



**Healthy Workplace**

# **Strategic Plan 2019-2022**

A Holistic Approach to Supporting  
Faculty & Staff Well-Being and  
Building a Thriving Workplace



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# MESSAGE FROM THE PRESIDENT

Dear Members of the Carleton Community,

I am pleased to present our **Healthy Workplace Strategic Plan 2019-2022**. This important document lays out a holistic vision of health on campus, and defines the areas of focus, goals and actions that the Healthy Workplace Committee and the Healthy Workplace Champions will implement with the support of all senior leaders at the university.

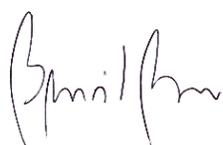
Carleton's Healthy Workplace initiative has already been part of our campus life for a decade. Over that time, we have learned that a healthy workplace is much more than just physical health. As such, this Plan identifies four key dimensions of well-being: Mental, Physical, Social and Professional. The Plan outlines how these areas will be supported through Planning and Assessment, Faculty and Staff Engagement, Awareness, Literacy and Education, as well as Leadership. It provides benchmarks to measure our progress as we work through the three-year plan.

At Carleton and across society, we are experiencing a growing awareness of the prevalence and serious impact of mental health issues in the workplace. Already, we have done important work towards de-stigmatizing mental illness: Our award-winning Student Mental Health Framework; adopting Excellence Canada's *Mental Health at Work*<sup>®</sup> framework; and our recent commitment to the Mental Health Commission of Canada's National Standard for Psychological Health and Safety in the Workplace. We have made progress, but we must continue to improve how we meet the needs of all members of our diverse campus community.

The world is increasingly complex, and the pace of change in our modern societies compounds the challenge of living a balanced and healthy life. At Carleton we value resilience, and we are a caring community where we support each other. The **Healthy Workplace Strategic Plan 2019-2022** is our commitment to continuous improvement in building a thriving, healthy workplace.

Thank you to everyone who contributed to this important initiative.

Sincerely,



Benoit-Antoine Bacon  
President and Vice-Chancellor  
Professor of Psychology  
Carleton University

# BACKGROUND

## Building a Healthy Workplace at Carleton University

Carleton University is committed to fostering a Healthy Workplace for its faculty and staff, which encompasses physical and mental health, social connections, professional development and work-life balance. It recognizes that individual health practices, as well as the workplace environment, collectively contribute to each faculty and staff member's personal success and positive contribution to the university's mission.

In 2009, Carleton adopted Excellence Canada's *Healthy Workplace*<sup>®</sup> framework as a beacon to guide us through our Healthy Workplace journey in promoting a culture of holistic health and wellness. In 2014, Carleton adopted Excellence Canada's *Mental Health at Work*<sup>®</sup> framework to enhance our focus on mental health and committed to implementing the Mental Health Commission of Canada's National Standard for Psychological Health and Safety in the Workplace (the Standard). This Standard was developed to lay the groundwork for Canadian employers looking to address mental health issues in their workplace and continues to guide Carleton in fostering a psychologically healthy and safe work environment.

In that same year the Healthy Workplace Committee developed and launched a three-year Healthy Workplace Plan, titled "*Healthy Conversations, Healthy Relationships, Healthy People, Healthy Community*". This Plan identified three strategic areas of focus: health promotion, work-life balance, and mental health.

Since its inception Healthy Workplace celebrated many successes. Evaluations showed increases in the awareness and participation in Healthy Workplace events, activities and programming. At the same time, ongoing faculty and staff feedback, as well as emerging research, pointed to the need for still more focus on mental health programming.

As a result, in 2015 the Committee developed and launched a four-year Workplace Mental Health and Well-Being Strategy. In the three years since, the Committee has made progress and has had an impact on integrating mental health initiatives within the Healthy Workplace. However, there is more work to do.



In guiding the development of the 2019-2022 Strategic Plan, members of the Carleton community, including the Healthy Workplace Committee, Healthy Workplace Champions, faculty and staff, were asked to envision what Carleton's ideal Healthy Workplace would look like and what a healthy workplace meant to them. There were many recurring themes. But above all, we heard a desire for a more holistic view of health – one that does not differentiate mental health from overall health. Thus, the Healthy Workplace Strategic Plan for 2019-2022 continues to build on the strong foundation that has been established and sets out to further integrate all aspects of well-being in fostering a truly holistic healthy workplace.

**This Strategic Plan lays out the vision, areas of focus, goals and actions for Carleton's Healthy Workplace Committee over the next four years, from 2019 to 2022.**

# MISSION, VISION & GUIDING PRINCIPLES

## Healthy Workplace Mission

Healthy Workplace encourages Carleton University faculty and staff to champion positive physical and mental health, build meaningful social connections, foster personal and collective resilience, explore opportunities for personal growth, and enjoy work-life balance.

