



**Opening  
Minds**

MENTAL HEALTH  
COMMISSION  
OF CANADA

# Integrating Psychological Health and Safety in the Workplace

**Workbook**



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Integrating Psychological Health and Safety in the Workplace – Workbook  
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# Module 1- Strategic Overview of PHS Integration

## A Psychologically Healthy and Safe Workplace

A workplace that promotes workers’ psychological well-being and actively works to prevent harm to worker psychological health, including in negligent, reckless, or intentional ways.

Resources:

National Standard of Canada for Psychological Health and Safety – CSA Z1003

International Standard for Psychological Health and Safety – ISO 45003

### Four Questions

1. Does your organization have a process in place to identify PHS risks and manage them?

|     |   |   |   |   |   |      |
|-----|---|---|---|---|---|------|
| Low | 1 | 2 | 3 | 4 | 5 | High |
|-----|---|---|---|---|---|------|

2. How well does your organization communicate PHS policies and practices to all employees?

|     |   |   |   |   |   |      |
|-----|---|---|---|---|---|------|
| Low | 1 | 2 | 3 | 4 | 5 | High |
|-----|---|---|---|---|---|------|

3. How effectively does your organization collect and act on employee feedback related to PHS?

|     |   |   |   |   |   |      |
|-----|---|---|---|---|---|------|
| Low | 1 | 2 | 3 | 4 | 5 | High |
|-----|---|---|---|---|---|------|

4. How often does leadership demonstrate a commitment to PHS in decision-making and organizational strategy?

Low    1    2    3    4    5    High

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## Areas of Focus and 10 elements



### Risk

- Mental health awareness, promotion, and supports
- Risk assessment and control
- Emergency preparedness and response



### People

- Human rights and employment standards
- Equity, diversity, and inclusion
- Ability management
- Worker lifecycle



### Leadership

- Policy and strategy
- Managing change
- Leadership development and competencies

## PHS Management System



## Challenges to Integrating PHS and possible solutions

Limited resources

Resistance


Reactive vs proactive approaches



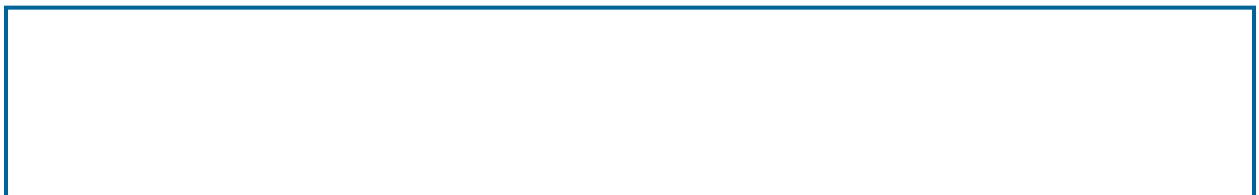
Lack of awareness



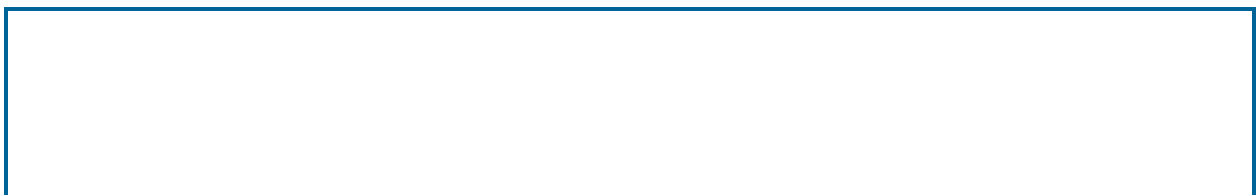
Lack of clear process



Gaps in accountability



Changes in leadership and priorities



## Guiding Questions

The guiding questions in this reference are for your use during the Opening Minds Integrating Psychological Health and Safety in the Workplace course. They are NOT to guide your integration efforts in your workplace.

To effectively integrate PHS across your workplace systems, learn and refer to the Opening Minds PHS Integration Framework.

These questions are to help you understand the concepts related to PHS integration and how to recognize their presence – or absence – at various stages in the PHS management cycle.

You can refer to these guiding questions during scenarios, reflection, group discussions, and problem solving. They should help you know where to start.

## Risk: Focus on Mental Health Awareness, Promotion, and Support

---

### **Commitment, Leadership, and Participation**

Are there leaders actively promoting mental health awareness and support within the organization?

