

Employee Mental Health Strategy

KEY ACTION TIMELINE

KEY ACTIONS

SHORT-TERM
(DEC '23-
AUG '24)

MEDIUM-TERM
(SEP '24-
MAR '25)

LONG-TERM
(APR '25-
OCT '25)

1.1 Establish an adequately resourced structure to support the mental health of employees and build a psychologically healthy and safe workplace culture.



1.2 Establish a comprehensive key performance measurement framework to track progress and inform ongoing planning.



2.1 Establish a mandatory, ongoing development program for leaders/supervisors to foster a common level of awareness and understanding of mental health, reduce stigma, and build a psychologically healthy and safe workplace culture.



3.1 Regularly review, revise, and promote organizational policies that impact and support psychological health and safety, including but not limited to the Harassment Prevention Policy, Violence Prevention Policy, Sexual Misconduct Policy, and Human Rights Policy.



3.2 Review Human Resources policies, procedures, and programs to ensure that they address both physical and psychological health and safety.



3.3 Establish a Workplace Civility and Respect policy and program.



3.4 Hold employees accountable for breaches to organizational policies that impact and support psychological health and safety and address these breaches in a fair, thorough, and timely manner as articulated in the policies and/or collective agreements.



4.1 Establish a comprehensive knowledge-and skills-development program for employees to enhance awareness and understanding of mental health, reduce stigma, and foster a supportive and psychologically safe workplace culture.



4.2 Expand mental health promotion initiatives and events and identify and reduce barriers to participation. Establish initiatives that explore the relationship between mental health, human rights, and social justice..



4.3 Provide leaders and supervisors with the tools and supports to care for themselves and others, enhance employee engagement and teamwork, and address interpersonal conflicts/inappropriate behaviour in an effective and timely manner.



4.4 Introduce a central fund for departments interested in conducting workplace climate assessments to proactively identify and address workplace culture issues/concerns.



4.5 Ensure that job descriptions clearly articulate job expectations in equitable ways and accurately describe psychological job demands.



4.6 Encourage supervisors to provide employees opportunities to participate in decisions that impact their work and provide supervisors with the tools to address workload issues that lead to chronic stress and burnout.



4.7 Explore opportunities to reduce the timelines associated with approving and filling vacant positions (permanent and/or acting).



4.8 Ensure that executive level and managerial positions have clearly defined expectations that articulate the responsibilities for fostering a psychologically healthy and safe workplace culture and introduce an accountability mechanism.



5.1 Review current mental health supports/benefits provided to employees (usage, effectiveness, and use of anti-oppressive and decolonizing practices).



5.2 Introduce and/or expand mental health supports/benefits to create a holistic system of support.



5.3 Introduce culturally appropriate supports for Indigenous employees to address the impacts of trauma and violence and/or current conditions in the work environment.



5.4 Develop a comprehensive awareness-raising campaign to disseminate information actively and widely about resources, benefits, and supports available to employees.



5.5 Establish a central fund for departments to access specialized services to respond to trauma and crisis experiences.



5.6 Establish a proactive approach to crisis management to enable leaders and employees to respond effectively in crisis situations.



5.7 Review workplace accommodation guidelines and processes from a mental health lens and ensure a systems approach to effectively support employees who either remain at work or return to work.

