

## Divisional Workplace Strategies to promote Mental Health

<p><b>Encouraging active employee participation and decision making</b></p>	<p><u>TESS</u></p> <ul style="list-style-type: none"> <li>• Monthly Local Operations Committee (LOC) meetings</li> <li>• Opportunities to participate in committees/projects locally and divisionally</li> </ul> <p><u>Transportation Services</u></p> <ul style="list-style-type: none"> <li>• H&amp;S Continuous Improvement working groups</li> </ul> <p><u>Fleet Services</u></p> <ul style="list-style-type: none"> <li>• H&amp;S Continuous Improvement working groups</li> </ul> <p><u>Solid Waste</u></p> <ul style="list-style-type: none"> <li>• Town Hall meetings at all work-sites annually with General Manager and Directors (last two years)</li> </ul> <p><u>Office of the Chief Corporate Officer</u></p> <ul style="list-style-type: none"> <li>• "Let's Chat" program (The Let's Chat initiative is a CCOO wide program, involving 15 to 20 people at a time and will provide the opportunity for staff to interact with the Chief Corporate Officer and other peer colleagues to share and exchange ideas and provide feedback on what the division has achieved and what is planned for the future. The outcome is to get feedback from employees that will be used to support business plan initiatives for the future.)</li> </ul> <p><u>Toronto Public Health</u></p> <ul style="list-style-type: none"> <li>• Engagement Survey (2010 and 2013) – 2010 results on line</li> <li>•</li> </ul> <p><u>Parks</u></p> <ul style="list-style-type: none"> <li>• Request feedback from employees who operate equipment when purchasing new equipment</li> </ul> <p><u>MLS</u></p> <ul style="list-style-type: none"> <li>• New committees/working groups including Training Advisory Committee, Policy and Procedures Working Group, Customer Service Improvement Team, Uniform Apparel Working Group, United Way Team, Employee Recognition, and the Social Committee.</li> </ul> <p><u>EMS</u></p> <ul style="list-style-type: none"> <li>• Numerous joint committees, including Labour</li> </ul>
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	<p>Management Committee, MSD Committee, Equipment Committee, Delay in Service Committee, Uniform Committee, Divisional H &amp; S Committee, Awards Committee, Paramedic Program Committee, Faculty Liaison Committee</p> <p><u>Corporate Security</u></p> <ul style="list-style-type: none"> <li>• Employee representation in/on committee</li> <li>• Survey</li> <li>• Newsletter- communication</li> <li>• Health risk assessment survey</li> <li>• Toronto public service week</li> <li>• Wellness program</li> <li>• Annual civic run</li> </ul> <p><u>SS&amp;HA</u></p> <ul style="list-style-type: none"> <li>• More frequent meetings at all levels to support staff through change management process soliciting staff feedback, recommendations and ideas</li> </ul>
<p><b>Clearly defining employees 'duties &amp; responsibilities</b></p>	<ul style="list-style-type: none"> <li>• Clear job descriptions – additional information explaining roles &amp; responsibilities</li> <li>• Standard operating procedures</li> <li>• Standard operating guidelines</li> <li>• Chief's communiqués</li> <li>• Staff handbooks</li> <li>• Standards of employee conduct</li> <li>• Daily duty sheets outlining daily responsibility (Parks)</li> </ul> <p><u>Corporate Security</u></p> <ul style="list-style-type: none"> <li>• Realistic job preview</li> <li>• Focus on "why" we do what we do</li> </ul>
<p><b>Promoting work - home balance</b></p>	<p><u>TESS</u></p> <ul style="list-style-type: none"> <li>• Accumulated Day Off (ADO) program</li> </ul> <p><u>EMS</u></p> <ul style="list-style-type: none"> <li>• Shift choices and modifications</li> </ul> <p><u>Fire Services</u></p> <ul style="list-style-type: none"> <li>• 24 hour shift program for fire fighters which supports work/ life balance</li> <li>• Compressed work week for support divisions</li> <li>• Ability to switch shifts</li> </ul>
<p><b>Encouraging respectful and non-derogatory behaviors</b></p>	<p><u>TESS</u></p> <ul style="list-style-type: none"> <li>• Annual review of Safety &amp; Service Protocol, Workplace Violence, Domestic Violence policies etc</li> <li>• Case conferences (regarding interactions with clients and/or agencies)</li> </ul>