How does the organization demonstrate a commitment to mental health promotion through visible leadership actions?

---

### **Planning**

Are mental health awareness and support programs planned in alignment with broader organizational strategies?

Is there a structured plan for promoting mental health awareness across all levels of the organization?

---

### **Implementation**

Are mental health promotion programs and support services being implemented consistently across the organization?

How are employees made aware of available mental health resources during the implementation stage?

---

### **Evaluation and Corrective Action**

Is the impact of mental health awareness programs evaluated regularly, and are improvements made where needed?

How does the organization ensure that employees are receiving adequate psychological support through these programs?

---

### **Management Review**

Are mental health promotion and support initiatives reviewed to assess their alignment with organizational goals?

How is feedback from employees used to update and improve mental health awareness and support programs?

---

## Risk: Focus on Risk Assessment and Control

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### **Commitment, Leadership, and Participation**

Does the organization have a clear commitment from leadership to prioritize risk assessment and control related to psychological health?

---

Are employees involved in identifying and addressing psychological risks in the workplace?

---

### **Planning**

Are psychological risks assessed and prioritized during the planning stage?

---

Are there specific risk control measures included in the planning process to address psychological health issues?

---

### **Implementation**

Are psychological health risks being actively managed and controlled during the implementation of PHS initiatives?

---

How does the organization monitor and respond to emerging psychological risks during the implementation phase?

---

### **Evaluation and Corrective Action**

Is the effectiveness of psychological risk controls evaluated regularly, and are adjustments made as needed?

---

Are employees given the opportunity to provide feedback on whether the controls for psychological risks are effective?

---

### **Management Review**

Are psychological risk management processes reviewed as part of the management review cycle?

---

How does the management review incorporate lessons learned from risk assessments to improve future PHS integration?

---

## Risk: Focus on Emergency Preparedness and Response

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### **Commitment, Leadership, and Participation**

Is psychological health integrated into the organization's emergency preparedness and response plans?

Are leaders demonstrating a commitment to psychological health during crises by providing mental health resources and support?

---

### **Planning**

Are psychological health risks considered during the planning of emergency preparedness initiatives?

Does the organization have a plan to provide psychological support to employees during emergencies or crises?

---

### **Implementation**

Are psychological health considerations integrated into the implementation of the organization's emergency response procedures?

How are employees informed about the psychological health resources available during emergencies?

---

### **Evaluation and Corrective Action**

Is the effectiveness of the organization's psychological health supports during emergencies evaluated regularly?

What corrective actions are taken to improve the organization's psychological health response in emergencies?

---

### **Management Review**

Is the psychological health component of the organization's emergency preparedness plans reviewed as part of the management review process?

How does the organization incorporate feedback from past emergencies to improve psychological health supports?

---

## People: Focus on Human Rights and Employment Standards

---

### **Commitment, Leadership, and Participation**

Is leadership committed to upholding human rights and employment standards that support psychological health and safety?

---

Are employees informed about their rights and how these align with the organization's PHS policies?

---

### **Planning**

Are human rights and employment standards considered during the planning of PHS initiatives?

---

How are PHS initiatives aligned with national or international employment standards related to psychological health?

---

### **Implementation**

Are human rights and employment standards enforced to support psychological health during the implementation of PHS initiatives?

---

How are managers trained to uphold human rights standards in relation to psychological health?

---

### **Evaluation and Corrective Action**

Are human rights and employment standards regularly reviewed to ensure alignment with PHS goals?

---

How does the organization take corrective action when human rights violations related to psychological health occur?

---

### **Management Review**

Is the organization's approach to human rights and employment standards in relation to PHS reviewed as part of the management review process?

---

How are updates to human rights and employment standards integrated into the organization's PHS policies?

---

## People: Focus on Equity, Diversity, and Inclusion (EDI)

---

### **Commitment, Leadership, and Participation**

Is leadership committed to ensuring equity, diversity, and inclusion in all PHS initiatives?

---

How does the organization promote EDI as part of its commitment to psychological health and safety?

---

### **Planning**

Are EDI principles included in the planning of PHS initiatives to ensure all employees feel represented and supported?

---

How are EDI considerations incorporated into planning to address psychological health needs across diverse employee groups?

---

### **Implementation**

Are EDI practices actively applied during the implementation of PHS initiatives to ensure inclusivity?

---

How does the organization ensure that EDI principles are embedded in daily operations during the implementation stage?

