

WELLNESS TOOLKIT FOR

PEOPLE LEADERS

WELLNESS.USASK.CA



UNIVERSITY OF
SASKATCHEWAN



Introduction

The University of Saskatchewan is invested in the health and well-being for all who study and work at all of our campuses.

The purpose of this guide help people leaders understand their roles in supporting a culture of wellness at the university, and how to:

- recognize signs of mental health problems
- address absenteeism
- initiate short-term disability referral
- accommodate employees
- report incidences
- assisting faculty and staff in distress
- find on-campus resources

i It is important to promote and address wellness in the workplace.

BENEFITS TO EMPLOYEES INCLUDE:

- Increase health knowledge, self-management skills
- Increase ability to cope with health issues
- Increase engagement, morale and job satisfaction
- Reduce risk of injury and chronic disease

BENEFITS TO EMPLOYERS INCLUDE:

- Increase in employee engagement, performance, productivity and quality of work
- Decrease in absenteeism, presenteeism, health care and disability costs
- Improve employee recruitment and retention

SOME OF THE TOP HEALTH RISKS AT THE UNIVERSITY ARE:



Mental Health



Cardiovascular
Disease



Musculoskeletal

1 in 5

Canadians will experience a mental illness in their lifetime



+\$50 billion

cost of mental health and illness to the Canadian economy each year

Sitting is the new Smoking

Most Canadians spend

69%

of their waking hours sitting or being sedentary



Only **15%**

of adults meet the recommended

150 minutes of exercise per week

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wellness.usask.ca

Supporting a Culture of Wellness

How People Leaders can Support a Culture of Wellness

- Ensure a positive work environment that supports and promotes employee well being
- Be a role model for healthy behavior
- Promote and support work life balance
- Look to employees for input and feedback
- Provide role clarity and provide feedback to employees (both positive and negative)
- Set clear performance expectations
- Foster an environment of mutual respect
- Watch for signs or changes in employee and be proactive in discussing with employee and referring, as appropriate
- Take action to resolve barriers as soon as possible
- Attend wellness awareness and development opportunities.
- Support employees attending wellness initiatives during working hours



Why Wellness in the Workplace?

Employee Benefits

- Increase health knowledge, self-management skills
- Increase engagement, morale and job satisfaction
- Reduce risk of injury and chronic disease
- Increase ability to cope with health issues

Employer Benefits

- Increase employee engagement, performance, productivity and quality of work
- Improve employee recruitment and retention
- Decrease in absenteeism, presenteeism, health care and disability costs

Look at your own health and well being

In order to foster a healthy work environment, it is important for People Leader's to act as a role model and put structures in place to support employees in order for them to be productive. It is important for People Leader's to pay attention to their own health and well being.

- Do I look after my own overall health (mind, body and life)?
- Do I treat others in the organization with respect?
- Do I foster a sense of fairness within the workplace?
- Do I hold people accountable when needed?
- Am I held accountable?
- Is there a balance between effort and reward (this can be as small as a 'thank-you')?
- What happens when someone makes a mistake?
- Do I use good communication? What does good communication look like?
- Do I help others learn from their mistake and support them to be successful going forward?
- Do I take breaks during the day and utilize my vacation time?
- Do I encourage others to take breaks and vacation time?
- Do I treat others as I would like to be treated?



It is recognized that each unit is unique. Please contact your Strategic Business Advisor to speak specifically about how you might apply these tips in your unit. Other available resources include Wellness Resources and the Employee and Family Assistance Program (EFAP).

Wellness Strategy

The University of Saskatchewan has developed an Wellness strategy with the goal to:

Create an environment that promotes and supports the health and well-being of all who study and work at our campuses.

Three elements of wellness

The University of Saskatchewan's wellness strategy takes a holistic approach to being well in supporting three elements of wellness:



healthy mind

Provides the emotional energy and clarity to approach and manage life with optimism and resilience. A Healthy Mind contributes to the prevention or better management of mental illness.



healthy body

Provides the physical energy and endurance to fulfill life's daily requirements and reach personal goals. A Healthy Body contributes to the prevention or better management of physical illness.



healthy life

Provides the knowledge, ability and opportunity to interact with the world with increased confidence, security and stewardship. A Healthy Life contributes to a Healthy Mind and Body.

Six Strategic Areas of Support

The U of S will support our diverse students, faculty and staff in achieving and maintaining an optimal health and well-being by focusing on six areas of support along every stage of wellness.



