

Workplace Wellbeing in K-12 Education

Current landscape and
the way forward



www.K12wellatwork.ca

Meet our Presenters



André Rebeiz

Program Manager,
Well at Work



Kim Weatherby

Program Lead – Coaching,
Consulting, and BC Initiatives

Agenda



- Why workplace wellbeing matters
- What we are seeing
- Promising approaches
- Where *Well at Work* fits
- How governments can help





Why It Matters



“School staff mental and physical health is essential to the success of the school. The promotion of staff members' personal health helps them to become positive role models for students and increases their commitment to promotion of a healthy school community.”

- JCSH Health School Planner
Sample Foundational Report 2012, Pg.16,



“Whether teaching students in the classroom, running the school, maintaining buildings or providing safe transport, **every school employee contributes to a school’s mission.** However, employees can **only give their best when they are feeling their best.** Supporting school employee wellness is an important way to communicate that each staff member is respected and valued.”

- National Association of Chronic Disease Directors (2018)

References

National Association of Chronic Disease Directors. (2018). *Healthy School, Healthy Staff, Healthy Students: A guide to improving school employee wellness.*

https://chronicdisease.org/resource/resmgr/school_health/school_employee_wellness/nacdd_schoolemployeewellness.pdf

Why Workplace Wellbeing Matters



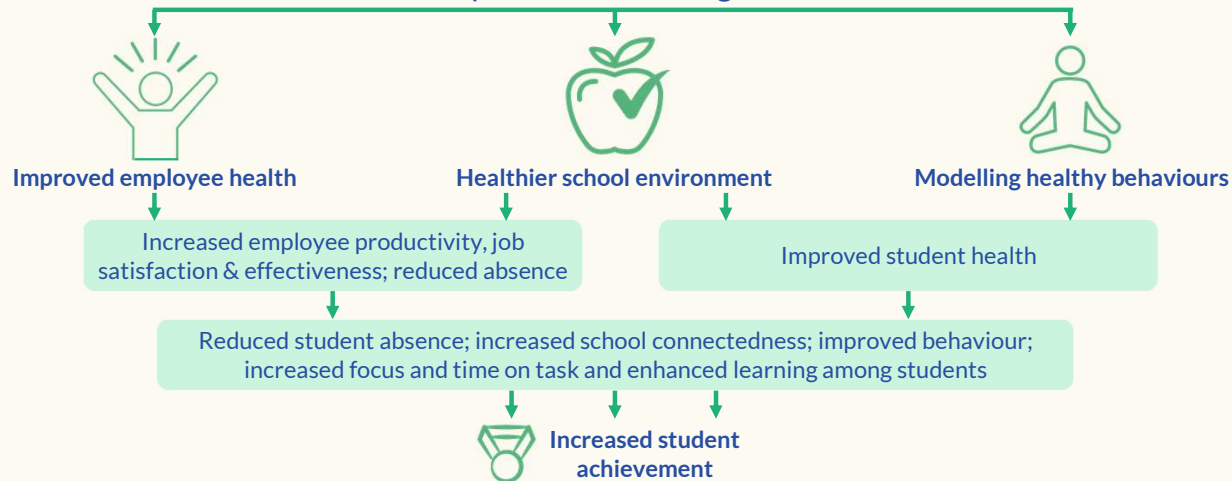
- ◆ Student Success
- ◆ Financial
- ◆ Legal



Impact on Students



Workplace Wellbeing Initiatives



Adapted from National Association of Chronic Disease Directors

References

National Association of Chronic Disease Directors. (2018). *Healthy School, Healthy Staff, Healthy Students: A guide to improving school employee wellness.*

https://chronicdisease.org/resource/resmgr/school_health/school_employee_wellness/nacdd_schoolemployeewellness.pdf

Research Highlights



Teacher burnout

negatively affects teaching quality & student motivation

Laurie & Larson (2020)

Higher teacher stress levels are linked to higher cortisol levels in students

Oberle & Schonert-Reichl (2016)

Decline in principals' mental health

reduces their ability to impact student engagement, school functioning, and school-wide wellbeing

Maxwell & Riley (2019)

References

Laurie, R., & Larson, E. (2020, May 12). *How does teacher stress and burnout impact student achievement?* EdCan Network.