---

### **Evaluation and Corrective Action**

Are EDI initiatives evaluated for their impact on psychological health, and are improvements made where needed?

---

How does the organization address gaps in EDI practices that may impact psychological health?

---

### **Management Review**

Is the organization's commitment to EDI reviewed regularly to ensure it aligns with PHS objectives?

---

How are lessons learned from EDI evaluations used to improve PHS initiatives?

---

## People: Focus on Ability Management

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### **Commitment, Leadership, and Participation**

Is leadership committed to ensuring that employees with disabilities receive appropriate psychological health support and accommodations?

---

How does the organization ensure that ability management is integrated into PHS initiatives for all employees?

---

### **Planning**

Are ability management practices included in the planning of PHS initiatives to support employees with disabilities throughout their employment?

---

How are psychological health needs considered when planning accommodations for employees with disabilities?

---

### **Implementation**

Are ability management practices actively applied during the implementation of PHS policies to ensure that employees with disabilities receive consistent support?

---

How is the organization ensuring that accommodations are maintained and adjusted as necessary during the implementation phase?

---

### **Evaluation and Corrective Action**

Is the effectiveness of ability management practices in supporting psychological health evaluated regularly, and are corrective actions taken when gaps are identified?

---

How are employees with disabilities involved in providing feedback on the effectiveness of ability management practices?

---

### **Management Review**

Is the management review process used to assess the effectiveness of ability management in relation to psychological health?

---

How does the organization update its ability management practices based on the findings from management reviews and feedback from employees?

---

## People: Focus on Worker Lifecycle

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### **Commitment, Leadership, and Participation**

Is leadership committed to supporting psychological health and safety throughout all stages of the worker lifecycle, from recruitment to retirement?

How does leadership ensure that psychological health is prioritized at key transition points, such as onboarding, promotion, and exit?

---

### **Planning**

Are psychological health considerations integrated into the planning for all stages of the worker lifecycle, including recruitment, onboarding, development, and exit?

How are employee transitions, such as promotions and retirements, planned to support psychological health?

---

### **Implementation**

Are PHS policies and programs applied consistently across all stages of the worker lifecycle to ensure psychological health is maintained?

How does the organization ensure that psychological health is supported during key transitions, such as onboarding or role changes?

---

### **Evaluation and Corrective Action**

Are PHS practices throughout the worker lifecycle regularly evaluated to ensure they are effectively supporting employees during transitions?

How are corrective actions taken to address gaps in psychological health support during key stages, such as exit interviews or promotion processes?

---

### **Management Review**

Is the integration of PHS across the worker lifecycle reviewed as part of the management review process to ensure alignment with organizational goals?

How are feedback and outcomes from different lifecycle stages, such as onboarding or retirement, used to update and improve PHS integration?

---

## Leadership: Focus on Policy and Strategy

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### **Commitment, Leadership, and Participation**

Is there a formal commitment to integrating PHS into organizational policies and strategies at the leadership level?

How are PHS policies communicated and supported by leadership across the organization?

---

### **Planning**

Are psychological health and safety considerations embedded in the organization's policy and strategy planning processes?

Is the development of policies aligned with ensuring long-term support for PHS initiatives?

---

### **Implementation**

Are policies being effectively implemented to promote psychological health across the organization?

How are policies translated into daily practices to ensure psychological health and safety is maintained?

---

### **Evaluation and Corrective Action**

Are the organization's policies and strategies regularly reviewed to assess their impact on psychological health and safety?

What corrective measures are taken when policies fail to adequately support psychological health?

---

### **Management Review**

Are PHS policies and strategies included in the organization's management review process to ensure continued alignment with organizational goals?

How is feedback from employees and leadership used to update PHS policies and strategies?

---

## Leadership: Focus on Managing Change

---

### **Commitment, Leadership, and Participation**

Is leadership demonstrating a clear commitment to managing change in ways that support psychological health and safety?

---

How are employees being engaged by leadership to participate in discussions and planning related to organizational change?

---

### **Planning**

Are psychological health and safety risks identified and assessed during the planning of organizational changes?

---

How are leadership competencies in managing change considered when planning for PHS integration during transitions?

---

### **Implementation**

Are leaders actively managing change in a way that minimizes psychological risks and ensures employees are supported through transitions?

---

How does leadership ensure that PHS policies are implemented during organizational changes, and that psychological health is prioritized?

---

### **Evaluation and Corrective Action**

Is the effectiveness of leadership in managing change evaluated in terms of psychological health outcomes for employees?