- Ensuring a Supportive Foundation
- Fostering a Healthy Culture and Environment
- Raising Awareness and Maintaining Healthy Behaviors



- Identifying Risk and Responding Early
- Developing Resilience and Self-Management Competencies



- Providing Services, Training and Critical Support

The U of S is committed to creating an inclusive wellness environment that supports our diverse students, faculty and staff. We will embed wellness in our institutional fabric, create opportunities to engage, ensure access to resources, supports and training and evaluate our progress over time.



Signs of Mental Health Concerns

How to Approach the Conversation

It is important to prepare before having a conversation with someone who may be suffering from mental health/illness in order to appropriately address concerns and provide the right support.

QUESTIONS RELATED TO JOB PERFORMANCE

- What is the specific behavior or performance issue that has become a concern?
- Is there a duty or an obligation that the person is currently not meeting?
- Are there concerns related to quality of work?

QUESTIONS RELATED TO IMPACT ON OTHERS

- Are there any behaviors having a negative effect on others in the workplace?
- If so, who are the people impacted (clients, colleagues, others)?
- What are the objective and specific observations regarding the impacts?

QUESTIONS RELATED TO PERSONAL WELL-BEING

- Have others in the workplace expressed concern for the person's personal health and well-being?
- What are your concerns for the person's health and well-being?

QUESTIONS RELATED TO RESOURCES AND SUPPORT

- What resources and support services does the organization have to offer?
- What policies are in place to deal with accommodation?
- How can you make this meeting less stressful for the employee?
- What positive contributions does the employee make?

THINGS TO REMEMBER DURING THE CONVERSATION:

- Initiate the conversation out of care and concern
- Stay objective
- Do not assume you have the answers or the whole picture before sitting down with the employee
- Be open minded, calm and relaxed and focus on the employee
- Discuss options and resources available (have EFAP and Wellness Resources information on hand)
- Ask questions to clarify whether you understand their specific needs
- Use open ended questions such as: "Are you comfortable to talk to me about how you are doing?" Remember not to ask specific medical information, advise them to contact Wellness Resources or EFAP directly.
- If the employee discloses a problem, listen and show understanding – without stepping into personal territory
- Remember to treat the employee with dignity and respect
- Arrange a follow-up with the employee to show you care
- Do not make promises of confidentiality

WHAT NOT TO SAY/DO DURING THE CONVERSATION:

- Don't be accusatory or criticize
- Don't say "I've been there", unless you truly have been
- Don't try to give a name to the underlying issues
- Don't ask what "caused" the illness or probe about personal issues or diagnosis



How to identify someone who is not well

It is important to assess each individual based upon their baseline behavior (the individual's typical behavior). If you notice any of these signs and symptoms, and it is beyond their benchmark behavior, it is important to approach the individual and have a conversation.

Health Concerns

- Decline in physical appearance
- Increased health complaints, including fatigue

Trouble Concentrating

- Memory problems
- Loss of interest in work
- Reduced productivity or effectiveness
- Difficulty concentrating, making decisions

Helplessness

- Feeling overwhelmed
- Unable to meet the demands of the job
- Avoidance of situations

Affecting work

- Lateness or frequent absences
- Increased accidents or safety issues

Change of Behaviour

- Irritability and short temper
- Withdrawal from social activities
- Lack of cooperation or decreased ability to work with people
- Expressions of strange or grandiose ideas

Addressing Absenteeism

How to work with employees frequent absences

Understand the current collective agreements

- working.usask.ca/agreements/

Keep an eye on employee's unexplained or concerning pattern of absences

- consistent absences around weekends or holidays
- requests for absences at undesirable times (such as peak periods)
- last-minute requests for vacation
- absences around the time when employee receives unsatisfactory performance
- consistent absences on the same day of the week or at the same time
- consistently showing up late for work or leaving early

Note: these are only some examples

Arrange meeting with employee

If an employee is displaying a pattern of absences that is unexplained or concerning, it is important to meet with the employee to address your concerns. Things to discuss during the conversation (also refer to the attached worksheet to help frame the conversation):

- demonstrate the pattern of absences you have noticed
- give the employee the opportunity to explain their absences and why they have been away
- outline how the employee's absences are impacting the workplace (i.e. low morale, work not getting done, etc.)
- if the absences are deemed inappropriate, outline an appropriate course of action to address the problem:
- set out clear work expectations
- determine an appropriate way the employee can request leaves/sick time
- determine if a flexible work schedule is appropriate
- refer the employee to the appropriate resources (Wellness Resources or EFAP)

If through the conversation you determine that the employee is absent for reasons related to disability or illness, please refer the employee to Wellness Resources or talk to your Strategic Business Advisor.