	<ul style="list-style-type: none"> <li>• Team meeting discussions</li> <li>• Code of conduct</li> </ul> <p><u>PF&amp;R</u></p> <ul style="list-style-type: none"> <li>• Code of conduct</li> <li>• Suspension and Ban Policy</li> </ul> <p><u>Solid Waste</u></p> <ul style="list-style-type: none"> <li>• Annual one day In-Service Training for staff re policies and public relations, e.g. Workplace Violence Policy, dealing with the public</li> </ul> <p><u>Corporate Security</u></p> <ul style="list-style-type: none"> <li>• Create a team culture within the unit</li> <li>• Creation of a security unit culture</li> <li>• True security guard image</li> <li>• New employee introduction/monthly employee profile</li> </ul>
<b>Managing workloads</b>	<p><u>TESS</u></p> <ul style="list-style-type: none"> <li>• In-house training to support staff i.e.: SAIL training</li> <li>• Intranet access to tools and resources for staff to access</li> <li>• Staff development</li> <li>• Guest speakers</li> <li>• Team concept to support one another</li> </ul>
<b>Allowing continuous learning</b>	<p><u>TESS</u></p> <ul style="list-style-type: none"> <li>• job shadowing program for front line staff</li> <li>• mentoring program for management</li> <li>• external training budget and in house training modules</li> <li>• established partnerships with agencies and outside resources</li> <li>• opportunities for lateral moves to other locations within the division some having different roles</li> </ul> <p><u>PF&amp;R</u></p> <ul style="list-style-type: none"> <li>• Corporate membership in Parks &amp; Recreation Ontario, Ontario Parks Association</li> <li>• Community Recreation has a Staff Development Functional Team with a Sub Committee focussed on Mental Health Promotion. This working group, in combination with Public Health, their resources and Staff Support is creating a series of training for all levels of staff (drafts of training provided)</li> </ul> <p><u>TPH</u></p> <ul style="list-style-type: none"> <li>• DISC, a TPH Learning Committee initiative on</li> </ul>

	<p>workplace conflict management</p> <p><u>Solid Waste</u></p> <ul style="list-style-type: none"> <li>• Talent Management Program: opportunities for employees to have experience and training in other areas of SW</li> <li>• Talent Management Mentoring for new managers</li> </ul> <p><u>EMS</u></p> <ul style="list-style-type: none"> <li>• Structured continuing education sessions for management and support staff</li> <li>• Tuition reimbursement</li> <li>• Field training Officer (FTO) program – reassignment from operations to education to assist in program delivery)</li> </ul> <p><u>Corporate Security</u></p> <ul style="list-style-type: none"> <li>• Career planning</li> <li>• Mentorship</li> <li>• Staff training</li> <li>• Self-assessment quiz</li> <li>• Webinar</li> <li>• Weekly emails</li> <li>• Working wellness newsletter</li> </ul> <p><u>SS&amp;HA Hostel Services</u></p> <ul style="list-style-type: none"> <li>• Psychological First Aid training for front-line supervisors and staff in consultation with TPH (also Streets to Homes)</li> <li>• Yearly health and safety events at each site emphasizing wellness as well as injury prevention</li> <li>• Intact training at shelter sites focusing on mental health promotion such as Building Psychological Safety in the Workplace</li> </ul>
<p><b>Having conflict resolution practices in place</b></p>	<p><u>TESS</u></p> <ul style="list-style-type: none"> <li>• Annual training H&amp;S policies and Safety &amp; Service protocols</li> </ul> <p><u>Fire and Parks</u></p> <ul style="list-style-type: none"> <li>• Union involvement in addressing worker/worker conflicts</li> </ul> <p><u>LTCH&amp;S</u></p> <ul style="list-style-type: none"> <li>• Union involvement in addressing worker/worker or supervisor/worker conflicts at an early stage</li> </ul> <p><u>EMS</u></p>

	<ul style="list-style-type: none"> <li>• Monthly labour/management committee meetings to bring forth issues, concerns, information for discussion, clarification and resolution</li> </ul> <p><u>Corporate Security</u></p> <ul style="list-style-type: none"> <li>• Supervisor working with staff, walking in their shoes</li> <li>• Peer support workers</li> </ul>
<p><b>Recognizing employees' contributions effectively</b></p>	<p><u>TESS</u></p> <ul style="list-style-type: none"> <li>• Weekly posting of success stories</li> <li>• Employee recognition - formal and informal</li> <li>• Recognition activities for unique situations i.e.: ice storm</li> <li>• Acknowledgement letters from Managers, Director or General Managers office</li> </ul> <p><u>Solid Waste</u></p> <ul style="list-style-type: none"> <li>• Letter and small gift for perfect attendance</li> <li>• Embarking on a new recognition program for front line staff, e.g. good customer relations, which has been agreed to with management and union – to be launched within the next month</li> </ul> <p><u>Fire Services</u></p> <ul style="list-style-type: none"> <li>• Recognition – rescue and merit award for actions outside the workplace or could include action within the workplace</li> </ul> <p><u>Office of the Chief Corporate Officer</u></p> <ul style="list-style-type: none"> <li>• People and Culture Committee "Cause for Applause Recognition Awards"</li> </ul> <p><u>Community Recreation</u></p> <ul style="list-style-type: none"> <li>• RISE (Recognize and Invest in Staff Excellence) program</li> <li>• E-bulletins re accomplishments</li> </ul> <p><u>Divisional health and safety recognition events</u></p> <ul style="list-style-type: none"> <li>• SS&amp;HA</li> <li>• Facilities Management BBQ</li> <li>• Transportation Services and Toronto Water Pizza Lunches for injury-free achievements</li> </ul> <p><u>EMS</u></p> <ul style="list-style-type: none"> <li>• Stork award (delivery), Lightning Bolt award (successful resuscitation)</li> <li>• Reuniting patients with paramedics/EMDs after particularly noteworthy calls (e.g. Eaton Centre)</li> </ul>

