattern of bailing out the person who is using. (For example, covering debts or making excuses for their absences at work or at school)**

“Say what you mean
– mean what you say
– and don’t be mean
when you say it!”

ADDICTION MYTHS	ADDICTION FACTS
MYTH # 1 <i>Overcoming addiction is simply a matter of willpower. You can stop using drugs if you really want to.</i>	<p>Prolonged drug use changes the brain in ways that make it extremely difficult to quit by sheer force of will. In most cases the brain can heal and return to previous levels of functioning once the person has stopped using.</p>
MYTH # 2 <i>Addiction is a disease; there's nothing you can do about it.</i>	<p>Being diagnosed with a substance use disorder doesn't mean you are a helpless victim. The brain changes associated with addiction can be treated and healed through therapy, medication, exercise, mindfulness and other treatments.</p>
MYTH # 3 <i>Addicts have to hit rock bottom before they can get better.</i>	<p>Recovery can begin at any point in the addiction process—and the earlier, the better. The longer problematic substance use continues, the stronger the addiction becomes and the harder it is to treat. Don't wait to intervene until a person has lost it all because reaching people early, when their problems are less severe and more treatable, leads to better outcomes.</p>
MYTH # 4 <i>You can't force someone into treatment; they have to want help.</i>	<p>Ambivalence (being of two minds) is a natural part of change. Encouraging people to explore the reasons for engaging in a change process AND the reasons why they lack confidence to change can increase motivation to explore the next steps in the change process.</p>
MYTH # 5 <i>Treatment didn't work before, so there's no point trying again.</i>	<p>Behavioral change is often incremental meaning it is small steps over a long period of time that often lead to big changes in the ability to cope and improve quality of life. Treat setbacks as learning opportunities, don't be discouraged and get back to your healthy efforts to move forward.</p>

“USE ASSERTIVE COMMUNICATION TO SUPPORT A PERSON WITH CONCERNING SUBSTANCE USE”



GUIDELINES FOR FAMILIES



IF THE LOVED ONE IS ACTIVELY USING, IT MAY BE HELPFUL TO:

- Learn the facts about addiction
- Seek support for yourself to help keep a balanced life (research CRAFT)
- Be open to explore your own patterns and behaviour
- Encourage all family members to seek help and support
- Allow the loved one to experience the consequences of his / her use
- Resist enabling

ENABLING BEHAVIOUR COULD INCLUDE:

- Denying that there is a problem
- Rationalizing, justifying, 'excuse making' on the person's behalf
- Taking over the person's responsibilities.
- Protecting the person from experiencing the results of his / her use
- Drinking or using with the person
- Putting our own needs on hold to look after someone else's

FINAL THOUGHTS

- Recovery is an ongoing process, it takes time to heal past hurts
- Addiction impacts all members of the family
- All family members may need to learn new skills for problem solving, conflict resolution and communication
- We need a relapse prevention plan for the family. Plan for post-acute withdrawal symptoms, develop ongoing support systems and use them
- Remember that all families experience problems
- Just because problematic substance use has stopped does not mean all difficulties will end

If all else fails remember:

Protection, connection, honesty!

Loving not judging.

I love you AND your behaviour is obnoxious!



RESOURCES

If you only do one thing get this book:

<https://motivationandchange.com/beyond-addiction/>

EXCELLENT DOCUMENTARY

<https://www.cbc.ca/natureofthings/episodes/wasted>

CRAFT RESOURCES:

<https://cathytaughinbaugh.com/the-craft-approach/>
<https://addictionthenextstep.com/blog/learning-communicate-craft/>
 Access a CRAFT therapist:

MIKE MATHERS WELLNESS EVOLVED

<https://about.me/mmathers>

<https://bookbuzzr.com/read/18111/beyond-addiction-how-science-and-kindness-help-people-change>

<https://the20minuteguide.com/>

<http://motivationandchange.com/broken-promises-the-abstinence-violation-effect/>

<http://motivationandchange.com/motivation-myths-truth-change/>

<http://motivationandchange.com/who-needs-to-hit-rock-bottom/>

<http://motivationandchange.com/detach-no-more/>

<http://motivationandchange.com/a-breath-of-fresh-evidence-based-air/>

<http://motivationandchange.com/confrontation-the-biggest-motivation-killer/>

<https://www.macleans.ca/society/health/an-alcoholic-psychotherapists-search-for-an-evidence-based-addiction-treatment/>

<http://www.canada.com/life/the-holidayguide13//personal+therapy+myths+about+addiction+smashed/11617675/story.html>