How absenteeism impacts the workplace

- Creates low morale amongst staff
- Reduces work productivity
- Colleagues have to pick up "the slack" of the individual who is absent
- Colleagues may view the individual as being favored

Responsibility of the People Leader

- To maintain appropriately detailed, accurate and up-to-date absence records for their employees (i.e. nature of illness/reason for absence, when they expect to return to work)
- Identify patterns or trends of the absences which may cause concern
- Have the appropriate conversation with the employee to address any issues or concerns
- It is important to be objective when managing absenteeism and to ensure that all employees are treated the same. Be consistent and fair in how you address absenteeism issues with employees



What is absenteeism?

1. Culpable

Refers to absences that are in the control of the employee.

Slept late, fail to notify the employer of absence and miss work without a valid excuse

2. Innocent absenteeism (or non-culpable)

Refers to absence of an employee from work for reasons that do not constitute any fault on the part of the employee.

Due to disability, illness or other legitimate reasons

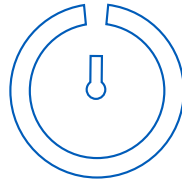
Leave of Absence

Short-term or long-term leaves



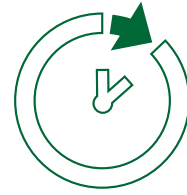
Before an employee goes on leave

- Reiterate to employee the importance of recovery (whether it is a physical illness or mental illness)
- Determine the best way to communicate with an employee while they are on leave (i.e. via text message or phone conversation)
- Determine what will be communicated with the rest of the staff regarding the employee's absence
- Determine what re-orientation or re-training might look like after the absence, if appropriate
- Respect the employee's privacy and confidentiality, but also maintain clear communication to ensure you are on the same page with the employee



During an employee's leave

- Communicate to the employee in the agreed mode of communication
- Communicate with the employee any organizational events or news that are specifically related to the employee's current role, as appropriate
- In order to ensure a smooth transition back into the workplace, include the employee in any workplace events or celebrations, as appropriate
- Ensure that employees off work for mental illness are treated with the same respect as those employees off for a physical illness (i.e. cards, flowers)
- Re-confirm how information is to be communicated with the rest of the staff regarding the employee's absence



When an employee's leave is coming to an end

- Meet with the employee to discuss their return to work (suggested meeting questions on next page)
- Follow the return to work plan
- Keep in constant communication with the employee to ensure the return to work plan is working and still suitable
- Allow flexibility for employee to attend any necessary medical appointments
- Assign tasks that will help engage the employee in the workplace immediately
- Discuss any stressors with the employee that may contribute towards an unsuccessful return to work. Work with the employee to minimize these stressors.