---

How are corrective actions taken when change management processes negatively impact psychological health?

---

### **Management Review**

Does the management review process assess how well leadership has managed change while maintaining psychological health and safety?

---

How are lessons from past organizational changes used to improve leadership's approach to managing future changes with PHS in mind?

---

## Leadership: Focus on Leadership Development Competencies

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### **Commitment, Leadership, and Participation**

Are leaders equipped with the necessary competencies to support and promote psychological health and safety within the organization?

---

How does leadership demonstrate commitment to ongoing PHS competency development?

---

### **Planning**

Does the organization's planning include leadership development to address psychological risks and promote mental health?

---

Are there specific plans in place to equip leaders with the skills to manage psychological health and safety issues?

---

### **Implementation**

Are leadership competencies being applied to actively support PHS initiatives during implementation?

---

Are leaders providing visible support and modeling appropriate behaviors to promote psychological health during implementation?

---

### **Evaluation and Corrective Action**

How frequently are leadership competencies for PHS evaluated, and are there systems in place for feedback?

---

Are there specific corrective actions taken when leadership is not meeting the expectations for promoting psychological health?

---

### **Management Review**

Does the management review process assess whether leadership competencies align with PHS objectives?

---

How does the organization update leadership development programs based on feedback from the management review process?

---

## Practice guiding questions

Step 1: Choose an element

Step 2: Consider your workplace

Step 3: Assess PHS integration at each stage of the Management Cycle

Step 4: Make note of what you know and don't

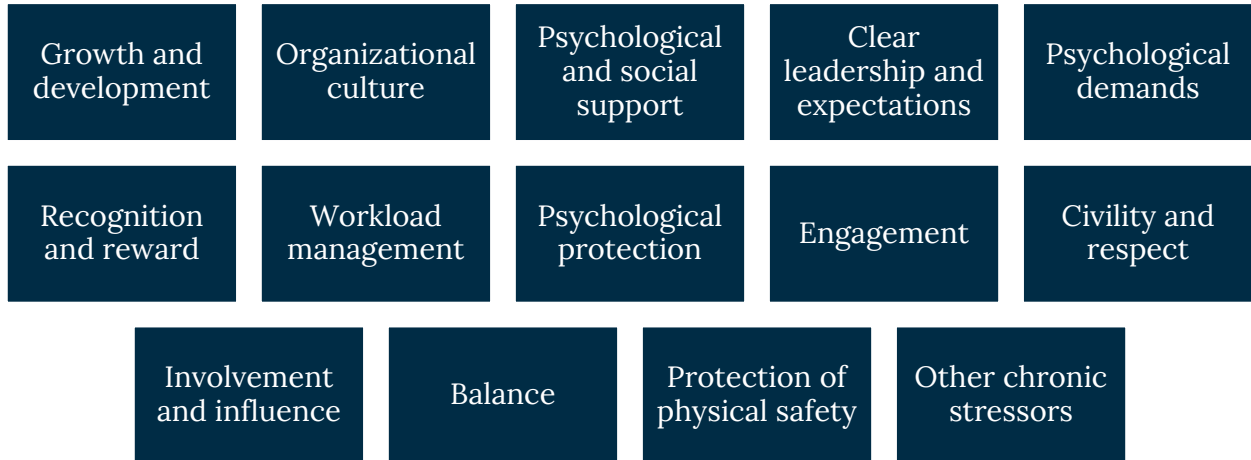
Step 5: Share back to the group

## Key takeaway

What is your key takeaway from this module?

# Module 2- Elements of Risk

## Psychosocial Factors



## Risk management process overview



## Risk Management Process Scenario

At Skyline Manufacturing, some workers were reporting high stress levels from long hours and unrealistic deadlines.

Recently, new machinery was installed. Workers received training on how to use it, but production quotas were not adjusted to allow for learning and a worker was injured while rushing. Following first aid, they were taken to hospital by ambulance.

Work resumed, leaving workers feeling anxious and unsupported.

Leadership announced they are dedicated to worker mental health and that mental health training would be offered to help with coping skills and resilience.

1. Where did Skyline Manufacturing fail in their risk management process?

2. What could have been done better to prepare for both everyday stress and changes?

3. What are possible solutions for Skyline Manufacturing to improve their risk management process and at which stage of the PHS Management System?

## **Integrating the Risk Elements**

### **Scenario 1 - High Workload and Burnout**

At XYZ Consulting, the HR manager is frustrated.