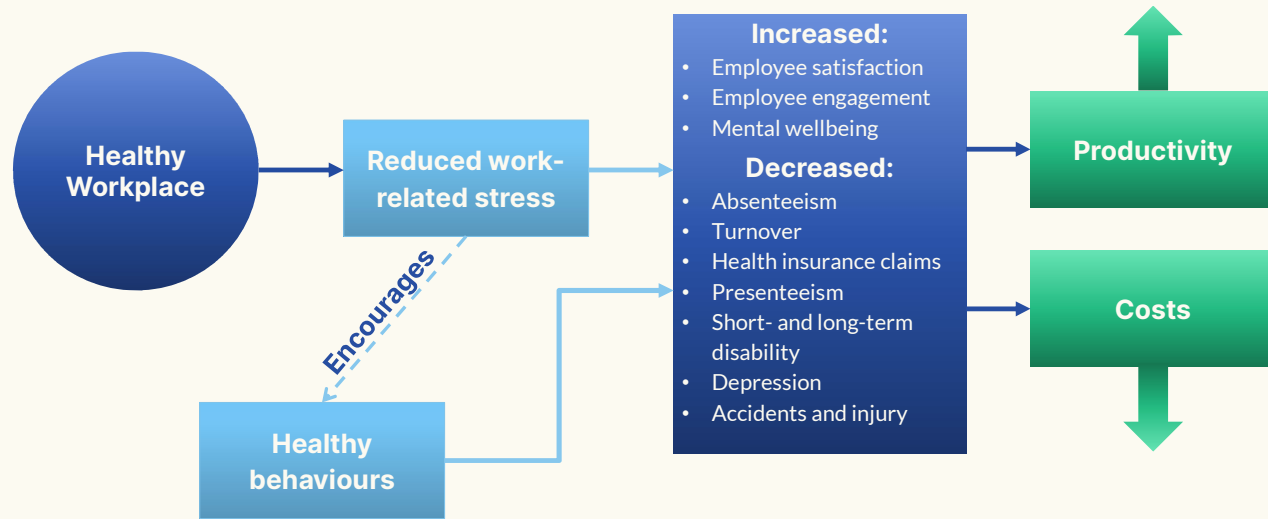
<https://www.edcan.ca/articles/student-achievement/>

Oberle, E., & Schonert-Reichl, K. A. (2016). Stress contagion in the classroom? The link between classroom teacher burnout and morning cortisol in elementary school students. *Social Science & Medicine*, 159, 30–37.

<https://doi.org/10.1016/j.socscimed.2016.04.031>

Maxwell, A., & Riley, P. (2017). Emotional Demands, Emotional Labour and Occupational Outcomes in School Principals: Modelling the Relationships. *Educational Management Administration & Leadership*, 45(3), 484–502.

Organizational Value



Adapted from ASEBP and Health and Safety Ontario



In Canadian workplaces, mental health issues account for:

- 30 to 40% of short-term disability (STD) claims
- 30% of long-term disability (LTD) claims

The prevalence of mental health claims is climbing by 0.5% to 1% every year.

Deloitte Development LLC, 2019



Reference

Deloitte Development LLC. (2019). *The ROI in workplace mental health programs: Good for people, good for business—A blueprint for workplace mental health programs* (Deloitte Insights, p. 36) [Research and analysis]. Deloitte Development LLC.

<https://www2.deloitte.com/ca/en/pages/about-deloitte/articles/mental-health-roi.html>

Financial Highlights



\$17,000

Teacher turnover - often related to stress - costs schools an estimated \$17,000/teacher

National Commission on Teaching and America's Future (2007)

\$3.4M

Teachers' long-term disability for psychological distress costs \$3.4M/year in BC alone

Naylor & Vint (2009)

\$650 M

Absenteeism is costing the Ontario education system about \$650M annually

Globe & Mail (2020)

Reference

National Commission on Teaching and America's Future (2007). The High Cost of Teacher Turnover (Policy Brief). Assessment Evaluation and Accountability, 21, 209-234. 36

Naylor, C. & Vint, A. (2009). The prevalence of stress-related disorders in BC school districts. BCTF Research Report. Available at: http://bctf.ca/uploadedFiles/Publications/Research_reports/2009WLC01.pdf

Alphonso, C. (2020, January 16). *Ontario's teachers, education workers using more sick days now than almost a decade ago*: Report. The Globe and Mail.

Legal Impact



- Occupational Health and Safety legislation
 - Duty to do *everything that is practicable or reasonable* to provide a safe and healthy workplace
- Workers' Compensation legislation
 - ...entitled to benefits ...*for chronic or traumatic mental stress arising out of and in the course of the worker's employment.*
- Human Rights law, Labour law, etc.

Reference

Shain, M. (2019). *Getting Ahead of the Perfect Legal Storm: Toward a basic legal standard of care for workers' psychological safety* (p. 27). Workplace Strategies for Mental Health.

https://www.workplacestrategiesformentalhealth.com/pdf/Getting_Ahead_of_the_Legal_Storm.pdf

Legal Highlights



Occup. Health & Safety

BC, AB, SK, MB & the Federal Government **explicitly include psychological safety** in their legislation & policy

Shain (2019)

Workers' Compensation

BC, AB, SK, ON & QC allow claims for **chronic stress**

Shain (2019)

Avoid Costly Litigation

associated with claims of psychological injury by building psychologically safe workplaces.