<https://www.bostonglobe.com/ideas/2015/12/06/the-end-hitting-rock-bottom/nE4SAicv-gaZ9KuIMypd3PL/story.html?event=event25>

<https://www.prevention.com/health/a20438408/bingedrinking-how-to-tell-if-youhave-an-alcohol-problem/>

<https://www.psychologytoday.com/us/blog/leap-power/202008/the-revolutionary-question-ask-people-drug-problems>

‘For men; about men’ Heads Up Guys: <https://headsupguys.org>

WORK PLACE TRAINING

[HTTPS://WORKTOWELLNESS.COM/WORKSHOP/MEN-TAL-HEALTH/](https://worktowellness.com/workshop/men-tal-health/)

www.rlrecovery.com



Boreal
Wellness
Centres



PART 4

SUPPORT FOR MANAGERS, LEADERS: HOW TO RESPOND TO YOUR TEAM'S PSYCHOLOGICAL NEEDS DURING COVID-19

Supervisors, managers, and organizational leaders have a crucial role in the psychological health and safety of the people they work with. Anyone who works with others can learn the key elements of your role to manage others who are experiencing mental health impacts, which is just about all of us. You will also find checklists and resources to manage others remotely, and where to go for a deeper dive into the content.

HOW TO LEAD THROUGH COVID-19: TIPS FOR SUPERVISORS/LEADERS

As a leader, others in your organization look to you for cues on how to manage during times of stress and change. It is important that you communicate clearly and model self-care and appropriate boundary setting.

Consider making a daily commitment for a specific action that will achieve the items below. By sharing your daily commitment with your team you will inspire them to follow your lead:

- Demonstrate “We are all in this together”

Example: Ask how your employee is doing with Covid-19 OR be flexible with an employee who has complicated family needs

- Model clear work/life boundaries

Example: Don't send/read emails after hours

- Maintain confidentiality/respect privacy:

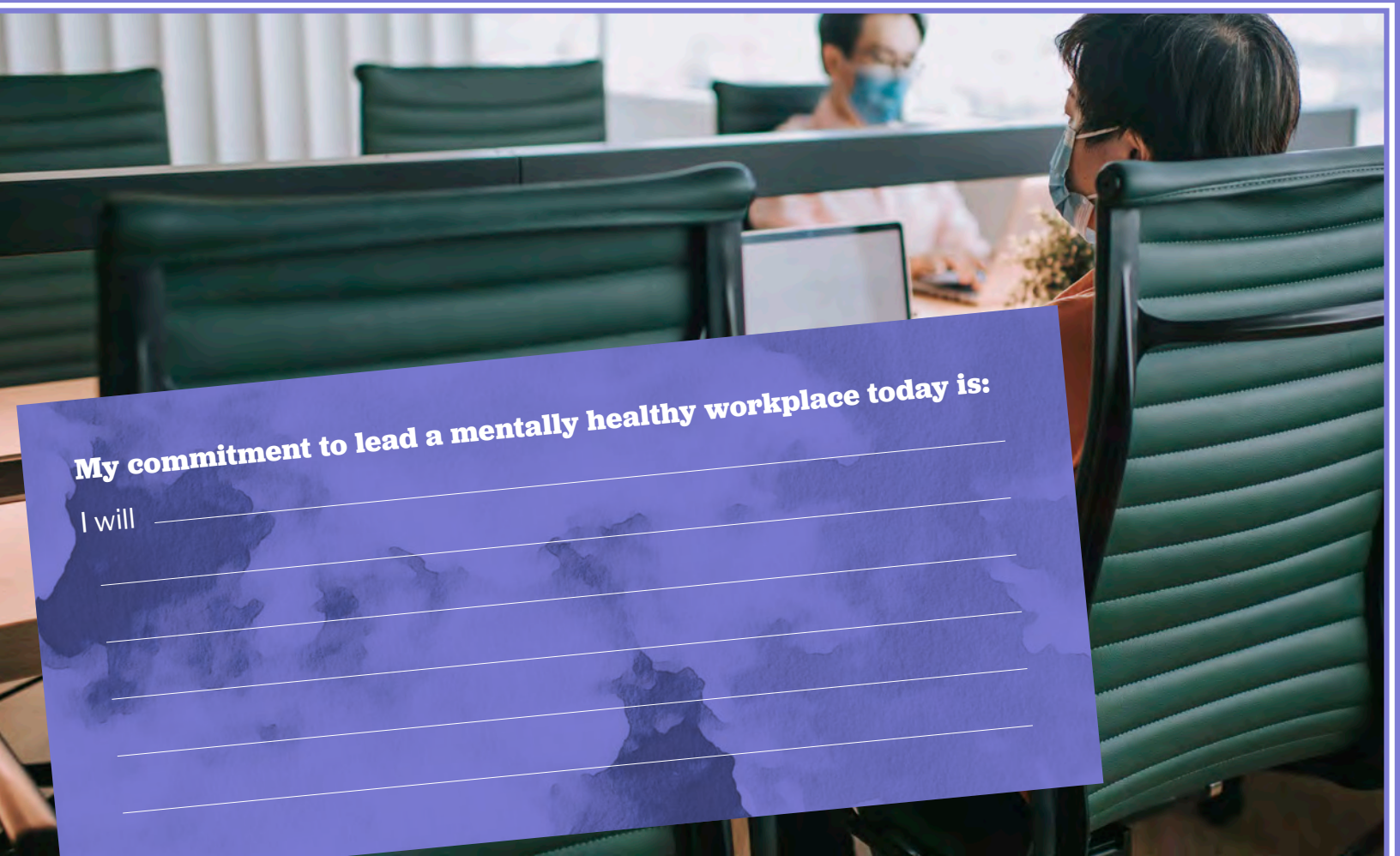
Tell a worker about confidentiality you will keep

