

WORKING

TO WELL

# Return-to-Work Toolkit

*A guide for healthy recovery from psychological workplace injury.*

**WORK SAFE. FOR LIFE.**  
WORKERS' COMPENSATION BOARD OF NOVA SCOTIA



# Return-to-Work Toolkit

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# RETURN-TO-WORK Toolkit



## **What is the purpose of this toolkit?**

### **To help employers:**

- 1. Get comfortable talking to workers about mental health challenges in the workplace**
- 2. Recognize the signs & symptoms of mental health issues**
- 3. Assess the accommodation needs of a worker**
- 4. Develop accommodation strategies**
- 5. Develop return-to-work (RTW) strategies for employees who take a leave of absence due to mental health issues**

## Section one

# The importance of a Return-to-Work (RTW) strategy



## The importance of work to our mental health

Work is an integral part of most of our lives – and can have a significant impact on our psychological health, positively and negatively.

### ✓ The positives:

Work can contribute positively to our mental health by providing a sense of purpose and accomplishment. Work provides a paycheck, which helps us live the life we want to live and helps us achieve other important life goals. Another positive part of work is relationships. Interacting, contributing, going out, connecting, networking, and supporting others is good for our mental health.

### ✗ The negatives:

Although work alone can rarely be directly or causally related to the development of psychological conditions, it can play a triggering, exacerbating, or worsening role. Many work-related factors can create stress and impact our mental health (e.g. job insecurity, lack of clear leadership and support, heavy workload, work-life imbalance, and interpersonal conflict).

## “Love and work are the cornerstones of our humanness.” (Sigmund Freud)

Love – in all its shapes and forms (for our partners, family, pets, music, nature, art, hobbies and interests) – is a critical part of being human.

Similarly, engagement in meaningful work – which contributes to society and the greater good, involves us in our community, and which provides social connection and routine and structure – is a critical part of being human. When we are in civil and respectful work environments, where we are treated with kindness and collegiality, we thrive. And, **when we feel supported by our workplace when dealing with any kind of challenge – be it a death, an emergent family crisis, a physical health diagnosis or injury, or an emotional or psychological health issue – our resilience is enhanced.** We recover faster physically and mentally, and our commitment, engagement and loyalty to our workplace increases.

**Effective support of workers when they are off work, as well as psychologically healthy and safe approaches to foster return to work is win-win: for organizations, and workers.**

# Defining Return to Work

## What is Return to Work (RTW)?

Return to work is an integral part of a person's recovery and health outcomes after experiencing an injury or illness. A RTW program is a deliberate, collaborative, interactive, and planned effort aimed at facilitating and enabling Timely and Safe RTW.

A best practice RTW program can use the S.P.I.C.E. model as a guide:

- S – Simplicity:** Keep things simple. Avoid overcomplicating your program by eliminating confusing steps and processes.
- P – Proximity:** Keep the employee connected while they are off work by maintaining close proximity to the work environment. This can be as simple as regular check-ins. Transitional duties help employees stay connected to the workplace before full recovery
- I – Immediacy:** Ensure immediate reporting of injuries. Respond quickly with support, offer early accommodations, and be ready to adjust plans and pivot as needed.
- C - Centricity:** The employee plays a significant role in a successful RTW outcome. Create inclusive and interactive processes to capture their needs and input on what they think is necessary for a successful RTW.
- E – Expectancy:** Expect a good outcome. Most workers can successfully return to work, and all stakeholders should anticipate a successful RTW.

## Why is Return to Work (RTW) the right thing to do?

One of the most significant impacts of an injury or illness to an employee is the loss of livelihood. According to the National Institute of Disability Management and Research, the occurrence of a disability and subsequent absence from work profoundly affects workers' lives, including their connection to the workplace, their ability to earn a living, their role in the family, and their overall health and well-being. The longer a worker is away from work, the greater the accumulated human, social, and economic harm.

Return to Work (RTW) is the only outcome that can prevent the loss of livelihood and the accumulated harm caused by prolonged and unnecessary work disability. Timely and Safe RTW supports the worker during this vulnerable time. It recognizes that even if a worker cannot perform their original job, they can still contribute valuable work with or without accommodations. Providing accommodations for timely and safe RTW enables workers to return to work quickly and safely, leading to better health outcomes compared to recovering entirely at home.



## Legislative requirements



### Duty to Accommodate

Employers are required by law to accommodate employees with disabilities associated with mental illness. Accommodation should be facilitated to the point of undue hardship.

### Undue Hardship

The duty to accommodate is not limitless. The duty to accommodate ends when an employer reaches the point of undue hardship. Undue hardship is a point when the accommodation(s) would be prohibitively expensive or create health or safety risks.

See [Canadian Human Rights Commission](#) for more detailed information.

