

MINDFUL WORKPLACE MENTAL HEALTH: ACCOMMODATION & RETURN TO WORK

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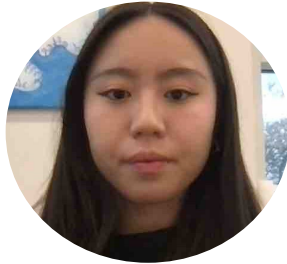
Department of Occupational Science
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Learning Objectives

1. Explain the relationship between work and health, including workplace mental health
2. Identify key principles and factors that support return to work outcomes
3. Describe major frameworks and models guiding work disability prevention and management

Work and Health

The literature suggests that work is generally good for health and well-being

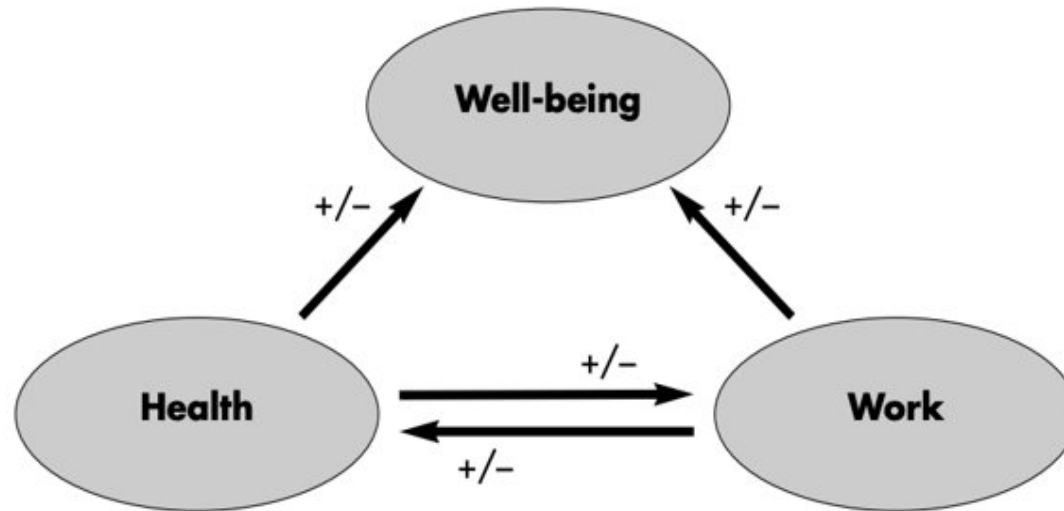
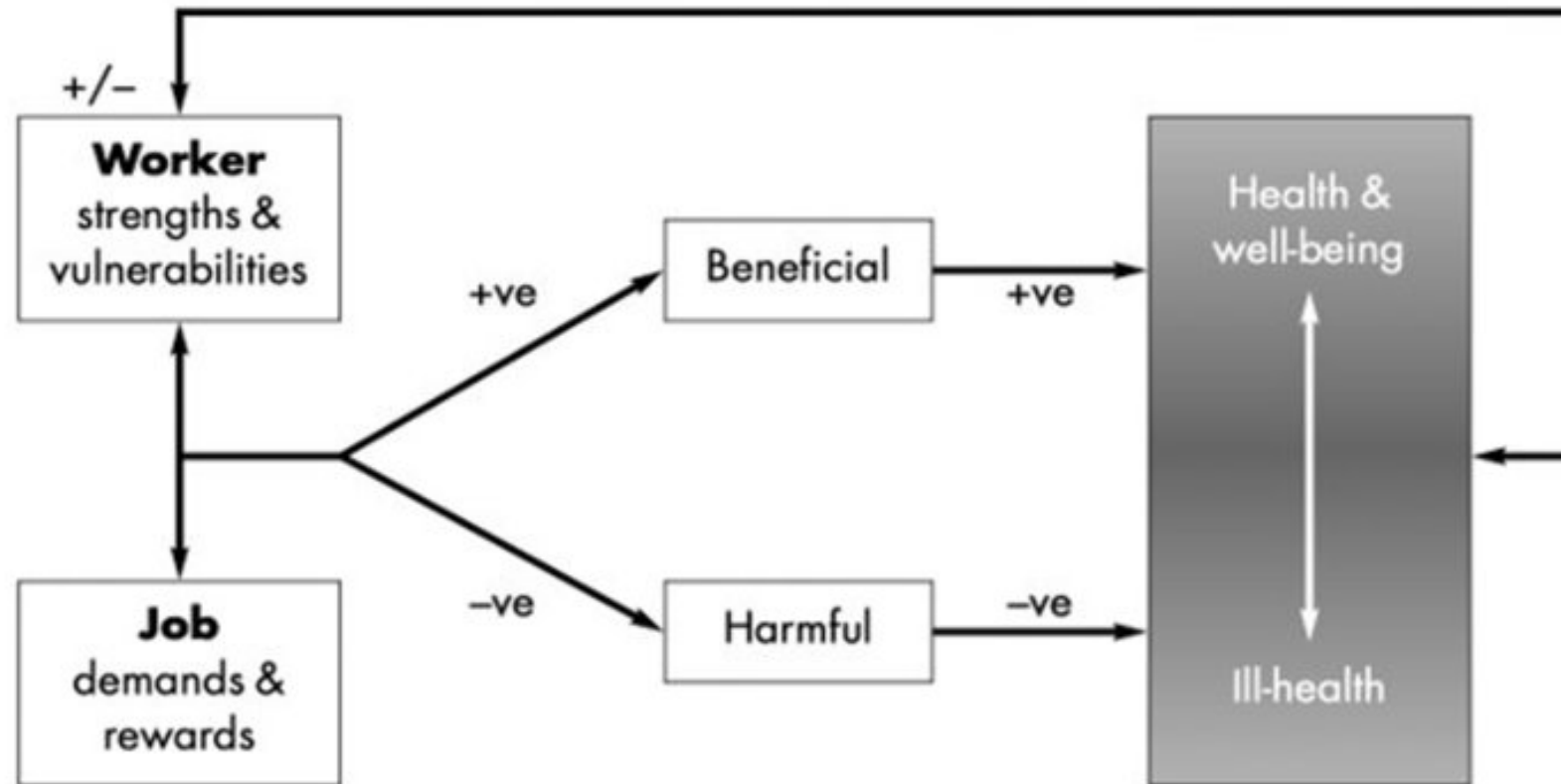