Shain (2019)

Reference

Shain, M. (2019). *Getting Ahead of the Perfect Legal Storm: Toward a basic legal standard of care for workers' psychological safety* (p. 27). Workplace Strategies for Mental Health.

https://www.workplacestrategiesformentalhealth.com/pdf/Getting_Ahead_of_the_Legal_Storm.pdf



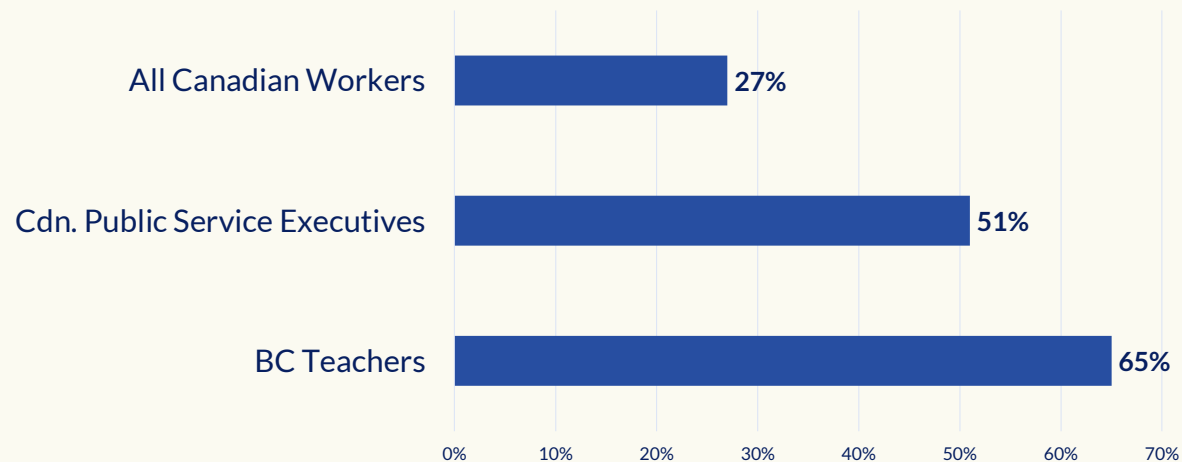
What We're Seeing





Stress Levels Are High

Stressed All or Most of the Time



Sources: Dankwa, 2017; Ipsos, 2017; Hales, 2017

Reference

Cdn Public Service Executives: Ipsos. (2017). APEX Executive Work and Health Survey: 2017 Results, 5th Edition (p. 142). Association of Professional Executives of the Public Service of Canada. <https://apex.gc.ca/wp-content/uploads/2018/01/APEX-2017-Work-and-Health-Survey-Report-Eng.pdf> (Question: Those who report that most days are extremely or quite stress)

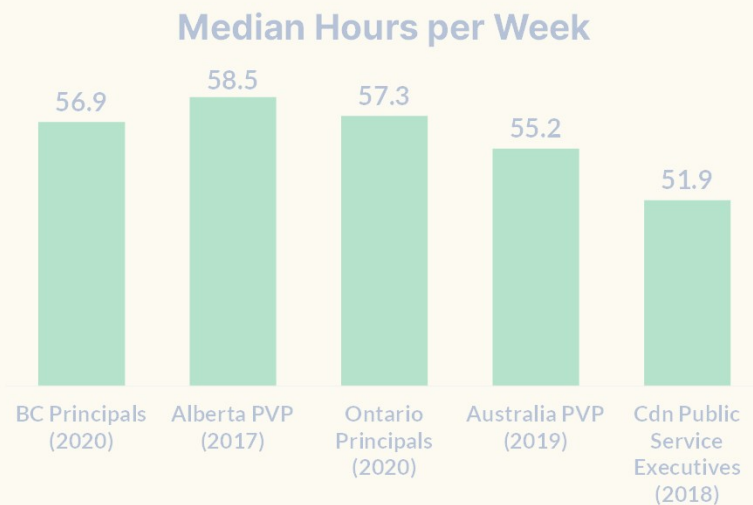
BC Teachers: [Hales, A. \(2017, December\). Teachers remain resilient despite critical conditions. Teacher Magazine, 30\(2\). https://www.bctf.ca/publications/TeacherArticle.aspx?id=47500](https://www.bctf.ca/publications/TeacherArticle.aspx?id=47500) (Question: Report feeling stressed all or most of the time)