Results of the latest employee engagement survey show that workers and supervisors are reporting high levels of stress and burnout due to overwhelming workloads and unclear job expectations.

There's no structured way to monitor workload management or employee well-being. Leadership hasn't communicated clear strategies to address the rising stress levels, and despite communication of available mental health resources, aggregate reports from the benefits provider show low utilization rates.

## Scenario 2 - Lack of Mental Health Support After an Accident

At Delta Logistics, a serious workplace accident left several employees in shock.

The organization responded quickly to the physical aspects of the accident, but no mental health support was offered. Workers expressed anxiety and fear returning to work. Delta Logistics had an emergency response plan in place, and they followed it.

However, it did not include any psychological support for coworkers. Weeks after the accident, several workers were showing signs of anxiety and depression.

## Scenario 3 - Poor Communication of Mental Health Resources

At BrightTech, leadership believes mental health is important, but there's no structured promotion of available resources like Employee Assistance Programs (EAPs) or mental health workshops. Employees are often unaware of the mental health supports available to them, and leadership doesn't regularly communicate their commitment to mental health, leading to low engagement with the available resources.

1. Identify the strengths and gaps in the risk management process.

2. Propose practical solutions to integrate the elements into the PHS Management System – Where? When?

## Reflection and Action Planning

1. What gaps exist in your organization's risk management process regarding psychological health and safety?

2. What's one action you will take to embed better processes?

# Module 3 – People Elements

## Do you see this in your workplace?

What is one particular area for improvement that you have noticed in your organization?

## Crucial elements

Which of these elements do you think is the most crucial for creating a healthy and inclusive workplace?

EDI

Ability Management

Human rights

## Scenario – XYZ Corporation

XYZ Corporation is a mid-sized company where employees with disabilities report inconsistent accommodation, and diverse employees feel excluded from promotion opportunities. HR has introduced an EDI policy, but leadership hasn't prioritized it, and there's a disconnect between policy and practice.

- Group 1 is Human Resources. Focus on HR's role in implementing policies and ensuring fair treatment across the board.
- Group 2 is Leadership. Focus on leadership's responsibility to model inclusive behavior and prioritize EDI policies.
- Group 3 is Employees. Focus on employees' experience of exclusion, lack of opportunities for promotion, inconsistent accommodations, and how this affects their experience in the workplace.

1. How does the way that XYZ Corporation manages the People elements (EDI, human rights, ability management) affect employee well-being?

2. Discuss the impact that integrating PHS into the People elements can have on risk and KPIs.

3. Where should these elements be addressed in the PHS Management System?

Remember to assign a note taker and a presenter.

## 10 Questions

1. Why is promoting equity, diversity, and inclusion important for psychological health and safety in the workplace?
  - A) It ensures that workers feel respected and valued, reducing stress and increasing engagement.
  - B) It helps organizations meet legal requirements and avoid lawsuits.
  - C) It ensures that diverse teams work harder than homogenous teams.
  - D) It is a trend that organizations need to follow to stay competitive.

2. Which of the following practices best demonstrates an organization's commitment to supporting workers with disabilities?
  - A) Providing accommodations only after a formal request is submitted.
  - B) Including questions about accommodations during the recruitment process and offering proactive support.
  - C) Waiting for workers to approach HR with their specific needs before taking action.
  - D) Implementing a one-size-fits-all approach to accommodations across departments.

3. How does a lack of clear human rights policies impact psychological health and safety in the workplace?

- A) It leads to confusion among workers but has little impact on overall well-being.
- B) It may create a toxic environment where discrimination and unfair treatment go unaddressed, increasing stress and absenteeism.
- C) It allows workers to be more flexible in their behaviors, resulting in better work-life balance.
- D) It forces workers to rely more on HR for support, increasing engagement.

4. How can an organization best ensure that its recruitment process supports equity, diversity and inclusion?

- A) By prioritizing candidates who align with the existing culture, even if it lacks diversity.
- B) By using a standard template for all job postings, without tailoring them to underrepresented groups.
- C) By reviewing recruitment practices to remove biases and proactively seeking candidates from diverse backgrounds.
- D) By relying on worker referrals to fill vacancies.

5. Imagine your organization has strong EDI policies on paper, but many workers still report feeling excluded. What might be the underlying cause?