Figure 1. Possible causal pathways between health, work and well-being
(+/- : beneficial or harmful effects)

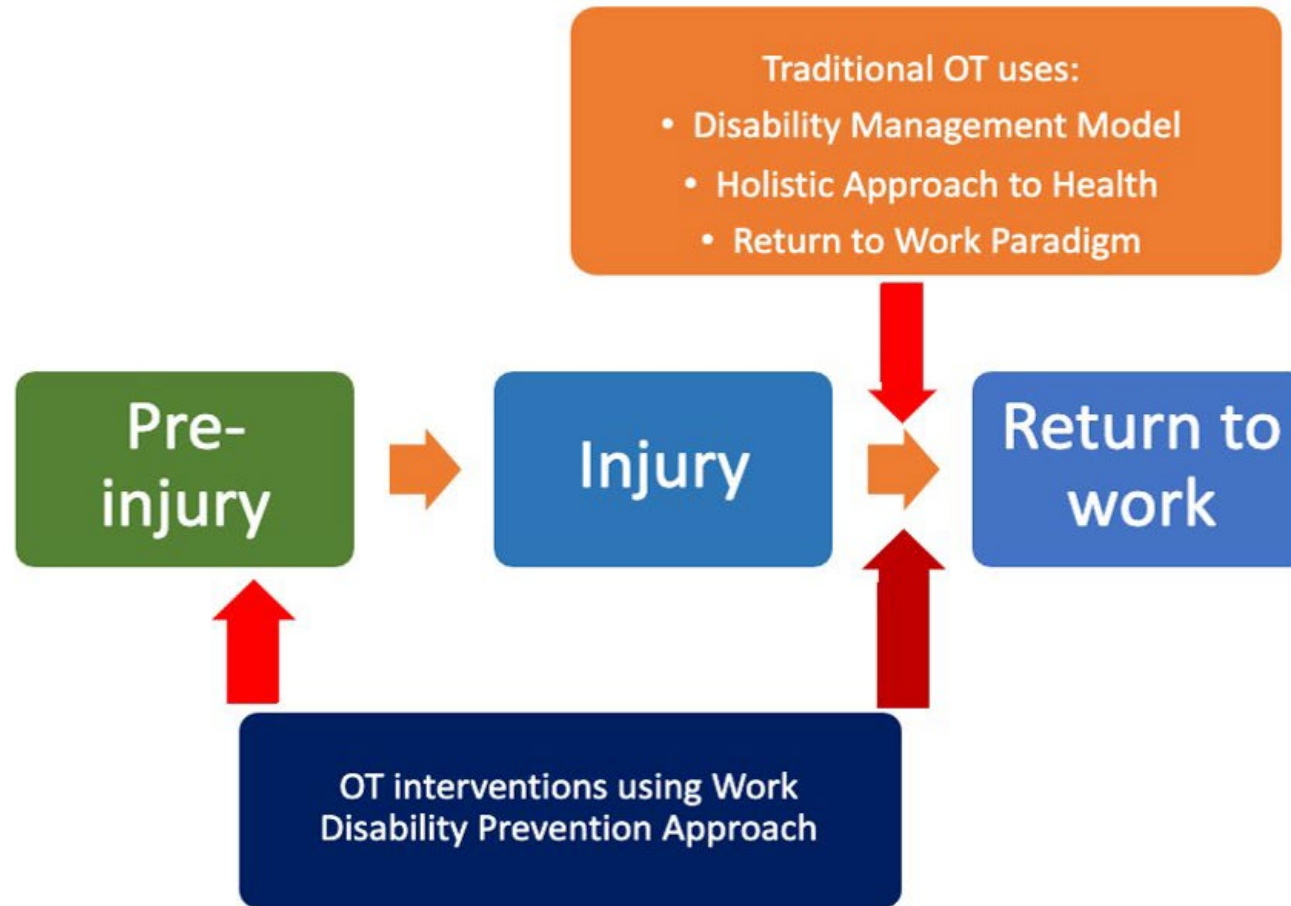
Waddell, G., & Burton, A. K. (2006). Is work good for your health and well-being?