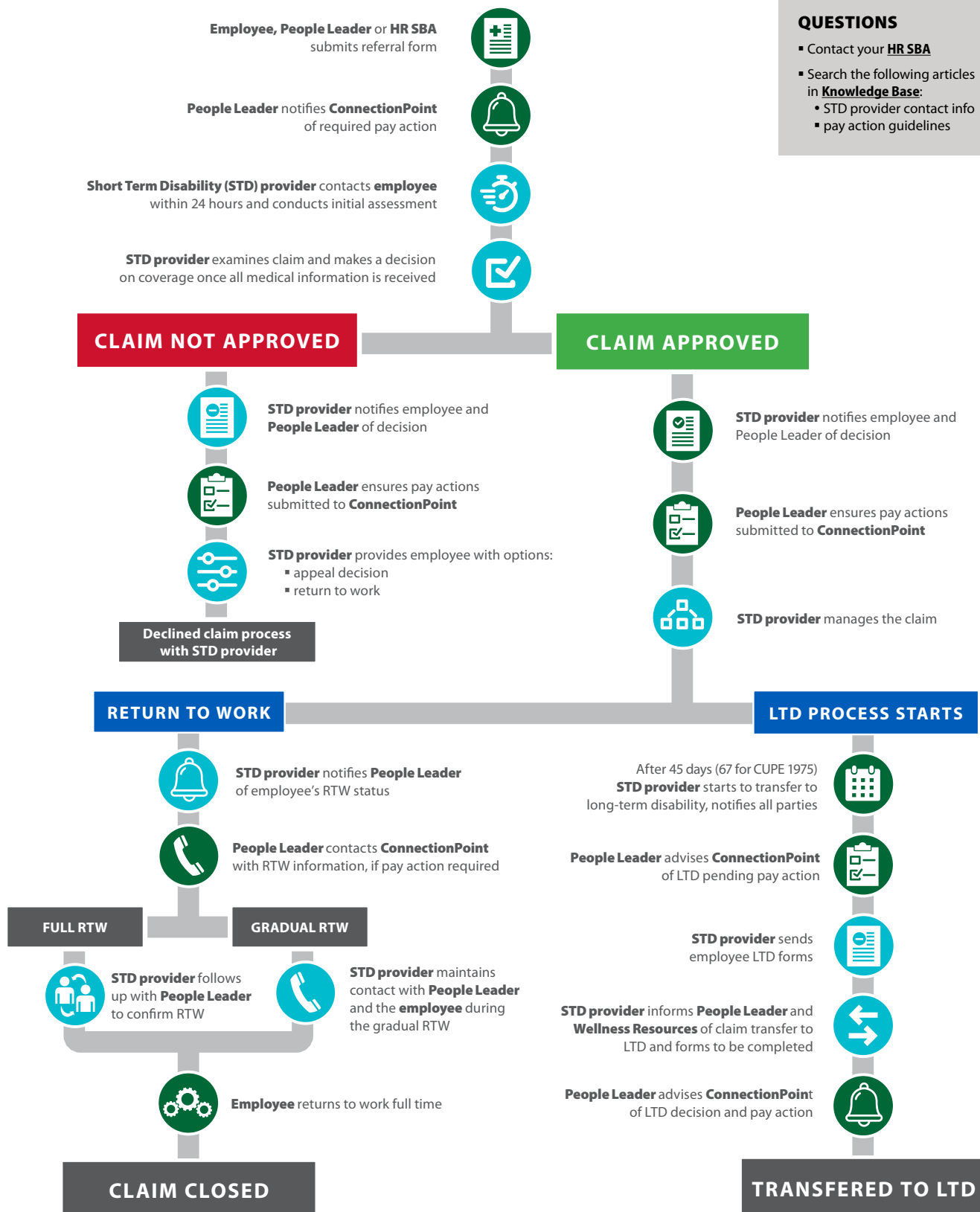
Return to work

Questions that should be addressed during the return to work meeting with the employee.

These questions are meant to help guide the conversation, so please use your discretion. Depending on your relationship with the employee, you may want to connect with your SBA to determine the best way to engage in this type of conversation.

- How are you feeling about this return to work?
- What are you looking forward to?
- What are some challenges you think you might face during the return to work?
- Where do you anticipate needing assistance from me/how can I support you during this transition?
- Are there any stressors that may contribute towards an unsuccessful return?
- How would you like to be reintroduced into the workplace?
- Do you have any concerns or worries about working with other staff?
- What are some of the signs that might tell me you need some support?
- How should I/we approach you if we notice these signs? Who is the best person to communicate that to you?

Process For Short-Term Disability Referral



Duty to Accommodate

Employers have a legal duty to offer reasonable accommodation to staff who are in need unless doing so creates an undue hardship on the employer.



Reasonable Accommodation

A reasonable accommodation refers to the steps an employer must take to modify an aspect of the job or the workplace that is necessary to meet the medical needs of an employee. It is a balance between an employee's right to accommodation and an employer's right to a productive workplace.

A reasonable accommodation means exploring ALL possible options including:

- modifying job duties
- providing technical aids
- altering hours of work and/or finding another, more suitable position for the employee



Undue Hardship for Employer

The employer must accommodate up to the point of undue hardship. Each employer is assessed based on its own circumstances. Factors that may cause undue hardship could include:

- unbearable financial cost
- a considerable disruption to business
- risks to health or safety of others
- interference with the employment rights of others
- remember that each situation is unique and must be viewed as such.



It is important to remember that the U of S is a large employer and it will be hard to deem undue hardship. A college/admin unit may experience the above listed factors; however, other colleges/admin units may be able to accommodate the individual, so all possibilities must be explored before undue hardship can be considered. Various legal decisions on accommodation make it clear that the effort to accommodate must be significant.