## Healthy Workplace Vision

Carleton University is an exemplary workplace where all faculty and staff thrive both as individuals and as a community.

## Healthy Workplace Guiding Principles

Carleton University develops and maintains policies, practices and programs that contribute to a physically and psychologically safe and healthy workplace based on the following Guiding Principles:

**Guiding Principle 1:** Both the institution and the individual play key roles in promoting and maintaining a physically and psychologically safe and healthy workplace.

**Guiding Principle 2:** A physically and psychologically safe and healthy workplace is based on a culture of respect, trust, honesty, fairness and inclusivity.

**Guiding Principle 3:** Workplace health and well-being initiatives are based on best practices and are regularly reviewed and evaluated in order to sustain a supportive culture and relevant programming.

# DIMENSIONS OF WELL-BEING

The Healthy Workplace Committee recognizes that there are various dimensions that can influence an individual’s well-being and thereby impact a Healthy Workplace culture. These dimensions are not independent, but rather interdependent and interconnected. The following dimensions of wellness that impact health and well-being will assist in developing Healthy Workplace programming and planning.

## Mental

Mental health is about fostering the development of positive mental health by supporting individual and collective resilience, creating supportive and inclusive environments and addressing the influence of the broader determinants of mental health within the workplace.



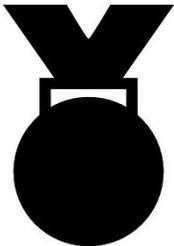
## Physical

Physical health includes everything ranging from the absence of disease to fitness level. While physical health consists of many components, there are some key areas that should be addressed, including: physical activity, nutrition and diet, medical self-care, rest and sleep, physical safety, and hydration.



## Professional

A healthy work environment is created when employees are given opportunities for personal, intellectual and professional growth in a manner where resources are perceived to be fairly distributed. Collaboration and conversations are key to this dimension and lead to employees being “professionally” healthy.



## Social

Social health fosters a sense of uniqueness as well as belonging and purpose. Culture is created, reinforced, and sustained by ongoing patterns of relationships and communications that are known to have an important influence on psychological health and safety. The ability of the culture to adapt to increasing diversity is also essential to social health. Social connections and community are imperative for social health.



# AREAS OF FOCUS

For the purpose of this Strategic Plan, the Healthy Workplace Committee identified the following four areas of focus integral to building a Healthy Workplace:

- Planning & Assessment
- Faculty & Staff Engagement
- Awareness, Literacy & Education
- Leadership

Below is a model demonstrating how these four areas contribute to building a Healthy Workplace, defined by the four dimensions of well-being.



## Planning & Assessment

Planning and Assessment focuses on the development, implementation and assessment of the Healthy Workplace Strategic Plan, and on the design, activities and evaluation of Healthy Workplace programs.

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*Goal: To plan based on needs of faculty and staff, guiding principles, dimensions of wellness and best practices, and to monitor, evaluate and report on the progress in meeting defined goals.*

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### **Strategic Actions:**

- Establish, document, implement, and maintain a psychological health and safety management system and continually improve its effectiveness in accordance with the requirements of the National Standard for Psychological Health and Safety in the Workplace. The strategic pillars of the psychological health and safety system are prevention of harm, promotion of health and continuous improvement.
- Conduct needs assessments around knowledge and skill-enhancing programs for faculty and staff.
- Conduct assessments to identify psychological health and safety hazards and risk factors.
- Promote, develop and/or revise organizational policies that impact workplace health and well-being and support work-life balance.
- Develop Healthy Workplace programming that meets the ongoing and future needs, recognizing that there is no one-size-fits-all solution. Explore and employ best practices.
- Track and analyze key performance measures and use trend data to inform ongoing planning.

## Faculty & Staff Engagement

Faculty & Staff Engagement examines how faculty and staff are encouraged, supported and enabled to participate in Healthy Workplace programming and other opportunities on campus. This also involves identifying and eliminating barriers to participation in programming and to seeking assistance.

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*Goal: To foster and support an environment that encourages faculty and staff to be actively engaged in activities and initiatives that contribute to a healthy workplace.*

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### **Strategic Actions:**

- Enhance faculty and staff awareness of options available to them which support achieving work-life balance.
- Continue to develop and implement workplace mental health initiatives and robust training opportunities.
- Continue to expand Healthy Workplace workshops, events and activities.
- Further engage and empower the Healthy Workplace Champion network.
- Explore new ways to engage faculty, as well as new staff.
- Identify and eliminate barriers to participation and to seeking assistance.
- Enhance a supportive workplace where there is an understanding of faculty and staff roles and responsibilities to contribute to a Healthy Workplace at all levels of the university, with specific emphasis on those who manage people and their relationships.
- Provide opportunities for faculty and staff to participate in decisions that impact their work.
- Integrate initiatives to explore the relationship between healthy workplace and the promotion of human rights, inclusivity and Indigeneity in the workplace.