- Provide access to care/resources:

Example: Find out and share the phone number for counselling available through work

- “Do” self-care especially when work demands are increased

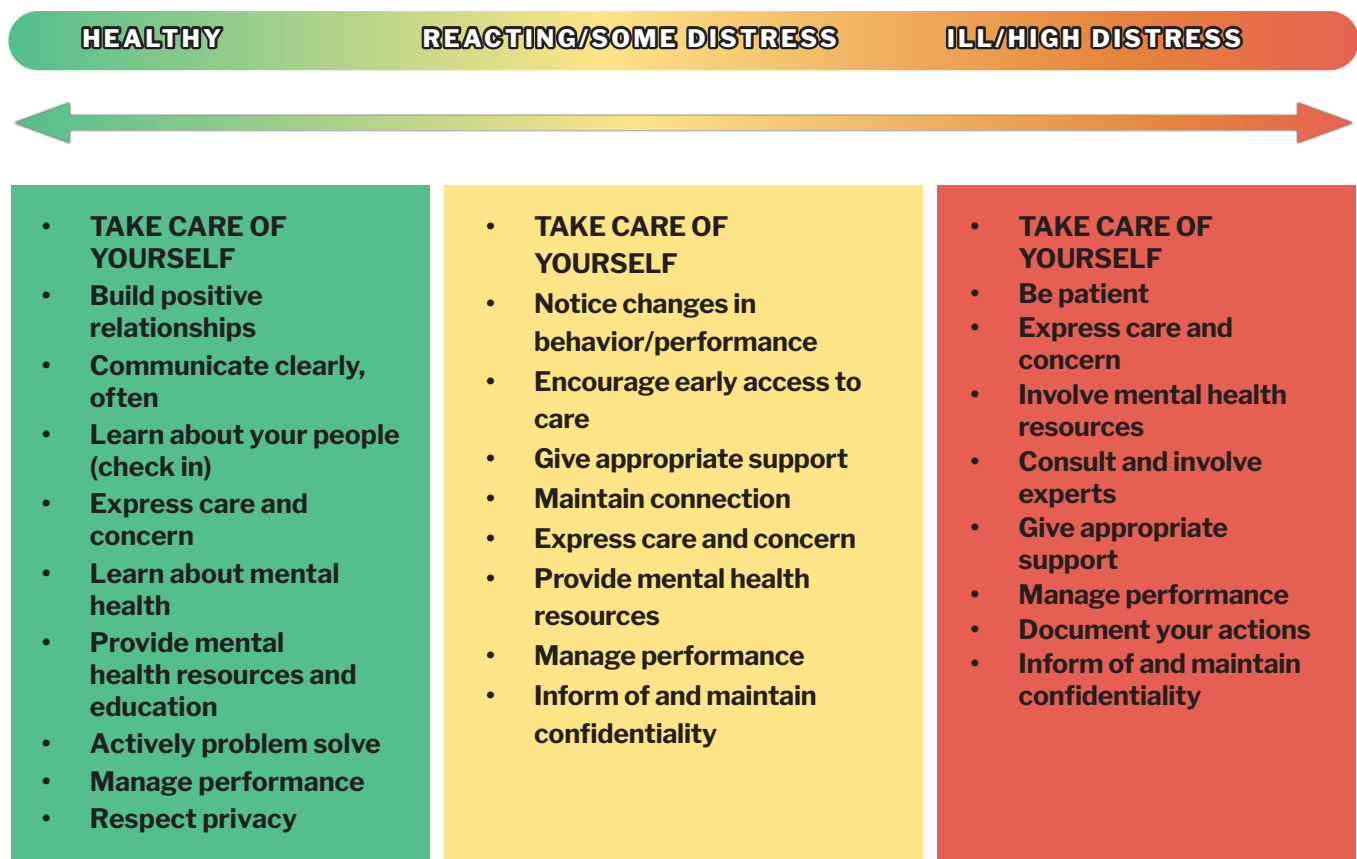
Example: Set one hour a day without phone or technology access – for connecting with your family/friends