Canadian workers: [Dankwa, K. \(2017, February 20\). Work-Related Stress. Statistics Canada: The Chief Statistician of Canada](https://www150.statcan.gc.ca/n1/pub/75-602-x2017001/article/00001)

[Infographic Challenge. https://www150.statcan.gc.ca/n1/en/pub/11-627-m/contest/finalists-finalistes_2-eng.p df?st=EtEqUX9v](https://www150.statcan.gc.ca/n1/en/pub/11-627-m/contest/finalists-finalistes_2-eng.p df?st=EtEqUX9v)
(Question: Experience high to extreme levels of stress daily)



Long Hours



Sources & References: See Notes

Hours/Week	Impact on Wellbeing
>40	<ul style="list-style-type: none"> Increased alcohol and tobacco consumption Unhealthy weight gain in men Depression in women¹
> 49	<ul style="list-style-type: none"> Declines in mental health; biggest declines: women & in high-skill jobs Less sleep²
≥55	<ul style="list-style-type: none"> 30% increase in risk of stroke 2.67 times the risk of depression women 2.84 times the risk of anxiety for women^{3,4}
≥60	<ul style="list-style-type: none"> Productivity decline of as much as 25% 30% experience relationship problems 23% increase in hazardous injury rates¹

References

Alberta

Ontario Principals' Council. (2017). *Ontario Principals' Council International Symposium White Paper: Principal Work-life Balance and Well-being Matters*. International School Leadership Symposium, Toronto, Canada. <https://www.edu.uwo.ca/faculty-profiles/docs/other/pollock/PrincipalWellBeing-17-FINAL-with-Acknowledgement-1.pdf>

Australia:

Riley, P., & See, S.-M. (2020). *The Australian Pincipal occupational health, safety and wellbeing survey: 2019 data* (Australian Research Council Project (LP160101056); p. 169). Institute for Positive Psychology & Education.

<https://www.healthandwellbeing.org/reports/AU/2019%20ACU%20Australian%20Principals%20Report.pdf>

Ontario & BC Principals

Pollock, D. K., & Wang, D. F. (2020, June 9). *Work Intensification: How the Role of Canadian Principals and Vice-Principals is Changing* [Webinar]. <https://www.edcan.ca/articles/webinar-work-intensification/>

Cdn Public Service Exec – Executive level positions (EX)

D'Aoust, R. (2018). *Federal Public Service Management Reforms Views from the Trenches 2018 Executive Survey Report*. 57.

Note: find exact position levels @ <https://www.statcan.gc.ca/en/survey/household/5350#a5>

¹Caruso, C. C., Hitchcock, E. M., Dick, R., John Russo, & Schmit, J. (2004). [*Overtime and extended work shifts: Recent findings on illnesses, injuries and health behaviors*](#). U.S. Department of Health and Human Services, Public Health Service, Centers for Disease Control and Prevention, National Institute for Occupational Safety and Health.

²Milner, A., Smith, P., & LaMontagne, A. D. (2015). [*Working hours and mental health in Australia: Evidence from an Australian population-based cohort, 2001–2012*](#). *Occupational and Environmental Medicine*, 72(8), 573–579.

³Kivimäki, Jokela et al. (2015). [*Long working hours and risk of coronary heart disease and stroke: A systematic review and meta-analysis of published and unpublished data for 603,838 individuals*](#). *Lancet (London, England)*, 386(10005), 1739–1746.

⁴Virtanen, Ferrie et al. (2011). [*Long working hours and symptoms of anxiety and depression: A 5-year follow-up of the Whitehall II study*](#). *Psychological Medicine*, 1–10.



Increased OH&S MH Claims

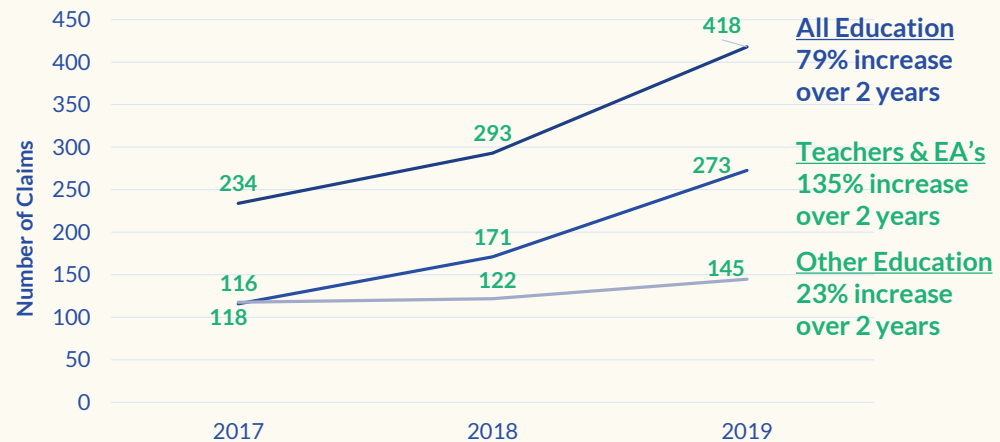
Education Claims - Increasing Double the Provincial Rate

- All Education claim rates more than double the 38% increase reported for Total - All Occupations in BC.