- A) Workers don't fully understand the policies.
- B) The policies aren't being effectively communicated and enforced at every level of the organization.
- C) Leadership is fully committed, but middle managers are not.
- D) The policies don't align with the company's mission.

6. An organization has successfully implemented an EDI policy and has seen improved engagement. However, workers with disabilities continue to face challenges. What is a possible next step?

- A) Extend the EDI policy to include a dedicated focus on ability management and ensure regular reviews of accommodations.
- B) Focus on retraining workers with disabilities to better integrate into existing structures.
- C) Implement a universal approach to accommodations without considering individual needs.
- D) Consider removing the EDI focus in favor of a new ability management initiative.

7. How can leaders play a more active role in embedding EDI and ability management across all stages of the worker lifecycle (recruitment, onboarding, development, and retention)?
- A) By ensuring policies are reviewed annually and delegating responsibility for implementation to the HR department.
  - B) By demonstrating inclusive behaviors, participating in recruitment and development processes, and actively promoting EDI and ability management practices.
  - C) By focusing primarily on recruitment and leaving development and retention strategies to managers.
  - D) By creating a standalone EDI committee and separating these efforts from broader strategic goals.

8. A worker who has been with the company for 15 years has developed a disability and requires accommodations. However, the leadership team is concerned that providing accommodations will lower productivity. What is the best course of action?
- A) Provide temporary accommodations but phase them out over time to maintain productivity.
  - B) Engage with the worker to explore reasonable accommodations that support their continued contribution while maintaining productivity.
  - C) Encourage the worker to consider early retirement to avoid any long-term disruptions.
  - D) Transfer the worker to a less demanding role without discussing their preferences.

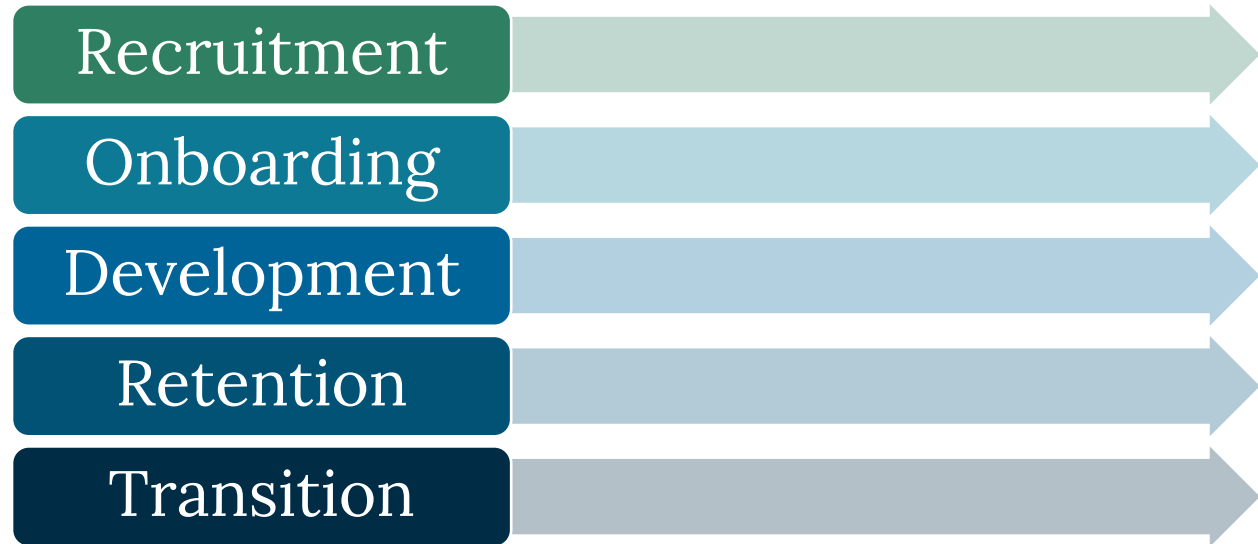
9. Your company has implemented a strong recruitment process to attract diverse candidates, but you've noticed high turnover among new hires from underrepresented groups. What might be the issue?

- A) The organization is not providing enough resources for onboarding and support to help new hires feel included.
- B) The recruitment process was too focused on diversity, and the new hires don't fit the company culture.
- C) The new hires lack the skills needed to succeed in the organization.
- D) The EDI policies are overemphasizing cultural differences, making the new hires feel uncomfortable.

10. An organization's EDI practices are well-established, but it struggles to accommodate workers at different stages of the worker lifecycle. What strategy would best address this challenge?