My commitment to lead a mentally healthy workplace today is:

I will

WHAT CAN SUPERVISORS/MANAGERS DO?



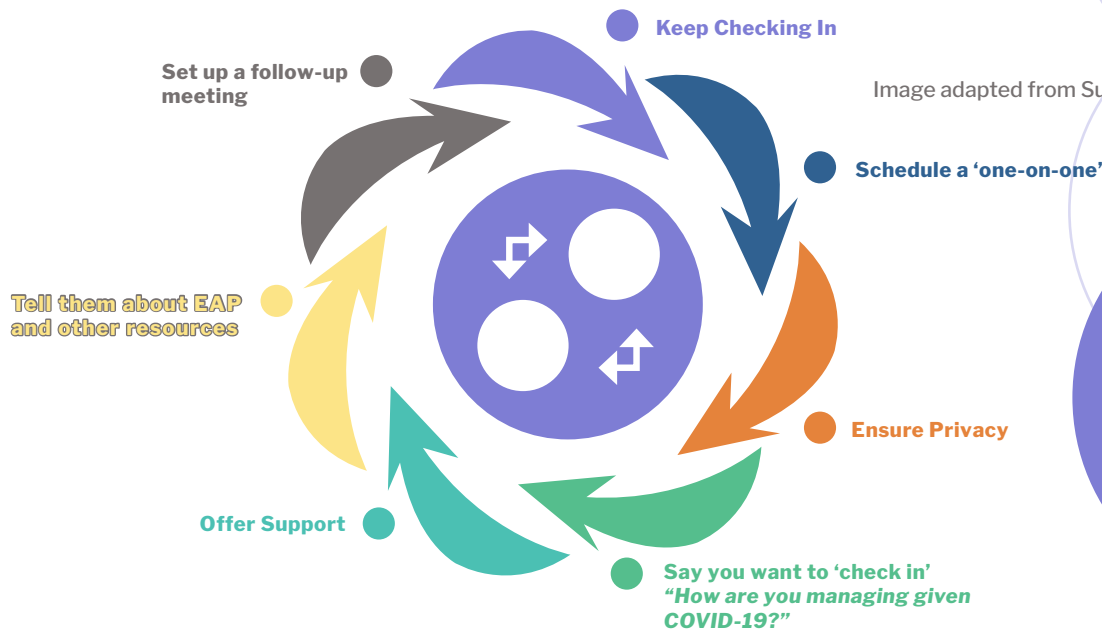
Supervisor's Role in Employee Mental Health:

- Being well; take care of your own mental health. **(See Part 1)**
- Act to create a culture that promotes psychological health and safety
- Build and maintain healthy and respectful work relationships
- Manage performance, regardless of the cause/reason
- Identify and address issues (duty to inquire)
- Provide necessary support and accommodation