Interactions Between Work and Health



Waddell, G., & Burton, A. K. (2006). Is work good for your health and well-being?

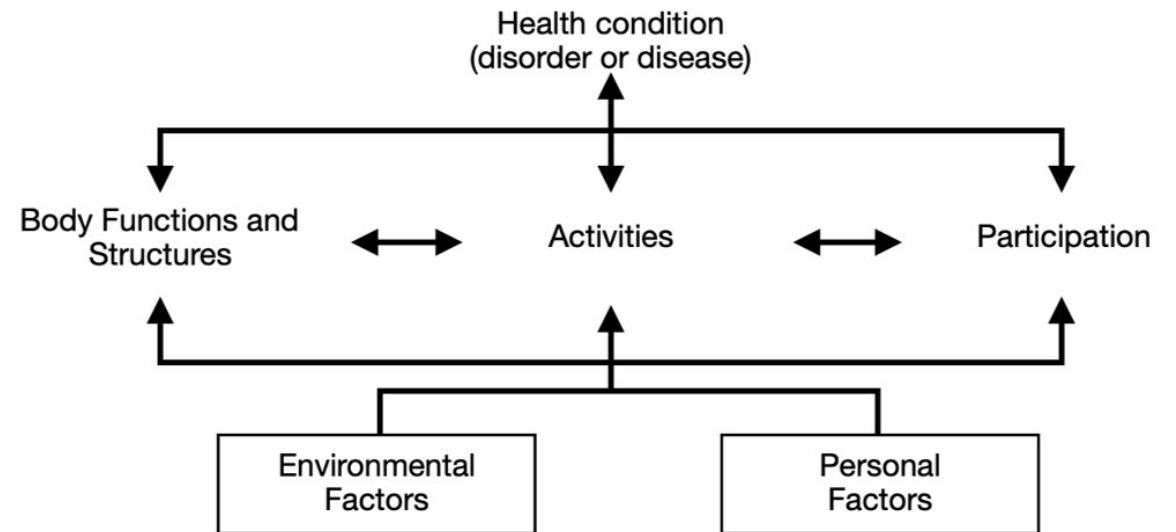
Work Disability and Management Prevention Model



McDougall, & Nowrouzi-Kia, B. (2017). Work Disability Prevention: A Primer for Occupational Therapists. The American Journal of Occupational Therapy, 71(6), 7106360010p1–7106360010p4. <https://doi.org/10.5014/ajot.2017.018671>

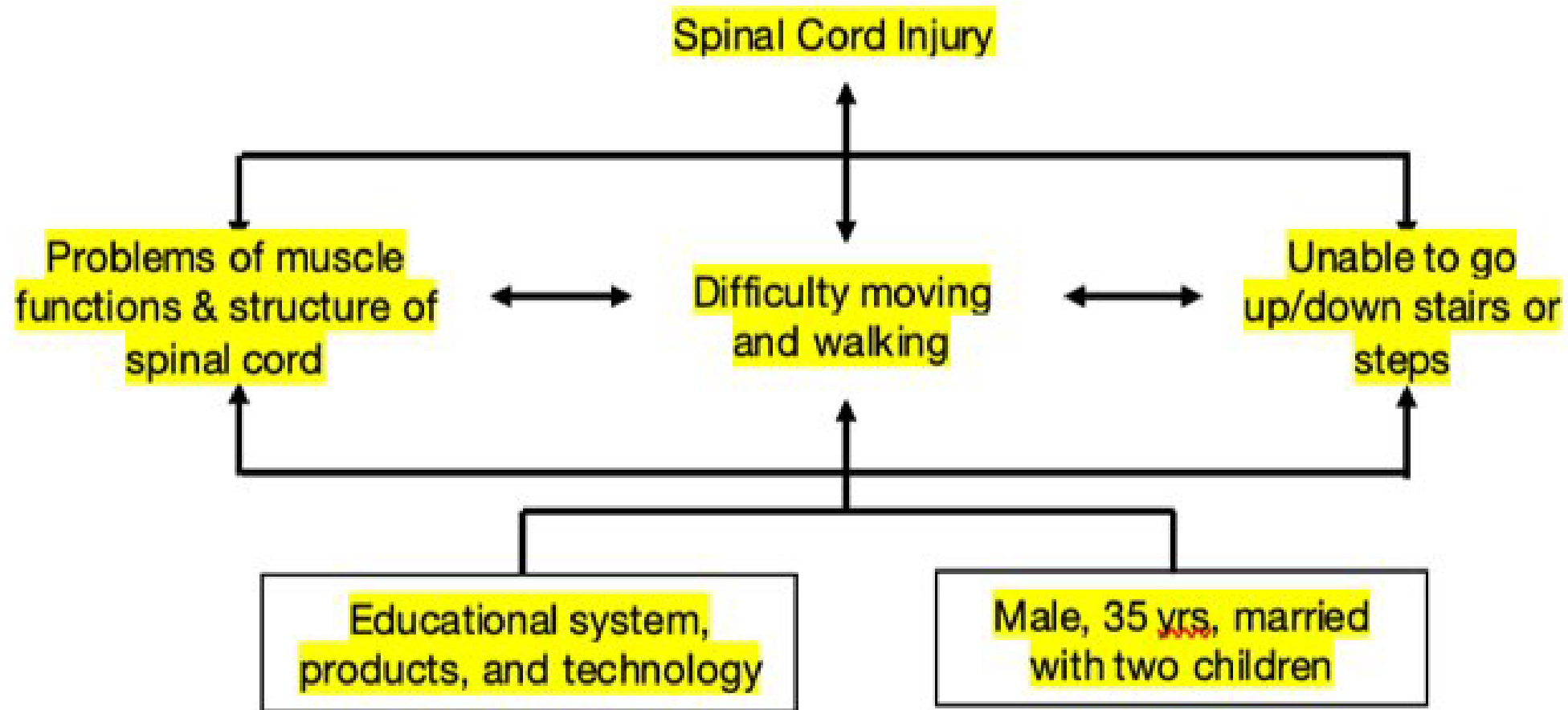
The International Classification of Functioning Disability and Health (ICF)