General Principles of Accommodation

The University is committed to providing reasonable accommodation of employees into meaningful and productive work, to the point of undue hardship

- Accommodation is a collaborative, flexible and creative process involving all key stakeholders
- All stakeholders are aware of their roles and responsibilities related to medical accommodation and will foster an open, participatory process with respect and dignity
- The University will take a proactive approach with timely reintegration to the workplace, ideally within employees' pre-disability position (but not limited to such)
- The University must identify the essential job duties of positions, and employees must be able to perform the essential functions of those jobs

Accommodation Myths

- Employers must always find accommodated duties
- Employers are not entitled to medical disclosure (privacy)
- Employers only have to accommodate workplace injuries
- Employees get to choose accommodated duties
- Employees can refuse reasonable accommodations
- Pay is red-circled/maintained if duties reduced to fit accommodation needs
- Employers can never terminate an employee who is disabled
- Employers can never "win" a duty-to-accommodate case

Roles and Responsibilities

People Leader



It is the People Leader's responsibility to ensure the workplace is safe, employee's are trained and understand how to report an incident

- Commence discussions and initiate the accommodation process, as appropriate, once aware that an accommodation may be needed
- Maintain contact with and support employee throughout the accommodation process (see "Return to Work Strategies" and "How to have conversation" resource sheets). This includes cases where employees are absent from work for an extended period
- Work with Wellness Resources/Disability Case Manager to understand the employees medical restrictions and limitations in order to facilitate the duty to accommodate and meet the needs of the employees medical condition
- Determine if further assistance is required to help facilitate the accommodation process (i.e. bringing in the SBA to assist)
- Determine if modifications can be made to the current position in order to accommodate the employee
- If modifications cannot be made, examine positions within the college/administrative unit that may be suitable for the employee to be accommodated into

Employee

Accountable for notifying the employer as soon as possible of their medical accommodation needs and of any medical changes during the accommodation process. Employees are responsible for actively participating and cooperating throughout the accommodation process.

Strategic Business Advisor

- Accountable for participating, educating, advising and guiding the People Leader on its role and obligations in the duty to accommodate process and for actively assisting in identifying temporary and/or permanent accommodations.
- Represent and provide insight on behalf of the employer, to ensure the operational interest/business needs of the unit are met.

Unions

Accountable for educating their members on its support role in the accommodation process, actively working with the employer and employee to identify work within the medical restrictions and limitations and representing the employees' and union's interests during the accommodation process

Wellness Resources/arc Health/Sun Life

Accountable for actively working with employees, their medical treatment provider(s) and the insurance provider/vocational rehabilitation consultant to request and obtain up-to-date medical information pertaining to the nature of illness, medical restrictions and limitations

Incident Reporting

If you get hurt, let us know!

All faculty, staff and students are required to report any workplace related incident involving injury as soon as possible to their supervisor

Faculty and staff must also complete a university incident report using Safety Resources online incident reporting system, at <https://wellness.usask.ca/safety/incidents.php#WorkrelatedInjuries>

WORKERS' COMPENSATION BOARD (WCB)

When a university employee (with the exception of faculty) requires professional medical attention as a result of a workplace related injury, and/or loses time other than the day of injury, the People Leader, is required to file a report with the Saskatchewan Workers' Compensation Board (WCB).

Please contact Safety Resources to assist in the reporting process.

Tel: 306-966-4572

Email: wcb.support@usask.ca



Personnel and Student Employees

The People Leader must complete a WCB E1 form within five (5) days of being made aware of the injury – this is dictated by Workers' Compensation Board regulation and to ensure timely claims for injured workers.

Faculty and Students

Are exempt from the WCB legislation, therefore, workplace injuries involving faculty and students do not require reporting to the WCB. However, reporting through Safety Resources' online incident reporting system is still required.

Employee Wellness

USask's goal is to create an environment that promotes and supports the health and well-being of all who study and work at our campuses.

Supports for USask employees

USask cares about your well-being and offers support, services, and resources to encourage a safe and positive work-life balance and to assist you in achieving optimal health. To help achieve this, USask has partnered with the following organizations to help support your health and well-being.



EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

Telus Health (formerly LifeWorks), our Employee and Family Assistance Program (EFAP) provider, offers a variety of services including 24/7 confidential support – available by phone, online or through the LifeWorks app. Other services include digital health coaching, family, legal, financial, fitness and nutrition support services.

 wellness.usask.ca/help/efap.php
 1-855-575-1740



BENEFITS

USask offers comprehensive benefit plans for its eligible employees that includes health and dental programs. Some employment groups also have access to extended health benefits that can include prescription drugs, vision, paramedical (including physical and mental health) and medical equipment and supplies. Check out what you have access to under your benefits plan.

 wellness.usask.ca/benefits/plans.php



VIRTUAL HEALTH CARE

Sun Life's Lumino Health Virtual Care, provides virtual "walk-in" service to connect faculty and staff, and their dependents, with local medical professionals, including nurses, doctors, mental health practitioners and others from the comfort and safety of their own home for physical and mental health-related ailments.

 wellness.usask.ca/help/virtual-health-care.php



MORE INFORMATION: paws.usask.ca/eap

BE WHAT THE WORLD NEEDS

Assisting Faculty and Staff in Distress

There are people and services at the University of Saskatchewan to assist you in dealing with distressed faculty and staff. Common reasons for you to consult with these services include determining the seriousness of a situation and how quickly it needs to be addressed, as well as reviewing or developing a plan for responding. Faculty and staff in distress may not know the services available to them or may be hesitant to ask. This reference guide is to assist you in getting them the proper support.



RECOGNIZE

If you notice any behaviour that may be out of character or unusual, know that early intervention plays a key role in recovery from mental health challenges. Reach out to the colleague, talk to them or refer them to resources.

LOW RISK OF HARM

When a colleague has disclosed family or relationship problems or a health condition and is demonstrating a change in normal behavior such as attendance, productivity or engagement, difficulty sleeping, and/or increased interpersonal conflict.

RESOURCES

- **WELLNESS RESOURCES**
wellnessresources@usask.ca
- **EMPLOYEE AND FAMILY ASSISTANCE PROGRAM (EFAP)** (24 HRS)
1-855-575-1740
- **VIRTUAL HEALTH CARE**
wellness.usask.ca/help/virtual-health-care.php



RESPOND

If you notice prolonged changes in behaviour, or are concerned about your colleague's safety or the safety of others, reach out to them. Ask how they are doing even if you don't have the answers and refer them to resources. Showing care and support can be the most valuable thing you can do.

MODERATE RISK OF HARM

When a colleague is demonstrating such behavior as changes in personal appearance and hygiene, avoidance, expression of hopelessness, low mood, disorganized thinking, and/or substance use concerns.

RESOURCES

- **WELLNESS RESOURCES**
wellnessresources@usask.ca
- **EMPLOYEE AND FAMILY ASSISTANCE PROGRAM (EFAP)** (24 HRS)
1-855-575-1740
- **PROTECTIVE SERVICES** (24 HRS)
306-966-5555



REACT

If you feel a colleague is demonstrating behaviours in which they may pose a threat to themselves or others, call immediately.

HIGH RISK OF HARM

When a colleague is demonstrating threatening behavior, violence, stalking or immediate danger that seriously disrupts the environment and put the safety of others at risk.

Behaviors may include:

WORRISOME: significant change in anti-social behaviour, baseline behaviour and/or appearance, suicidal ideation.

HIGH RISK: aggression, verbal/written threat to kill/injure self or others, escalation in frequency and/or intensity of behavior.

IMMEDIATE THREAT: homicidal/suicidal behaviours, plans for serious assault on a target, possession of weapons.

RESOURCES

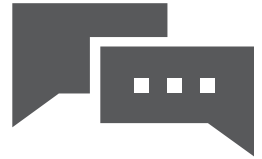
- **PROTECTIVE SERVICES** (24 HRS)
306-966-5555
- **SASKATOON POLICE SERVICES** (24 HRS)
9-1-1 (or 9-9-1-1 on campus)
- **SASKATOON CRISIS INTERVENTION SERVICE** (24 HRS)
306-933-6200

TRUST YOUR INSTINCT: Respond if a faculty or staff member situation leaves you feeling worried, alarmed or threatened. If you are unsure, please consult.



RESPONDING TO AN EMPLOYEE IN DISTRESS

Please make your personal safety the top priority. Use discretion on how to act depending on the individual circumstances. Here are some tips if you are approaching an employee regarding concerns about their general well-being or they approach you.



- 1** Do not make promises of confidentiality.
- 2** Try to sit down with the person.
- 3** Express your concern about their well-being directly to the individual.
- 4** Listen carefully and stay calm as they describe the situation.
- 5** Ask questions to clarify whether you understand their specific needs.
- 6** Acknowledge their thoughts and feelings in a compassionate way.
- 7** Offer hope and reassure them that things can get better.
- 8** Discuss options and resources available.
- 9** Arrange a follow-up with the employee to show you care and determine whether the referral was effective.

I am concerned...

I have noticed...

How can I help you...