More Claims Approved

- The approval rate for Teacher and EA claims has increased from 48% in 2017 to 54% in 2019

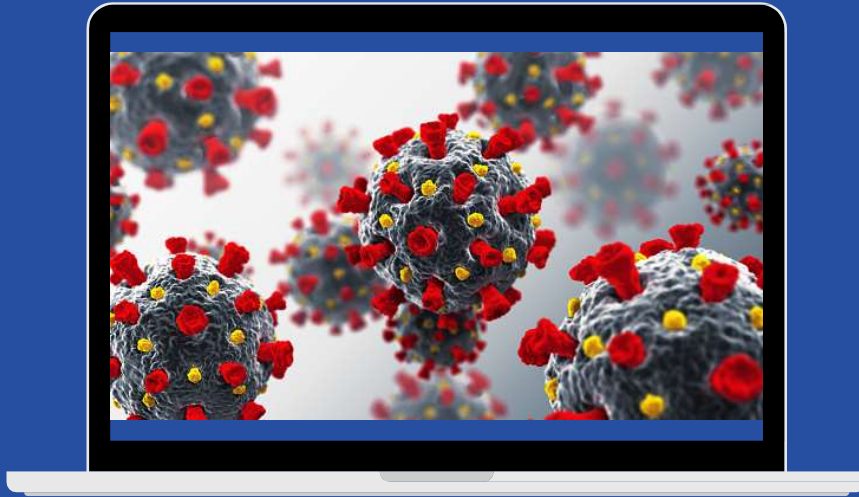
BC Education Workers - Mental Disorder Claims Filed



Source: Mental Disorder Claims (Reported to WorkSafeBC 2017-2019), 2020

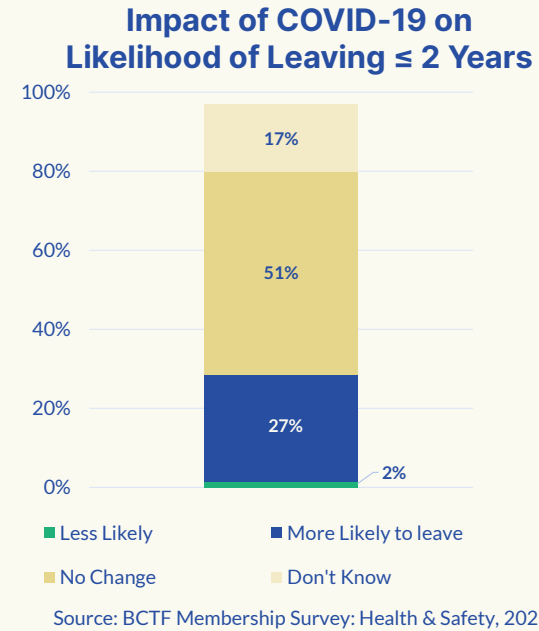
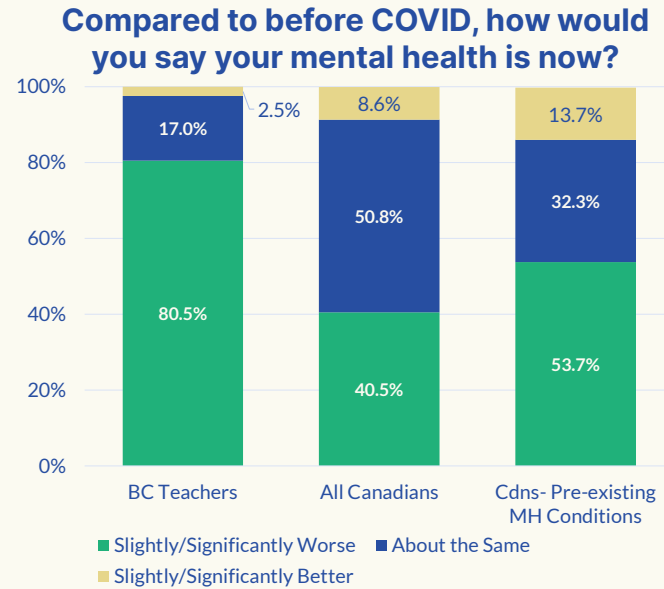
Reference

WorkSafeBC. (2020). [Mental Disorder Claims \(Reported to WorkSafeBC 2017 to 2019\)](#). WorkSafeBC.