- Framework for describing and organizing information on functioning and disability by WHO (2001)
- Looks at functioning at the level of the body, at the level of the individual, of a person as a member of society and environmental factors



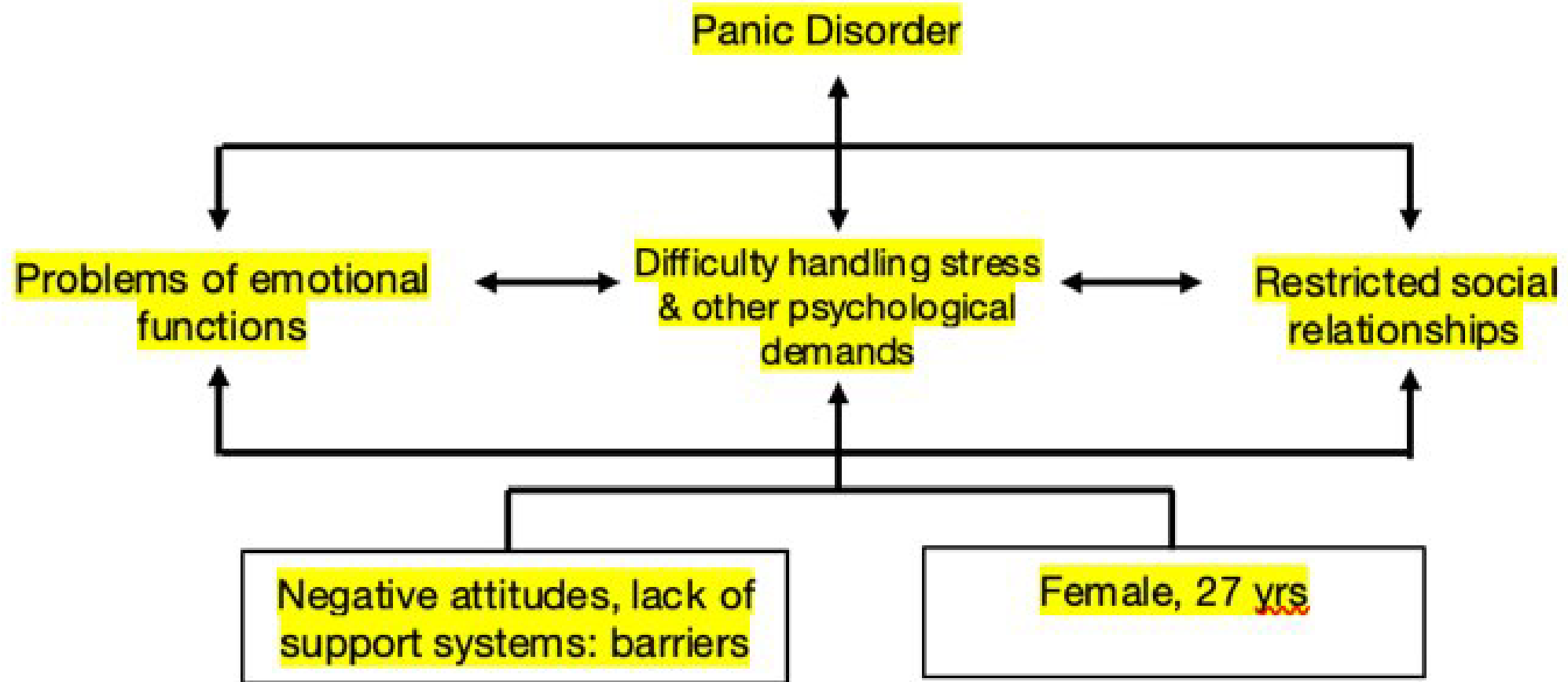
World Health Organization. (2002). *Towards a common language for functioning, disability and health: ICF*. Retrieved from <https://www.who.int/standards/classifications/international-classification-of-functioning-disability-and-health>