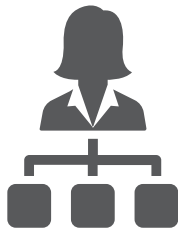
It sounds like you are feeling...

Would you like me to help you connect with support services...

USask has a great Employee and Family Assistance Program to help...

NEXT STEPS

Based on your role and relationships in the workplace following up may look different for each person.



FOR MANAGERS AND SUPERVISORS: If you have observed concerning changes in an employee's behaviour, you have a legal duty to inquire. Reach out and express your concern. If you need support preparing for the conversation, contact Wellness Resources at wellnessresources@usask.ca or the Employee and Family Assistance Program at 1-855-575-1740.



FOR INDIVIDUALS: After you have had a conversation with your co-worker, and if you feel it is appropriate, ask then if they would be OK with you checking back with them soon. Check in with yourself and ensure that your own personal and emotional needs are being looked after as well. Remember, EFAP is available for you also.

FOR USASK STUDENTS IN DISTRESS PLEASE REFER THEM TO :

STUDENT WELLNESS CENTRE

students.usask.ca/health/centres/wellness-centre.php
306-966-5768

STUDENT AFFAIRS AND OUTREACH

students.usask.ca/health/centres/student-affairs-and-outreach.php
306-966-5757

PROTECTIVE SERVICES (24 HRS)

www.usask.ca/protectiveservices/
306-966-5555

SASKATOON POLICE SERVICES (24 HRS)

9-1-1 (or 9-9-1-1 on campus)





UNIVERSITY OF
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INTERNAL RESOURCES




Discrimination and Harassment Prevention Services (DHPS)

DHPS provides confidential consultation and will assist staff, students, senior administrators in exploring options and supports to resolving these issues presenting as discrimination or harassment.

 306-966-4936
 dhps@usask.ca



Employee Benefits

Employee benefits support the University's total rewards and wellness principles in creating an environment that supports overall physical and mental well-being of our employees. Benefits include dental, extended health care, pension, health spending accounts and short-term and long-term disability programs.

 wellness.usask.ca/benefits/plans.php
SUN LIFE
 1-800-361-6212
 mysunlife.ca


Employee and Family Assistance Program (EFAP)

EFAP provides free, confidential 24/7 service for university employees and their dependent family members. EFAP includes psychological counselling, work-life solutions, legal and financial advice, health coaching and crisis intervention services.

 1-855-575-1740
 wellness.usask.ca/help/efap.php



Virtual Health Care

Virtual Health Care provides virtual "walk-in" service to connect faculty and staff, and their dependents, with local medical professionals, including nurses, doctors, mental health practitioners and others from the comfort and safety of their own home for physical and mental health-related ailments.

 wellness.usask.ca/help/virtual-health-care.php

Employee of Concern Advisory Team (ECAT)

ECAT is the multidisciplinary team that will facilitate a coordinated response to all behaviours in which individuals may pose a threat to themselves or others. The goal of the response is to prevent serious violence and to support all individuals involved.

 306-966-5555
 ecat@usask.ca



Protective Services and Safety Resources

Protective Services and Safety Resources supports the safety and security of the campus community through educational programming (VTRA, RAD, Verbal Judo and Violence and Threat Risk Assessment), planning (Emergency Response Plan and Crime Prevention through Environmental Design), surveillance, emergency management, hazardous materials handling, workplace ergonomics and more.

PROTECTIVE SERVICES
 306-966-5555
 usask.ca/protectiveservices
SAFETY RESOURCES
 306-966-4675
 safetyresources.usask.ca

Wellness Resources

Wellness Resources is accountable for supporting faculty and staff wellness. They develop and implement wellness strategies, programs and initiatives to help all University employees reach and sustain their full wellness potential.

 wellness.usask.ca
 wellnessresources@usask.ca

EXTERNAL PARTNERS/RESOURCES

Canadian Mental Health Association (CMHA)

Provides a wide range of innovative services and supports to people who are experiencing mental illness. One of the core goals of these services is to help people with mental illness develop the personal tools to lead meaningful and productive lives



www.cmha.ca

Mental Health and Addiction Services

Provides a wide range of services, supports and education to assist adults and youth who are struggling with mental health and addiction issues in Saskatchewan.



saskatoonhealthregion.ca
(under the **Location & Services** tab)

Mental Health Works

Provides information to help employees and employers address mental health issues in the workplace.