And Then

BC Teachers



Reference

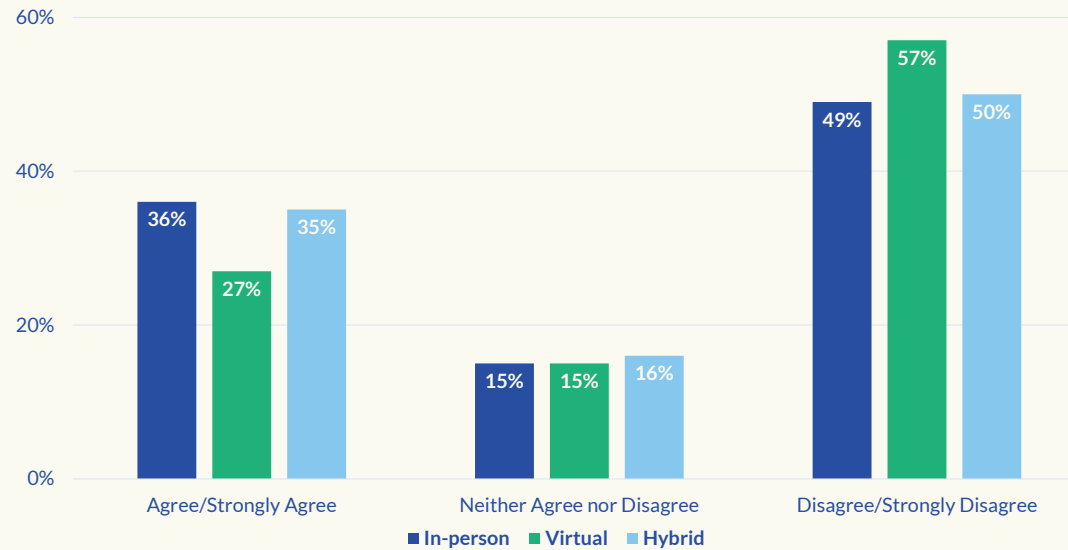
Young, E. (2021, June 29). Majority of BC teachers report deteriorated mental health during pandemic. *Human Early Learning Partnership*. <http://earlylearning.ubc.ca/blog/2021/jun/29/majority-bc-teachers-report-deteriorated-mental-he/>

Brendan Watts. (Oct 19,21). *BCTF Membership Survey: Health and Safety*. Conducted between Sept 22nd and October 11th, 2021

Ontario Principals



My Recent Levels of Stress at Work Feel Manageable



Reference

People for Education. (2021). *Ontario's Principals' Challenges and Well-being* (p. 14). <https://peopleforeducation.ca/wp-content/uploads/2021/02/People-for-Education-report-on-Ontario-Principals-Challenges-and-Well-being-AOSS2021.pdf>.
<https://peopleforeducation.ca/report/ontarios-principals-challenges-and-well-being/>

Canadian Teachers

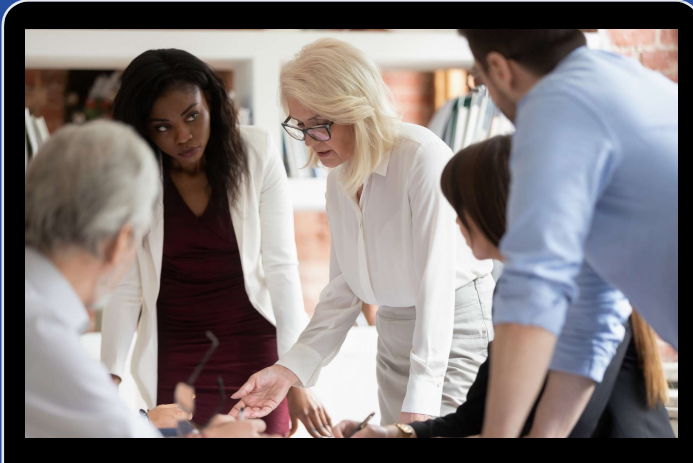


- Highest percentage are “severely stressed” (91-100%)
- This is 4.5 times as many who were “somewhat stressed” (41-50%)
- 68% were in the 71-100% range

Image: Canadian Teachers' Federation, 2021

Reference

Canadian Teachers' Federation. (n.d.). *Teacher Mental Health Check-in Survey: Pandemic Research Report* [Research Report]. Canadian Teachers' Federation. Retrieved October 29, 2021, from https://qpat-apeq.qc.ca/wp-content/uploads/2020/11/Report_Mental-Health-Checkin-Survey_EN_Final.pdf



Street View

Workplace Mental Health Risks



Risks may be increased where there is a lack of team cohesion or social support.