	<p>shooting)</p> <ul style="list-style-type: none"> <li>• Annual divisional awards (Valour, Merit, Chief's Award, paramedic of the Year)</li> <li>• Write-ups in EMS Today newsletter</li> </ul> <p><u>Corporate Security</u></p> <ul style="list-style-type: none"> <li>• Good job email/check-ins</li> <li>• Service anniversary recognition</li> <li>• Employee of the year</li> <li>• Create a legend- recognition</li> <li>• Client feedback</li> </ul> <p><u>SS&amp;HA Housing and Homelessness Support</u></p> <ul style="list-style-type: none"> <li>• Social events celebrating special events and staff milestones</li> </ul>
<p><b>Increasing employee capacity to manage stress and emotional challenges</b></p>	<p><u>TESS</u></p> <ul style="list-style-type: none"> <li>• General information on wellness on intranet</li> <li>• Annual activity challenge</li> <li>• Encouragement of participation in Corporate Mentoring Program and One-on-One mentoring at schools</li> </ul> <p><u>Fire and EMS</u> Peer Support Programs</p> <p><u>TPH</u> TPH - 'Workplace Mental Health'</p> <ul style="list-style-type: none"> <li>• Peer 2 Peer-a peer support program for all TPH employees to help build a culture of support day-to-day and in emergency operations</li> <li>• Occupational Stress Reactions workshops (Vicarious Trauma, Compassion Fatigue, Burnout)</li> <li>• Consultation with staff -MHNCs provide one-on-one &amp; team level mental health promotion- related consultations to TPH staff</li> </ul> <p><u>EMS</u></p> <ul style="list-style-type: none"> <li>• Staff Psychologist</li> <li>• Corporate rate for Goodfide membership "Fit for Duty"</li> <li>• Development of healthy recipe book</li> <li>• Lunch time walking groups</li> </ul> <p><u>SS&amp;HA</u></p> <ul style="list-style-type: none"> <li>• Coordinated response to support staff after the occurrence of a traumatic event (such as sudden death of shelter client) with TPH, EAP and external</li> </ul>

	<p>community partner agencies</p> <p><u>SS&amp;HA Housing and Homelessness Support</u></p> <ul style="list-style-type: none"> <li>• Peer to Peer support amongst management when managing complex staffing issues</li> <li>• Team building exercise like Myers Briggs to help staff gain insight on different communication and work styles to better understanding</li> </ul> <p><u>SS&amp;HA Streets to Homes</u></p> <ul style="list-style-type: none"> <li>• Wellness days where staff are provided with info on resources – EAP, union, benefits program, etc)</li> <li>• Seeking opportunities to limit staff exposure to most intense front line roles by rotating assignments both within units and across the division</li> </ul>
<p><b>Psychological safety/physical safety</b></p>	<p><u>TESS</u></p> <ul style="list-style-type: none"> <li>• Corporate Security at all locations</li> <li>• Telephone directory (corporate)</li> <li>• Community Waiver Protocol</li> <li>• Safety Flag database</li> <li>• Safety &amp; Service information and annual training</li> <li>• High tech booths</li> <li>• Trespass orders (clients and non clients)</li> <li>• Inappropriate behavior addressed</li> <li>• Local JHSC &amp; Advisory Committee</li> </ul> <p><u>Fire Services</u></p> <ul style="list-style-type: none"> <li>• Wellness Program: addresses health and safety, including appropriate health care to support general well-being</li> <li>• Supervisors do safety tailgate session as appropriate</li> </ul> <p><u>EMS</u></p> <ul style="list-style-type: none"> <li>• Lighting and "emergency" call buttons in parking lots</li> <li>• AEDs</li> <li>• Training for operations staff in situational awareness. Delay in Service Policy and Procedure</li> <li>• Stress leave language in collective agreement for paramedics following difficult call (Article 45.07)</li> </ul> <p><u>Parks, Toronto Water, Solid Waste, etc</u></p> <ul style="list-style-type: none"> <li>• Tailgate safety talks</li> </ul> <p><u>Corporate Security</u></p> <ul style="list-style-type: none"> <li>• Unit wide police and application</li> <li>• Schedules</li> <li>• Staffing/casual</li> <li>• Equitable supervision</li> </ul>

	<ul style="list-style-type: none"><li>• Face-to-face time</li><li>• True performance appraisals</li><li>• Security awareness program</li></ul>
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