mentalhealthworks.ca

Saskatoon Crisis Intervention Service

Provides comprehensive crisis response services to individuals and families 24 hours each day. This includes crisis counselling and conflict management.



saskatooncrisis.ca



306-933-6200

Workplace Strategies for Mental Health

Provides free information, tools and resources available for employees, supervisors, and union leaders to improve workplace mental health for all Canadians.



workplacestrategiesformentalhealth.com

Healthline 811

HealthLine is a free, confidential, 24-hour health information and support telephone line. It is staffed by experienced and specially trained client navigators, registered nurses, registered psychiatric nurses and social workers. HealthLine provides mental health and addictions support. HealthLine's registered psychiatric nurses and social workers can offer crisis counseling and strategies to help manage a crisis situation or give you information about resources in your community.



811 or 1-877-800-0002

Addressing Concerns Worksheet

Expected Performance	Current Performance/ Examples	Impacts	Cause(s)	Intervention(s)
1. Expectation: What is expected of the job	What do you see the person doing?	How does this impact other people in the office (direct reports, etc.)?	Ask the employee why this is happening (you may want to suggest ideas that you have)	Determine appropriate course of action (is there anything the employer can do to help, outline expectations moving forward)
2. Expectation:				
3. Expectation:				
4. Expectation:				

Quick Reference



Why Wellness in the Workplace?

EMPLOYEE BENEFITS

- Increase health knowledge, self-management skills
- Increase engagement, morale and job satisfaction
- Reduce risk of injury and chronic disease
- Increase ability to cope with health issues

EMPLOYER BENEFITS

- Increase employee engagement, performance, productivity and quality of work
- Improve employee recruitment and retention
- Decrease in absenteeism, presenteeism, health care and disability costs



How to identify someone struggling with Mental Health

HEALTH CONCERNS

- Decline in physical appearance
- Increased health complaints, including fatigue

TROUBLE CONCENTRATING

- Memory problems
- Loss of interest in work
- Reduced productivity or effectiveness
- Difficulty concentrating, making decisions

HELPLESSNESS

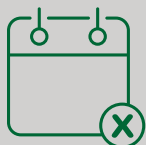
- Feeling overwhelmed
- Unable to meet the demands of the job
- Avoidance of situations

AFFECTING WORK

- Lateness or frequent absences
- Increased accidents or safety issues

CHANGE OF BEHAVIOUR

- Irritability and short temper
- Withdrawal from social activities
- Lack of cooperation or decreased ability to work with people
- Expressions of strange or grandiose ideas



Absenteeism

TYPES

1. Culpable

Refers to absences that are in the control of the employee.

Slept late, fail to notify the employer of absence and miss work without a valid excuse

2. Innocent

Refers to absence of an employee from work for reasons that do not constitute any fault on the part of the employee.

Due to disability, illness or other legitimate reasons

IMPACTS THE WORKPLACE

- Creates low morale amongst staff
- Reduces work productivity
- Colleagues have to pick up "the slack" of the individual who is absent
- Colleagues may view the individual as being favored

PEOPLE LEADER RESPONSIBILITY

- To maintain appropriately detailed, accurate and up-to-date absence records for their employees (i.e. nature of illness/reason for absence, when they expect to return to work)
- Identify patterns or trends of the absences which may cause concern
- Have the appropriate conversation to address any issues or concerns
- Remain objective and treat all employees the same.



Duty to Accommodate

REASONABLE ACCOMMODATION

An employer must take steps to modify an aspect of the job or the workplace that is necessary to meet the medical needs of an employee. A reasonable accommodation means exploring ALL possible options including:

- modifying job duties
- providing technical aids
- altering hours of work and/or finding another, more suitable position for the employee

UNDUE HARDSHIP FOR EMPLOYER

The employer must accommodate up to the point of undue hardship. Each employer is assessed based on its own circumstances. Factors that may cause undue hardship could include:

- unbearable financial cost
- a considerable disruption to business
- risks to health or safety of others
- interference with the employment rights of others

ⓘ It is important to remember that the U of S is a large employer and it will be hard to deem undue hardship.



Injury Reporting

PERSONNEL AND STUDENT EMPLOYEES

The People Leader must complete a WCB E1 form within five (5) days of being made aware of the injury – this is dictated by Workers' Compensation Board regulation and to ensure timely claims for injured workers.

FACULTY AND STUDENTS

Are exempt from the WCB legislation, therefore, workplace injuries involving faculty and students do not require reporting to the WCB. However, reporting through Safety Resources' online incident reporting system is still required.