### Key Takeaways

- When accommodation is needed, the employer should take prompt action.
- Employees have a right to privacy and confidentiality.
- An employer must use the least intrusive means possible when requesting medical information to confirm:
  - a. The existence of a disability and need for accommodation.
  - b. What accommodations the employee needs
  - c. Any restrictions and/or limitations that would impact the essential duties of the employee's job and inform the need for accommodation.
- Accommodation is a collaborative process. Employers should share a list of all accommodation options, and then work with the employee to develop a personalized approach to accommodation.
- An employer's duty to accommodate means providing reasonable adjustments to accommodate the employee. The employer may be required to cover costs related to the accommodation.

# Benefits of Return to Work

## The worker

- ✓ Promotes physical health, well-being and recovery
- ✓ Promotes psychological wellbeing
- ✓ Assists in preventing work disability
- ✓ Preserves self-identity and self-esteem
- ✓ Maintains social bond with coworkers
- ✓ Maintains occupational bond with employer
- ✓ Protects worker benefits and financial stability
- ✓ Protects employability
- ✓ Reduces impact of disability on families

## The organization

- ✓ Promotes a fair and consistent treatment of all workers
- ✓ Prevents loss of valuable workers (i.e., skill, knowledge and experience)
- ✓ Impacts WCB insurance premiums
- ✓ Decreases the likelihood of a company being surcharged
- ✓ Increases the likelihood of a reduction in the industry rate over time
- ✓ Maintains chain of communication between all parties involved in the RTW process
- ✓ Minimizes impact of work-related injuries and illnesses on productivity
- ✓ And, it's the right thing to do







## Common barriers to a timely Return to Work

**Without appropriate support, accommodations, and/or interventions the chance of a worker returning to work begins to decline over time.**

- **6 months absence is**

**55%**

- **1 year absence is**

**32%**

- **2 year absence is**

**5%<sup>1</sup>**

Mental illness is the leading cause of disability worldwide and can have a profound impact on quality of life and productivity. Returning to the workplace after taking a leave of absence due to mental health challenges can be uncertain for the worker and a difficult task without supportive best practices:

To improve the likelihood of a timely return-to-work focus on the following best practices:

- Stay in touch with the employee.
- Provide support and demonstrate goodwill to help them return to work successfully.
- Include the worker in developing their return-to-work plan.
- Understand and address any concerns the employee may have about returning to work.
- Collaborate with the employee on accommodation solutions.
- Create a clear and understandable RTW process.

### **Reflection:**

**Consider the serious negative impacts that can arise when best practices are not followed in supporting an employee on leave. Ensuring adherence to these practices is essential to prevent such outcomes.**

<sup>1</sup> IAIABC Disability Management and Return to Work Committee. (2016). [Return To Work: A Foundational Approach To Return To Function.](#)

## Section two

# Psychological health at work

# Understanding psychological health at work

## Mental health at work

### What is health?

Poor physical and mental health is the result of a complex interplay between a range of individual and environmental factors, including but not limited to:

- Family history of illness and disease;
- Health behaviours such as smoking, exercise, or substance use;
- Health risks such as exposure to harmful chemicals;
- Genetics;
- Personal life events, circumstances and history; and
- Access to supports such as timely healthcare or social supports.

### How can the workplace contribute to health?

Work can contribute to psychological health and wellbeing as well as psychological health problems in many ways.

Many aspects of the work environment can be modified to promote psychological health and wellbeing and remove, or reduce, negative contributors to poor psychological health outcomes. Promoters of psychological health and wellbeing are the meaningfulness in work and predictability of the work environment. In addition, diverse, equitable and inclusive environments create overall feelings of belonging.

### Can the workplace cause mental health problems?

A psychologically unhealthy and unsafe workplace may contribute directly to psychological distress, such as demoralization, depressed mood, anxiety, or burnout. Exposure to traumatic events, persistent stress, interpersonal conflict, excessive work demands, and poor work-life balance can contribute to the development of mental health problems.

### Can the workplace exacerbate pre-existing mental health problems?

Work can contribute to psychological health problems in many ways. Workplace factors may increase the likelihood of a mental disorder, make an existing disorder worse, or impede effective treatment and rehabilitation. Work-related stress encourages unhealthy lifestyle practices, which can impact the health of workers.

**Psychological health** — A state of wellbeing in which the individual realizes their own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community (WHO, 2018).

**Psychological Injury** — A compensable psychological injury is one that is diagnosed by a psychologist or a psychiatrist using the Diagnostic and Statistical Manual of Mental Disorders (DSM), arises out of and in the course of a worker's employment, and is wholly or predominantly caused by one or more (or a cumulative series) of significant work-related stressors.

## Common Causes of Workplace Psychological Injury

Psychological harm can occur in many ways, including by experiencing chronic or acute traumatic incidents (eg. assault, violence, threats, verbal assault, kicking/hitting).