- A) Focus on providing accommodations only during the onboarding phase.
- B) Tailor support and accommodations at every stage—recruitment, onboarding, development, and retention—so workers receive the support they need at each phase.
- C) Create a separate process for dealing with worker issues as they arise, rather than addressing them through structured programs.
- D) Reduce the focus on EDI to concentrate more on productivity and bottom-line goals.

## Worker lifecycle



## Scenario – LMN Enterprises

LMN Enterprises is a mid-sized company that has implemented comprehensive strategies for equity, diversity, inclusion (EDI), human rights, and ability management. These efforts have led to several positive outcomes:

- **Equity, Diversity, and Inclusion:** LMN has developed targeted recruitment programs that increase diversity in hiring. They also offer regular unconscious bias training for all employees, and managers are evaluated on their commitment to diversity and inclusion.
- **Human Rights Policies:** The company has clear and consistently applied human rights policies, including a well-established process for reporting and addressing discrimination or harassment. Employee satisfaction surveys show high confidence in the fairness and transparency of these processes.
- **Ability Management:** Employees with disabilities report easy access to accommodation, and the company has created a streamlined process to request and receive support. LMN has also proactively updated physical spaces and technology to be more inclusive.
- **Worker Lifecycle:** LMN has embedded these principles across all stages of the worker lifecycle—from recruitment to retirement. Promotion pathways are transparent, and mentoring programs for underrepresented groups have improved retention.

- These efforts have led to increased employee engagement, reduced turnover among underrepresented groups, and positive feedback from employees with disabilities. LMN's next challenge is to continue building on these successes as the company grows.

1. What are the strengths of LMN's approach?

2. Which specific actions have contributed to success? Where in the PHS Management System?

3. How has LMS sustained positive outcomes?

4. What opportunities exist for continued growth and improvement within the PHS Management System?

## Reflection and Action Planning

Identify one concrete action you will take in your role to improve EDI, human rights, ability management, the worker lifecycle, or a combination of some or all in your organization.

Where in the PHS Management Cycle will you integrate the improvement?

## Module 4- Leadership Elements

### Leadership Challenge - Problems with implementation of the PHS policy

Your organization is introducing a PHS Policy to improve PHS in the workplace and providing resources, counseling, and accommodations for employees facing mental health challenges.

However, employees have expressed that leadership has not clearly communicated this policy, and there is confusion about how the organization is improving PHS and how to access the services.



#### Your Task

As a leader in this organization, consider your responsibility to ensure this PHS policy is effective given the confusion and frustration.

Map out your actions on your assigned stage of the PHS Management System.

Assigned Stage of Management Cycle

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Commitment, Leadership, and Participation

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Planning

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Implementation

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Evaluation and Corrective Action

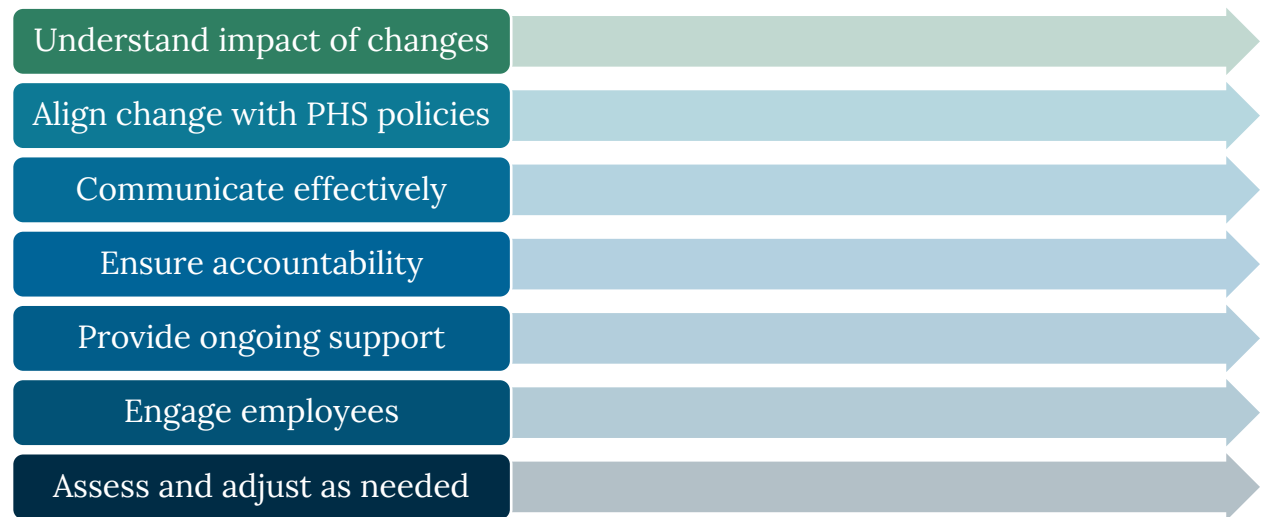
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Management Review

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## Potential Challenges

## Leadership's Role in Managing Change



Where is your organization doing well?