- Inadequate health & safety policies
- Poor communication & management practices
- Limited participation in decision-making over one's work
- Low levels of support for employees
- Unclear tasks or organizational objectives
- Job content: unsuitable tasks for employee's skillset or **high and unremitting workload**

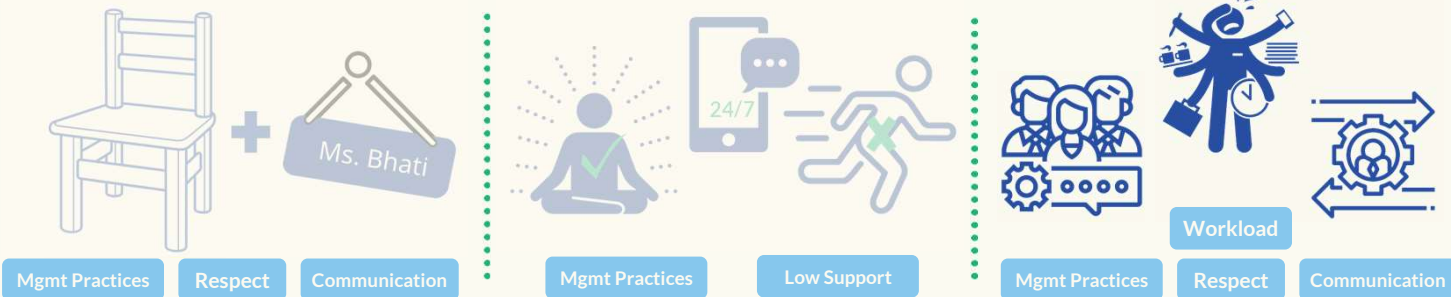
BC Ministry of Mental Health and Addictions, 2021

Reference

BC Ministry of Mental Health and Addictions. (n.d.). *Mental Health at Work Part 1*. BC's Hub for Workplace Mental Health. Retrieved October 29, 2021, from <https://www.workmentalhealthbc.ca/resource/article/introduction-to-mental-health-at-work>



Street View





Promising Approaches



Corporate Sector

-  National Standard of Canada for Psychological Health and Safety in the Workplace
-  Proactive programs that **cover the full spectrum** from positive mental health to treatment
-  Prioritize **high-impact strategies**, like leadership training & return to work programs
-  **Track key performance indicators** to demonstrate financial & non-financial benefits
-  **Use data to evaluate** if strategies are having the desired affect. Adapt as needed.

Deloitte Development LLC, 2019

Reference

Deloitte Development LLC. (2019). *The ROI in workplace mental health programs: Good for people, good for business—A blueprint for workplace mental health programs* (Deloitte Insights, p. 36) [Research and analysis]. Deloitte Development LLC.

<https://www2.deloitte.com/ca/en/pages/about-deloitte/articles/mental-health-roi.html>

The median yearly ROI on mental health programs was CA\$1.62 among the seven companies that provided at least three years' worth of data. Companies whose programs had been in place for three or more years had a median yearly ROI of CA\$2.18. Bell – no other companies identified



K-12 Education

HR/Benefits

- Return to work
- Early interventions
- Health promotion
- Implement Psychological Health & Safety Standard

Policy

- District strategic plans
- Expansion of district wellness plans to include staff
- BC Mental Health in Schools

Coaching

- District-level (Well at Work)**
 - Capacity building of district teams
 - Context-sensitive
 - Shared responsibility
 - Staff engagement in identifying issues & solutions
- Education Leaders (BTS Spark)**
 - Effective leadership & personal wellbeing

Leader Capacity

- AB (CASS)**
 - Engaged in wellness discussions
 - Aligned with standards
 - Resources
- BC**
 - Compassionate Systems Leadership
- NB (WMA Wellness)**
 - Assessment, training
 - Mental fitness, resiliency, leadership practices.