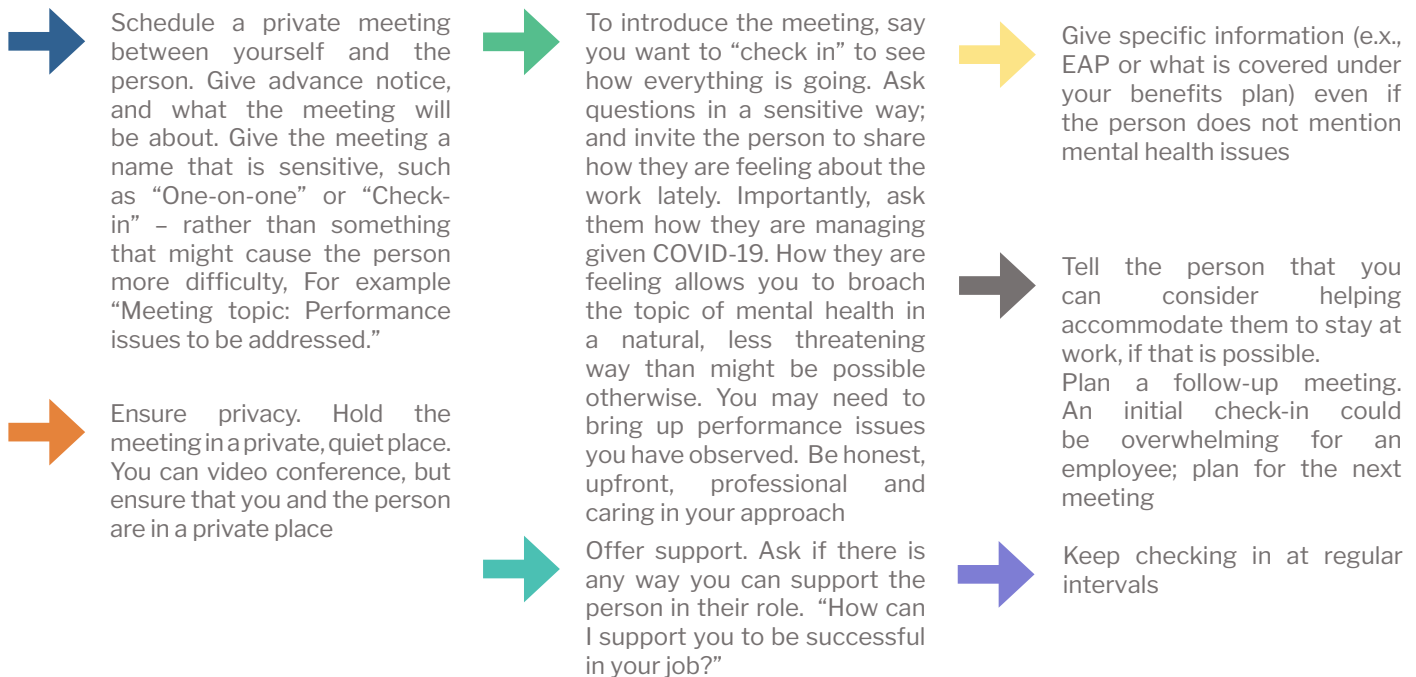
The Check-in

Prepare for the “Check-In”

- Clearly identify the objective performance related behaviours, if relevant.
- Plan for a time when you are calm and not rushed.



65% of managers/supervisors say they could do their job more effectively if they found ways to more easily manage distressed workers (Ipsos Reid)



The ‘check-in’ is a relatively simple, straight forward method, for addressing and keeping an eye on the mental health of your employees. It fosters open communication and prevents mental health issues from going unsupported and increasing in severity.

The Check-In content attributed to SunLife Financial

“A WORD” about Privacy

There are rules and laws that protect people’s right to privacy. As a manager/supervisor, you are responsible to know and abide by those rules. Although the rules and laws apply differently to different situations, here’s a few tips to guide you:

Do’s:

- Ask if there is a health issue that may be impacting them
- Tell a person how to access support/help/care
- Tell a person you will keep confidentiality (unless they might harm themselves or someone else)

Don’ts:

- * Ask about a person’s diagnosis
 - * Ask if they are taking medication
 - * Ask if they are seeing a psychologist or specialist
 - * Probe for more details if a person share’s medical details
 - * Tell anyone if a person shares medical details
-

5 Ways to start the Check IN conversation:

1. How is Covid-19 affecting your family?
2. Who are you connecting with and how?
3. What things are going on that might be affecting how you work?
4. How has work changed for you since Covid-19?
5. If you could change one thing about how work is going for you since Covid-19, what would it be?



Checklist for Remote Workers & their Supervisors

Psychological safety is a shared responsibility: Checklist

WORK TO WELLNESS

JOB DEMANDS	Employee	Employer
What are my key responsibilities for work?	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
What are the deliverables for my role? List them. What are my priorities? – (Number the above list 1-5)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
JOB CONTROL	Employee	Employer
What is my work plan/schedule for the day?		
What are my meeting needs for my manager/team/clients? (weekly, daily, several times/day)		
What are potential distractions that will impact my work?		
What strategies can I put in place to minimize these distractions?		
JOB SUPPORT	Employee	Employer
What are the technology requirements for my job? (internet speed, video/audio, software, privacy, phone, other)		
In what ways does my supervisor provide support?		
What is a reasonable communication support system?		
What is the nature and frequency of performance feedback? i.e. daily, weekly, monthly.	<input type="radio"/> Daily <input type="radio"/> Weekly <input type="radio"/> Monthly	<input type="radio"/> Daily <input type="radio"/> Weekly <input type="radio"/> Monthly
Social Support – What are my needs for face to face communication from my supervisor/ team/others?	<input type="radio"/> Supervisor <input type="radio"/> Team <input type="radio"/> Others	