Where does your organization have room for improvement?

## Managing Change - Leadership Challenge

ABC Manufacturing is rolling out automation in its production line to enhance efficiency and boost productivity. However, this change has led to increased employee stress, confusion about evolving job roles, and growing fears of job loss. The leadership team must guide the organization through this transition, ensuring that psychological health and safety (PHS) is maintained alongside productivity goals.

As a leadership team, your challenge is to address these employee concerns, including their need for clear communication, job security, and stress management, while ensuring the successful implementation of the automation process.

### Leadership Challenge 1 - Communication of Change and Support

Middle managers feel excluded from the leadership team's decisions. They are unsure how to communicate the changes to their teams, leading to inconsistent messaging and confusion among employees.

Your leadership task is to engage middle managers and ensure they understand their role in supporting employees and communicating the PHS priorities during the change.

Map your engagement onto the PHS Management Cycle.

- Balance policy and strategy
- Support individual mental well-being
- Manage change elements to address automation and PHS

Commitment, Leadership, and Participation

Planning

Implementation

Evaluation and Corrective Action

Management Review

Potential Challenges

## Leadership Challenge 2 - Supporting Employees through Stress and Uncertainty

Employees are reporting increased stress due to the rapid changes, fear of being replaced by automation, and uncertainty about the future.

Your leadership task is to alleviate employee stress and ensure they feel supported through the transition.

Map your approach onto the PHS Management Cycle.

- Balance policy and strategy
- Support individual mental well-being
- Manage change elements to address automation and PHS

Commitment, Leadership, and Participation

Planning

Implementation

Evaluation and Corrective Action

Management Review

Potential Challenges

## Leadership Competencies

## Reflection and Action Planning

What's one leadership competency you would propose to your leadership team to better integrate PHS into your organization's daily operations?

# Module 5- Bringing it all Together

Where we've been...

## Elements - Impact and Reflection

Mental health awareness, promotion, and supports

Risk assessment and control

Emergency preparedness and response

Human rights and employment standards

Equity, diversity, and inclusion



Ability management



Worker lifecycle



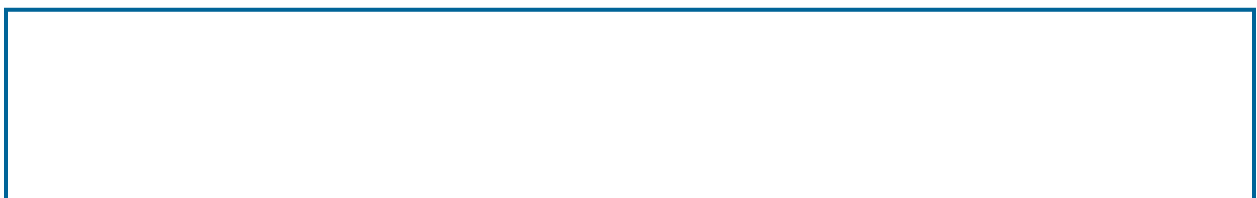
Policy and strategy



Managing change



Leadership development and competencies



## Your Elevator Pitch for Integrating PHS

- Why should we integrate PHS into the areas of Risk, People, and Leadership
- How do we go about this?
  - by building an integrated PHS management system
- What is involved?
  - integrating PHS into elements of work that we have in place or need to improve
- Who needs to be involved (and why)?
  - leadership, management, workers and worker reps, others?
- When do they need to be involved?
  - at what stage of the management system?

### Structure

- Problem Statement
- Solution
- Benefit

### Elevator Pitch for Leaders

### Elevator Pitch for Workers

## Moving to Action

Concrete actions and key takeaways from Modules 1 – 4

A clear picture of my next steps

- How do these actions support one another?
- Where should you focus first?
- What leadership support or resources will you need?

## Establishing a PHS Integration Team

**What comes next?**



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