Psychological harm can also occur from less obvious sources, such as:

- Chronic stress
- Workplace conflict
- Excessive workload
- Bullying/harassment
- High work demands and low control over those demands
- Lack of support from coworkers/managers
- Interpersonal conflict

# Leave of absence: Impact on mental health

Employees who are at work or may be absent from work due to mental illness experience a variety of emotions, such as uncertainty, fear of stigma, feelings of isolation, shame, and worry about their employment.

Implement proactive approaches to help promote feelings of support, care, and goodwill.

## 1. Create Clear and Understandable Processes

Employees often find the process of disability leave very confusing. Ensure clear and understandable processes for disability leave, accommodations, and supportive transitional work.

## 2. Prevent Unnecessary Delays

Unnecessary delays in processes and delayed facilitation of return to work increase feelings of uncertainty for the employee. Ensure timely filing of claims, communication, and engaging with the employee.

## 3. Remove Uncertainty

Recognize the impact that the injury may be having on the employee. Make it clear you will accommodate. Include the worker in collaborative problem solving and RTW plan creation. Find ways to help support the worker to perform their job.

## 4. Create Clear RTW Plans with the Employee

Ensure RTW plans have a start and end date, logical transitions back to regular duties, and the ability to make adjustments along the way. Allow for employee autonomy to adjust and maneuver to manage their situation to be successful. Rigid plans tend to fail. Likewise, structureless and open-ended plans only perpetuate feeling of uncertainty.

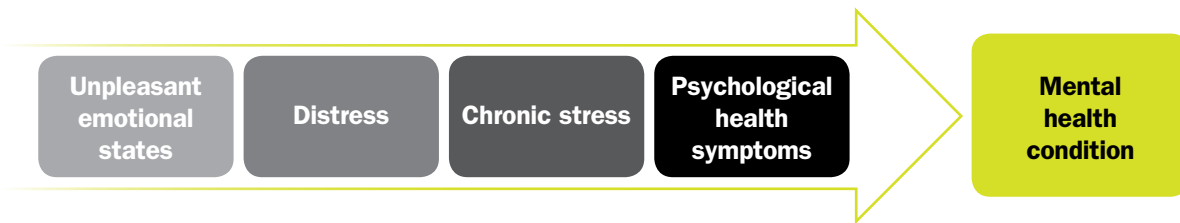




## Indicators of mental health issues

- Some people will voluntarily reveal areas of struggle, but most often, issues present as **performance issues**.
- It's important that leaders **recognize signs and symptoms** of mental health challenges at work **before assuming it is just performance issues**. (See Duty to Inquire on page 17)

Like our physical health, our mental health exists on a continuum. Multiple, everyday, factors can significantly impact our mental health. Chronic stress relating to relationships, work demands, finances, and physical health can contribute to mental health conditions.



### Mental health issues often present as performance issues, such as:

- Issues with concentrating or problem-solving
- Avoidance of coworkers
- Feeling fatigued
- Acting withdrawn or disengaged from work
- Increased conflict with coworkers
- Reduced productivity



### Mental health issues can also manifest as physical symptoms including:

- Musculoskeletal disorders, chronic pain
- Headaches, gastrointestinal issues
- Sleep dysfunction
- Cardiovascular disease
- Diabetes, hypertension



# Recognizing the warning signs of mental health issues

All of us have a state of psychological health every single day, the same way we all have a state of physical health. Over time, we can get good at recognizing signs and symptoms when we are falling into a state of ill psychological health. Leaders, managers and coworkers are more likely to effectively intervene when they recognize signs and symptoms – in themselves, and others.

(Note: Just as with physical illness, it is not the employer's role to diagnose mental illness.)



## Mentally healthy

- Energized
- Sleeping well
- Managing stress
- Confident
- Good self-care
- Keeping a regular schedule

## ★ Warning signs ★

- Aches, pains or sore muscles
- Decreased energy
- Anxious/irritable
- Concentration problems
- Overwhelmed
- Lower productivity
- Withdrawn

## Mentally unwell

- Sleep problems
- Changes in weight
- Depressed, anxious, or fearful
- Troubles controlling thoughts
- Substance abuse
- Difficulty functioning at work
- Poor self-care/hygiene

### Reflection question:

Have you noticed any of these warning signs among your staff? How would you start a supportive conversation if a staff member was struggling?

 **ACTION: Review the resource [Plan for Resilience](#).**

## Section three

# A guided return to the workplace

# Common questions about mental health accommodation and RTW

When it comes to mental health struggles in the workplace, it is often our urge to stay quiet. This might be because we don't want to overstep by asking personal questions, or we are just hoping that the issue resolves itself. When a worker needs to take a leave of absence or requests accommodation relating to mental illness, it's understandable for an employer to feel uneasy about how to proceed. As an employer, you might be thinking:

## **“How do I talk to my employee about what's going on?”**

- As a leader, you don't need the perfect words to start a conversation about mental health struggles in the workplace – you just need to say something!
  - You can start by saying, “I've noticed you haven't been your usual self lately. What would be helpful for you at this moment?”