PERSONAL LIFE DEMANDS	Employee	Employer
What are the life role demands on me? (childcare, elder care, medical caregiving, home schooling, partner working from home)? What are the priorities? – (Number the above list 1-5)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
PERSONAL CONTROL	Employee	Employer
What things can I control/ not control? (other family members' schedule)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
PERSONAL SUPPORT	Employee	Employer
What are my practical support needs in my home working environment? (personal space, scheduled quiet time, frequent breaks)		
What are my mental health needs? (i.e. access to counselor, doctor, EAP)		
SPECIAL CONSIDERATIONS	Employee	Employer
What are my unique limitations, challenges or safety risks my supervisor may need to know? (history of mental ill health, special family circumstances, religious considerations, domestic violence)		
SUMMARY	Employee	Employer
My top 3 challenges for working remotely?	<input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/>

*This checklist is intended as a starting point for dialogue to explore individual needs to thrive in the remote working environment. All information shared via this checklist requires privacy considerations. Additional checklists to explore physical safety needs can be found at various WCB websites. Recommendations can be provided on request. This checklist is not intended as legal or medical advice.

What did you learn from the Toolkits?

Part 1 – Covid-19 has caused significant psychological impacts; it's normal for me to feel different.

- ☐ I know how to do an awareness check for myself
- ☐ I tried a few calming exercises and will practice them
- ☐ I can build my wellness recipe

Part 2 – I learned about verbal judo and 4 steps to identifying and managing distressed people

- ☐ 1 - Self-awareness and self-care
- ☐ 2 - Active listening
- ☐ 3 - Be curious and care
- ☐ 4 - Learn to detect distress with “How to Support Others” tool

Part 3 –

- ☐ I learned that substance use happens on a spectrum and there are many options for treatment
- ☐ I can assess privately if I have a problem
- ☐ I know the Do's and Don'ts of supporting someone with substance use problems
- ☐ I can use assertive communication to address substance use concerns in someone else

Part 4 – Supervisors have a key role to detect and address issues, provide support and access to resources, and manage performance

- ☐ I can use the “What can Managers/Supervisors Do” tool to guide me
- ☐ Check-ins are important and I plan to do them for my team regularly

We appreciate your participation, thank you!

RESOURCES:

Lumino Health:

<https://luminohealth.sunlife.ca/en/find-a-health-care-provider/>

WORK TO WELLNESS

Supervisor training to detect and address mental health difficulties.

<https://worktowellness.com/workshop/mental-health/#Part-02--Managing-Minds-at-Work>

Excellent Resource: Managing Work-related Psychosocial Risks During Covid-19 reviews 10 areas for workplace action.

https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---safework/documents/instructionalmaterial/wcms_748638.pdf

Many free resources, videos to show supervisors how to respond and support workers with mental health impacts.

<https://www.workplacestrategiesformentalhealth.com/managing-workplace-issues/leadership-development>

Learn about the psychological risk factors that workplaces can improve on here: https://www.ccohs.ca/oshanswers/psychosocial/mentalhealth_risk.html

A How To Guide to support mental health promotion at your workplace:

<http://wmhp.cmhaontario.ca/workplace-mental-health-core-concepts-issues>

World Health Organization guide to Psychosocial Risk Management - This guide has relevant content relating to new risks to worker psychological safety. Consider using sections to start conversations in your workplace.

[PRIMA-EF Guidance_9.pdf](#)



IT IS WORTH YOUR TIME TO IDENTIFY

- The psycho-social hazards in your workplace,
- Who is at risk?,
- What else is needed to reduce and mitigate those risks?

PART 5: INDUSTRY LEADERS PANEL


View the Industry Leaders Panel through the recording

<https://www.bcmsa.ca/psychological-support-toolkit-for-workers-and-employers/>

In this session, Diana Vissers hosted a panel of industry leaders who provided their lens on COVID-19 and the effects on mental health and wellness in the workplace. The panel included representatives from the municipal, construction, forestry, trucking, and labour.



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