Example



- Promotion of EFAP to all staff
- Homewood Health articles in monthly staff newsletter
- Clarity on employee leave options

- Weekly Wellness Updates via [website](#) and social media
- Evening [Parent Series](#)
- Staff Site Challenges, weekly wellness mantra, and more



Senior Leadership

Human Resources

School Leaders

Family School
Liaison Program

Wellness
Coaches

- No evening/weekend communication
- Purposeful acknowledgement of stress and importance of wellness
- Role modelling work/life balance
- Feb 2021 reminder of prior activity and ongoing focus on wellness
- Admin Partner Check-In
- Universal SEL programming for students and staff



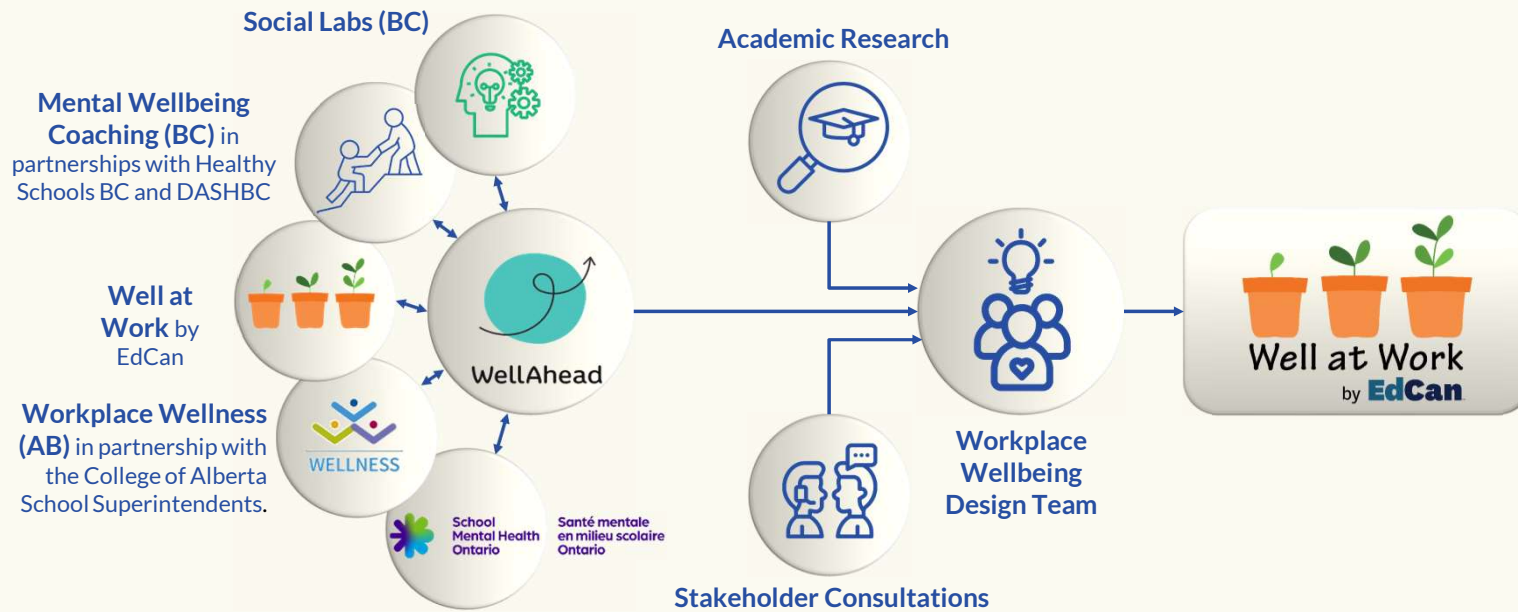
Example

- ◆ Issues identified & prioritized by staff wellbeing focus groups & engagement processes
- ◆ Improved professional relationship prioritized by all employee groups
- ◆ Coach and district team identify strategy: Learning Group using SFU's *Constructive Dialogue* series.
- ◆ Four staff members attend SFU sessions and share their knowledge at six ½-day sessions with school staff
- ◆ Two years later, the Learning Group continues its work, fostering improved professional relationships



Well at Work

How We Got Here



Our Offerings



Target Audience	Offering	Readiness to Act			Timeline/ Status
		Low	Medium	High	
School districts	Expert coaching/advising for district teams to design and implement comprehensive strategies.			✓	Available in BC & AB.
	Communities of practice to build capacity and facilitate peer-to-peer learning an exchange between individuals and districts.		✓	✓	BC in place. 2022: AB & Pan-Canadian
	High-quality, online professional learning to increase knowledge and understanding of K-12 staff wellbeing.	✓	✓		Spring 2022
School districts & stakeholders	Awareness campaign to generate buy-in among the unconvinced	✓	Bonus	Bonus	2022
	Economic study to make the case for preventative measures	✓	✓	Bonus	Initiate in 2022
Stakeholders	Provincial/territorial and pan-Canadian hubs to align diverse stakeholders around a common goal.			✓	BC established. 2022: AB & Pan-Canadian



How Governments Can Help

Consider



Wellness Lens

New Initiatives

Downloading

Labour Relations

Policy

Active & Passive Support



Contact Us

ARebeiz@EdCan.ca

Kim.Weatherby.MWB@gmail.com

www.K12wellatwork.ca