Example Using the WHO ICF



WHO ICF checklist:
<https://www.who.int/publications/m/item/icf-checklist>

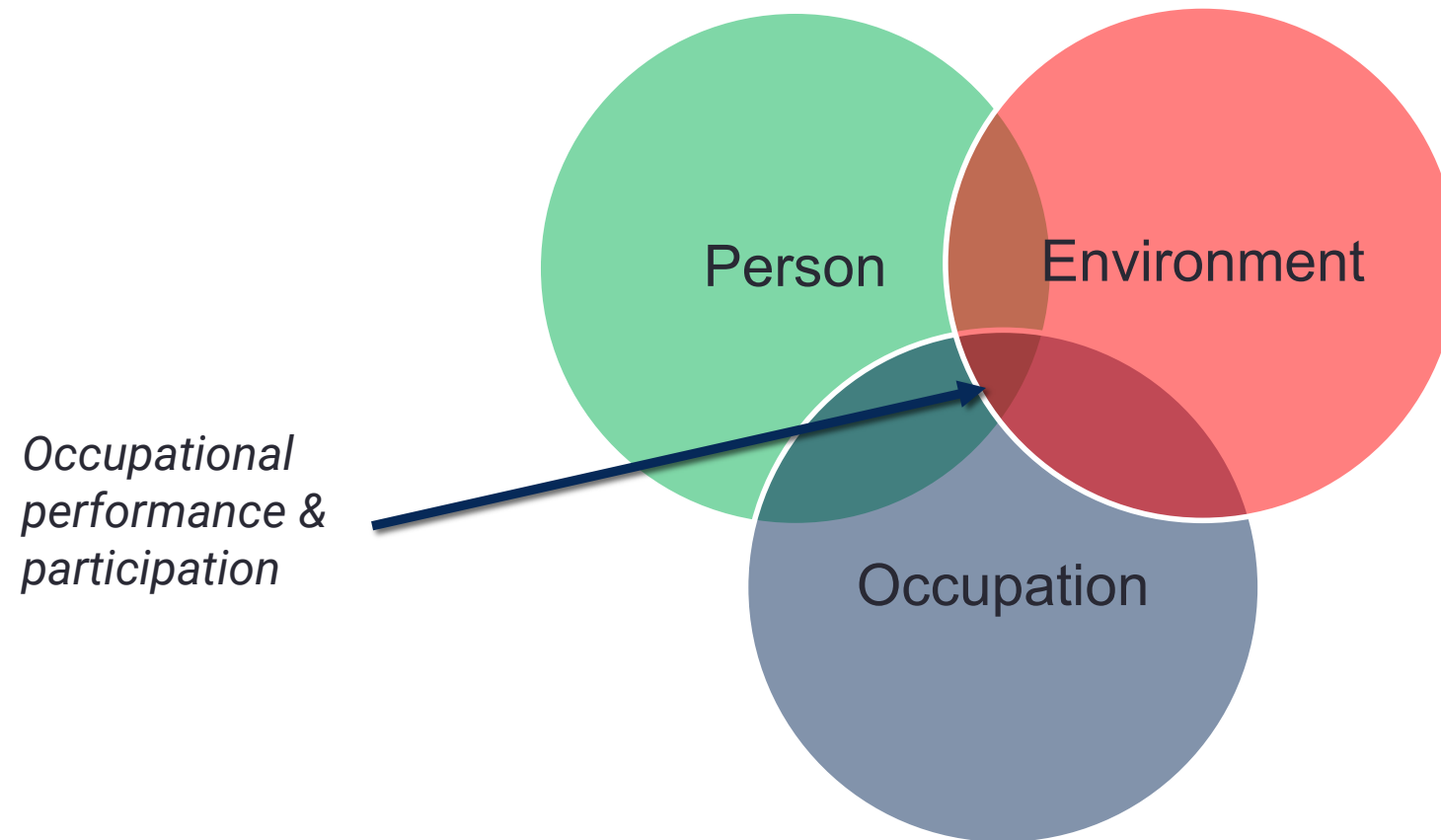
Example Using the WHO ICF



WHO ICF checklist:

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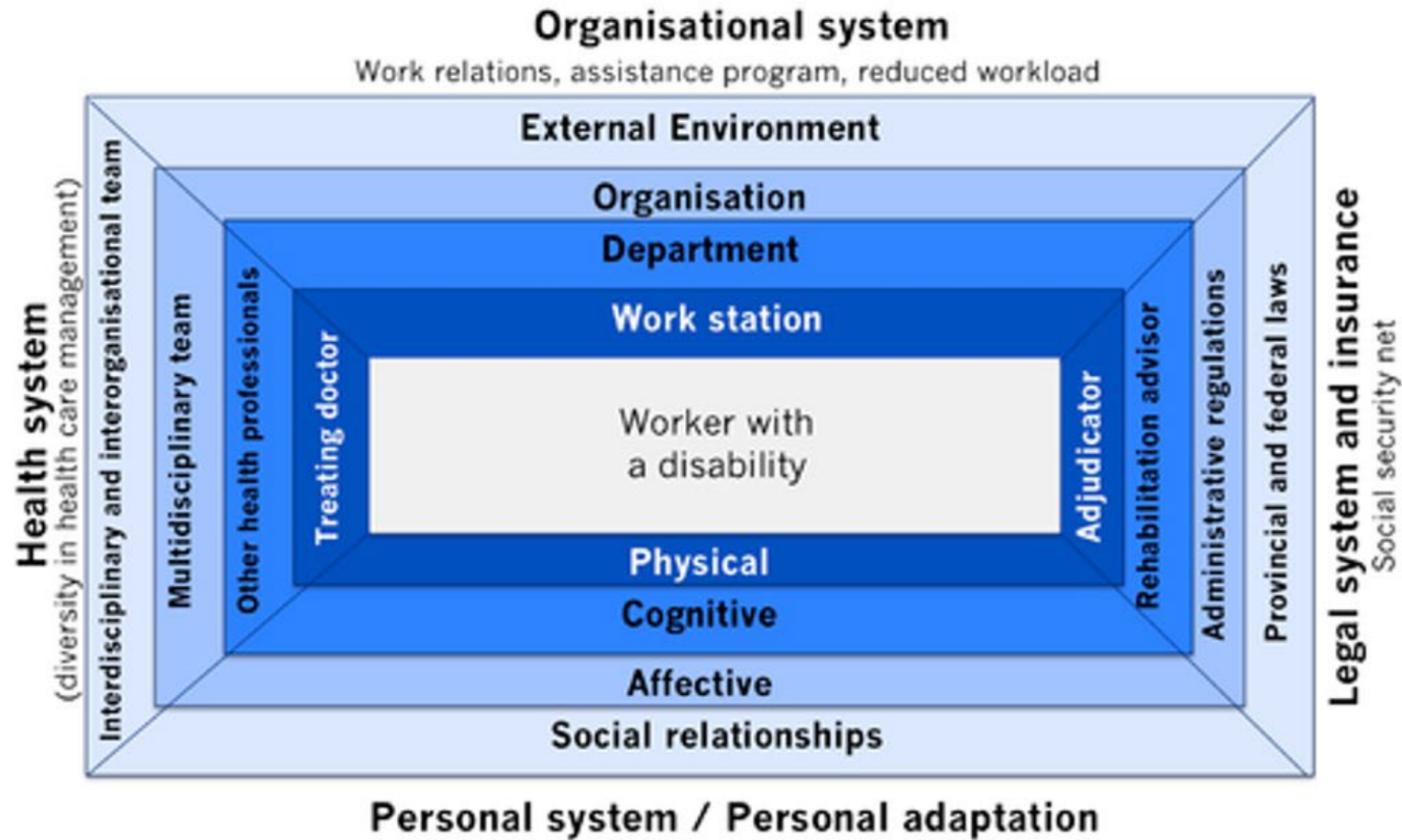
Person-Environment-Occupation



*Occupational
performance &
participation*

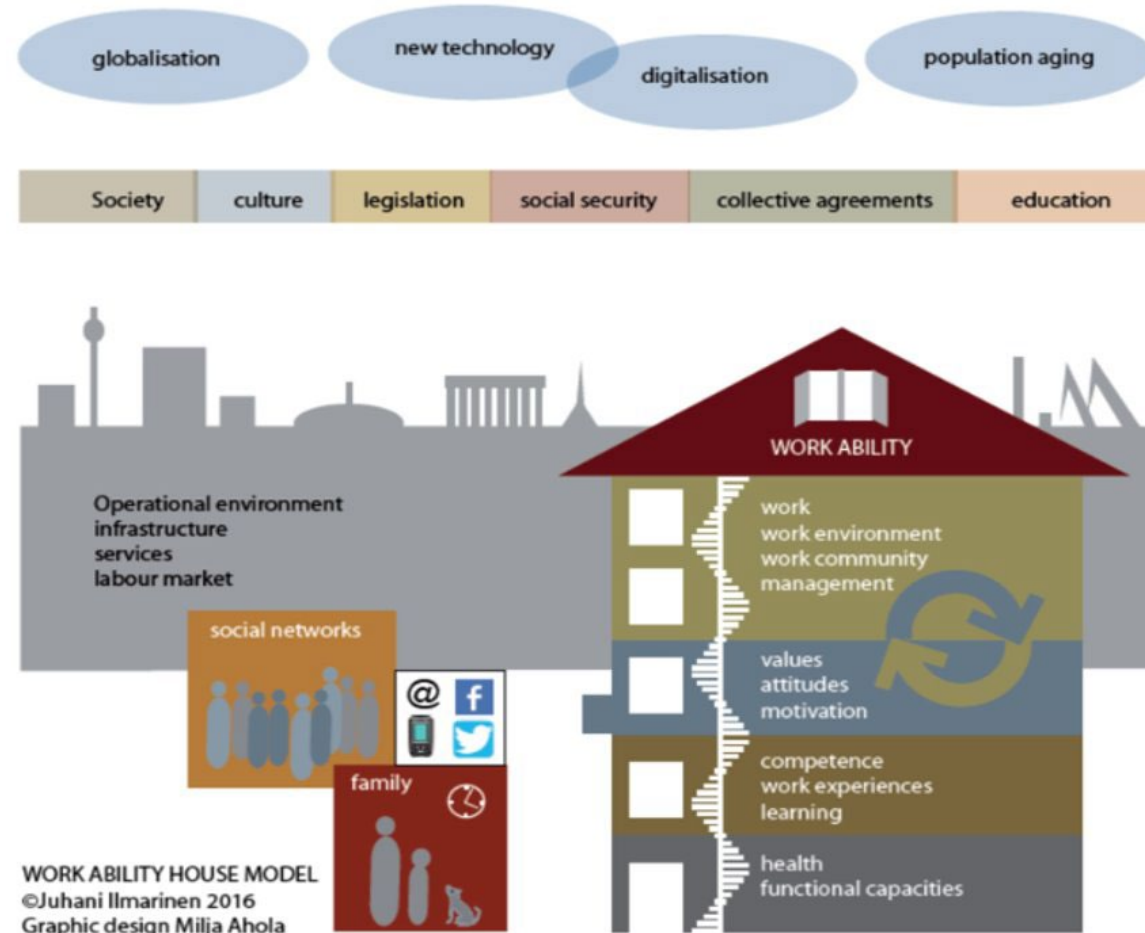
Law, M., Cooper, B. A., Strong, S., Stewart, D., Rigby, P., & Letts, L. (1996). The person-environment-occupation model: A transactive approach to occupational performance. *Canadian Journal of Occupational Therapy*, 63, 9-23.