## Awareness, Literacy & Education

Carleton University offers a variety of workshops, information sessions, training, and professional development opportunities for faculty and staff in support of a healthy workplace and personal development.

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*Goal: To build capacity to ensure that faculty and staff have the knowledge, skills and attitudes to support a Healthy Workplace.*

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### **Strategic Actions:**

- Enhance awareness of the many causes of physical and mental health problems and the factors that support well-being and resilience.
- Work to minimize stigma around mental health problems, including substance use disorder, that can act as barriers to individuals feeling valued, contributing fully to Carleton University's mission and to seeking help when needed.
- Continue to partner with Learning & Professional Development to (a) support mental health across campus, with a focus on supporting and building resilience, (b) offer opportunities for faculty and staff to identify ways to support self and others, and (c) help managers build healthy and supportive work environments.
- Support departments in change management initiatives.
- Promote campus-wide awareness of the resources that are available to support faculty and staff who may be experiencing mental health issues or other health-related problems.
- Collaborate with the Department of Equity Services, and support initiatives that focus on fostering a workplace culture that is respectful and characterized by trust, honesty, fairness and inclusivity.

## Leadership

A healthy workplace is supported through involvement by leaders at all levels within the university. People in leadership roles reinforce the development and sustainability of a healthy workplace environment.

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***Goal:** To ensure the sustainability and ongoing quality of the university's Healthy Workplace initiative through active support from leaders at all levels and by playing a leadership role in workplace well-being in Ottawa and beyond.*

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### **Strategic Actions:**

- Encourage leaders at all levels of the university to take an active role in the support of Healthy Workplace through participation in planning and activities.
- Ensure continued planning and commitment of financial, human and other resources, for the Strategic Plan and related programs.
- Seek out new ways to support managers in supporting others and caring for themselves.
- Regular reporting to leaders and the entire Carleton community on the progress of the Healthy Workplace Strategic Plan and trends.
- Ensure psychological health and safety is considered in decision-making and strategic planning. Psychological health and safety includes the integration of equitable and Indigenous concerns.
- Continue to be a leader in healthy workplace and workplace mental health in Ottawa and beyond.

# MEASURING OUR SUCCESS

The Healthy Workplace Committee conducts faculty and staff needs assessments to measure and determine organizational mental health and safety, as well as knowledge and skill-enhancing programs for faculty and staff. Needs assessments and program evaluations also assist the Committee to identify gaps and emerging issues and to guide policy and programming recommendations.

Carleton University has adopted the *Healthy Workplace*<sup>®</sup> and *Mental Health at Work*<sup>®</sup> frameworks from Excellence Canada, which serve as roadmaps to encourage, support and implement exemplary health-related programs in the workplace. As of May 2018, Carleton has achieved platinum *Healthy Workplace*<sup>®</sup> and silver *Mental Health at Work*<sup>®</sup> certifications, the first Canadian post-secondary institution to accomplish these milestones.

The Healthy Workplace Committee also uses a variety of Key Performance Measures to track our progress. These measures will provide an indication of the impact of the Healthy Workplace Strategic Plan.

## Key Performance Measures

- Healthy Workplace Program Participation and Evaluation
- Employee Engagement and Customer Satisfaction Survey results. Where possible, such engagement should be assessed across population disaggregated employment equity demographic segments.
- Overall Health Benefits Usage Trends
- Employee & Family Assistance Program Usage Trends
- Sick Leave and Annual Leave Usage Trends
- Excellence Canada *Healthy Workplace*<sup>®</sup> and *Mental Health at Work*<sup>®</sup> certifications

# GOING FORWARD

The goals, guiding principles and dimensions of well-being outlined in this Healthy Workplace Strategic Plan have been developed through the insights and guidance of a cross-section of Carleton’s faculty and staff. It is the Healthy Workplace Committee’s hope and intention that this Plan will continue to serve our community in its collective efforts to provide, support and enhance a supportive and respectful workplace for all to work, thrive and contribute in meaningful ways.

As we work through the Strategic Plan, the Healthy Workplace Committee will provide annual updates to the Carleton community about our progress and will gather feedback to inform our programming so that our activities meet the needs of the community that this Plan supports.

This holistic approach will help us to support faculty and staff well-being, and to build a thriving workplace at Carleton University.