Work Disability Prevention Framework



Loisel, Durand, M.-J., Berthelette, D., Vézina, N., Baril, R., Gagnon, D., Larivière, C., & Tremblay, C. (2001). Disability Prevention: New Paradigm for the Management of Occupational Back Pain. *Disease Management & Health Outcomes*, 9(7), 351–360. <https://doi.org/10.2165/00115677-200109070-00001>

Work Ability Framework



Ilmarinen. (2019). From Work Ability Research to Implementation. International Journal of Environmental Research and Public Health, 16(16), 2882–. <https://doi.org/10.3390/ijerph16162882>

Workplace Mental Health

- Workplaces play an important role in maintaining positive mental health
- Mental health issues are among the leading cause of disability claims in Canada

Promoting workplace mental health is important for both employees and employers:

- Productivity and job performance
- Mood
- Employee retention
- Employee satisfaction
- Teamwork



Workplace Mental Health

Risks to mental health at work

- Excessive workload, understaffing or long and inflexible hours
- Unsafe physical working conditions
- Negative organizational culture
- Bullying, discrimination, exclusion, harassment and violence
- Job insecurity
- Unclear job role

Common mental health challenges in the workplace

- Occupational burnout and stress
- Depression
- Anxiety



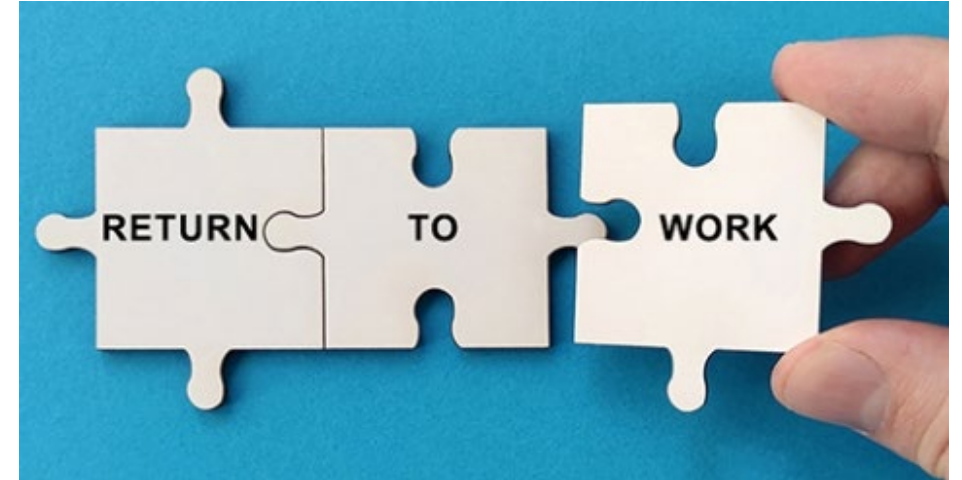
Importance of RTW Programs and Disability Management

Returning TO WORK

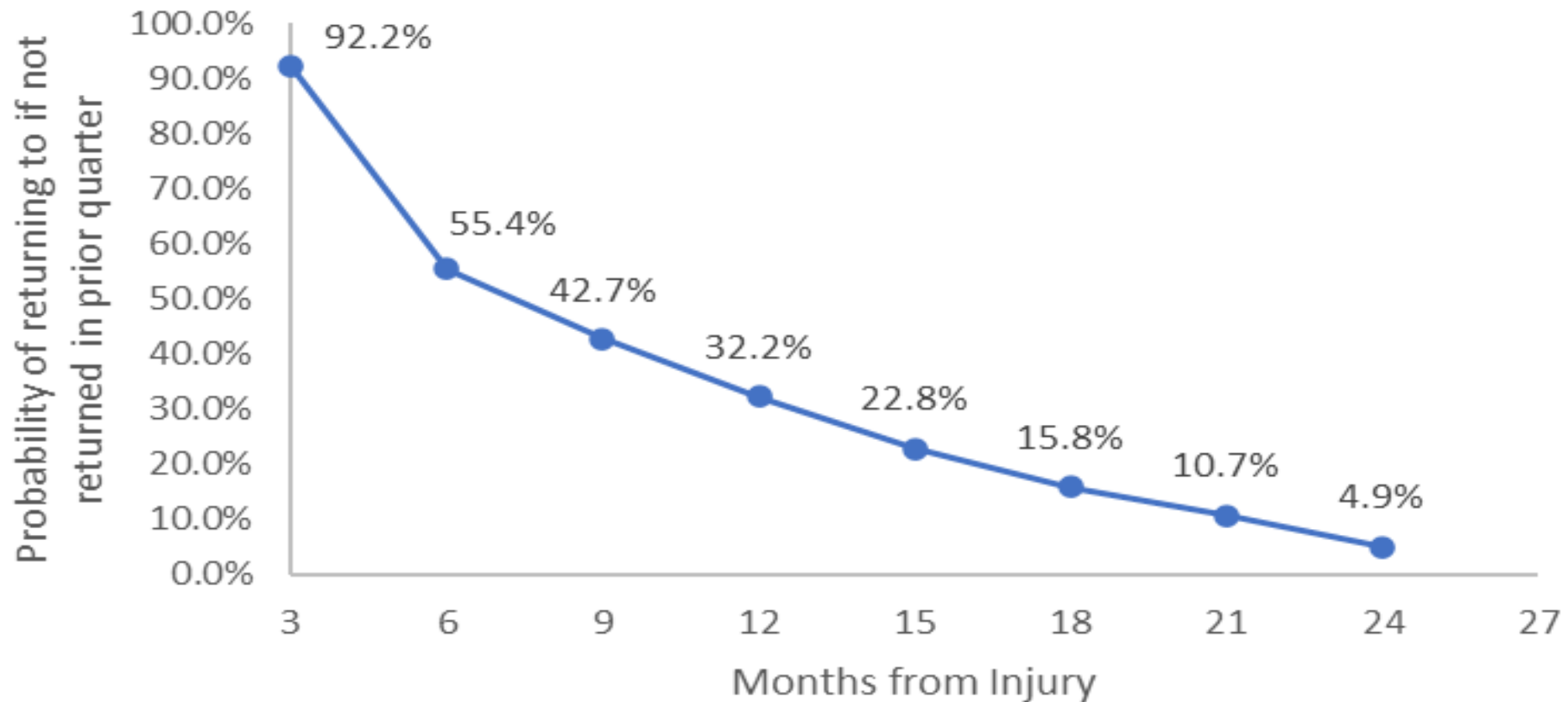


Return to Work

- Return to work (RTW)
 - Is a process of being able to return to work after an injury or illness
- Why return to work?
 - Helps workers stay active and brings back sense of purpose
 - Provides financial stability



The probability of returning to work



Washington State Department of Labor and Industries (2020)

Question

Vocational rehabilitation:

- A) Is required for the majority of persons with occupational injuries
- B) Typically involves providing only job support services
- C) Programs are at the individual level but not group level
- D) Can address work instability and incongruity

Question

Vocational rehabilitation:

- A) Is required for the majority of persons with occupational injuries
- B) Typically involves providing only job support services
- C) Programs are at the individual level but not group level

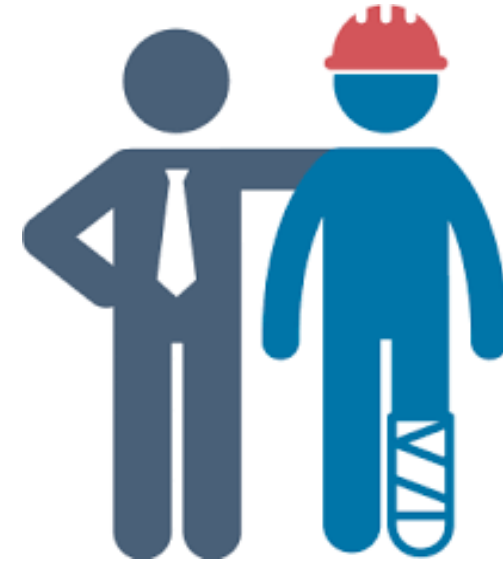
Return-to-Work Programs

- Return to work programs are aimed at identifying meaningful and appropriate work for employees who are returning to work after an injury or illness
- For recovery, a program should include....

Prevention

Accommodation

Support



Workers, employers and health care providers all have important contributions

Seven Principles for Successful Return to Work

1. Positive workplace health and safety climate
2. The employer offer of modified work (accommodation)
3. RTW planning
4. Supervisors trained in work disability prevention and included in RTW planning
5. Employer makes early and considerate contact with injured/ill workers
6. Identified person to coordinate RTW
7. Communication between employers and healthcare providers (consent)



Canadian Standards Association

CSAZ1003: *Psychological Health and Safety in the Workplace*

About the Standard

- Offers practical guidance to develop and maintain a psychologically healthy and safe workplace

Importance for healthcare professionals

- Health professionals with expertise in trauma and operational stress injury may be involved in treatment options

CSAZ1011: *Work Disability Management System*

About the Standard

Sets out the requirements for a work disability management (WDM) system

Guidance on how to effectively manage workers' health needs to minimize the impact of work disability and effectively onboard workers with disabilities

Importance for healthcare professionals

Healthcare professionals with expertise in workplace disability may be involved in the case management process

Take Home Messages

1. Explaining the relationship between work and health, including workplace mental health
2. By identifying the key principles and factors that support return to work outcomes, practitioners may facilitate a time and safe return to work process
3. Occupational health and safety practitioners may tailor and implement the major frameworks and models guiding work disability prevention and management in their practice

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ECHO OEM



ECHO Occupational and Environmental Medicine (ECHO OEM)

A telementoring program for primary health-care providers in Ontario that aims to increase their capacity to recognize conditions related to occupational and environmental exposures, and to treat and support patients with injuries and illnesses that affect their ability to work

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