## **“What am I allowed to say?”**

- Employees have a right to privacy, so it's understandable if you're not sure what to say!
  - The details that the employee offers will depend on their relationship with you.
  - Maintain confidentiality.
  - Keep the conversation focused on work-related function, NOT on their mental health condition.

## **“Can I ask for a diagnosis?”**

- Knowledge of the precise medical diagnosis is not necessary to provide accommodations to your employee.
  - Asking for details about the name of the condition, test results, treatments, etc should be avoided.
- Employees have a right to privacy and are only required to disclose information related to the limitations associated with their condition.

## **“Do I need to ask for a medical opinion?”**

- As an employer, you can request confirmation that a medical condition exists when accommodation is needed.

## **“What kind of accommodations can I offer?”**

- There are a variety of accommodation strategies. Understanding the interplay between the job requirements and the limitations of the employee can help you determine an ideal accommodation strategy.
  - See page 21 for examples of accommodation strategies.

## **“How will the employee return to the workplace after a leave of absence?”**

- There are several things that can help to ensure a successful return to work after a leave of absence due to mental health.
  - Developing a return-to-work plan prior to beginning the leave.
  - Staying in touch during the leave.
  - Slowly returning to regular work hours by following a graduated return to work plan.

## **“I'm not equipped for this!”**

- It can be overwhelming to feel like you're not equipped to handle employee's mental health challenges, but there are free resources that exist! See pages 23 and 24 of this toolkit for a list of helpful resources.





## Duty to inquire: Getting a medical opinion

When something impacts a worker's performance, employers have the responsibility to determine if the issue stems from a disability (physical or psychological). This means that they have a **duty to inquire** about the existence of a disability. If a disability exists, the employer must accommodate the disability. For the purpose of this toolkit, we will only discuss psychological disabilities.

- **Psychological disability**  
– any mental health condition that restricts a worker's ability to function in their job role.

### **Why and When to Inquire?**

An employer must inquire about the existence of a psychological disability to prevent discriminatory termination or disciplinary action.

An employer has a duty to inquire when:

- the worker is exhibiting behaviour changes, performance issues and/or persistent interpersonal conflict,
- the worker requests accommodation or a leave of absence, and
- the worker informs management of the existence of a disability.

### **How does the employer fulfill their duty to inquire and accommodation?**

Regardless of who initiates the accommodation process, the employer is entitled to relevant information about the employee's needs in order to determine how best to accommodate the employee and the employee is obligated to cooperate.

The medical information will allow the employer to make an informed decision about reasonable accommodation options.

Employers can request medical documentation to help understand if the employee has a disability, and if so determine:

- The relevant restrictions and/or limitations associated with the medical condition.
- What accommodations might be needed.
- Whether the employee is able to perform the essential duties of their position with appropriate accommodation.
- Whether the employee needs to move to a different position due to their accommodation requirements.
- Whether the employee needs to be off work, and if so, for how long.



In order to have the right for disability accommodation, the employee must provide the above information from their physician or health care provider.

Employers must keep in mind that requesting medical information for the accommodation process requires the balancing of two competing rights: the employer's right to manage the workplace and the employee's right to privacy.

When asking for medical information to support an accommodation request, employers must use the least intrusive means possible and respect the employee's privacy rights. In most cases the necessary medical information can be provided by the employee's family doctor or specialist.

The employer should provide the medical professional with the following information:

- Description of the employee's job function/responsibilities.
- The employee's work schedule.
- Whether the employee is in a safety-sensitive position.
- Any other relevant information that is particular to the workplace.

The employer should ask the following questions:

- Does the employee have a disability that requires accommodation?
- What accommodations does the employee require?
- For example: are there any restrictions or limitations to the performance of the job?
- What is the employee's prognosis? Is it temporary or permanent?
- If the employee is off work, are there specific recommendations for accommodation that will facilitate a safe and successful return to work?
- If the medical provider is unable to answer this question, then the employer may enlist the services of an accommodations specialist.
- For an employee in a safety sensitive position, is the employee medically fit to safely perform their job?
- Does the employee require medication where side effects may prevent them from working in their safety sensitive position?

**Employers are rarely entitled to the employee's diagnosis**

For more information see [Developing a Workplace Accommodation](#).



## Talking about mental health: conversation tips

The aim of this conversation guide is to get employers comfortable with talking to staff about mental health concerns. As a leader, selectively sharing personal experiences with your own mental health can encourage others to speak up about their own struggles.

### Talking tips for each stage of the conversation

#### Getting the conversation started

- ★ Keep language focused on function not performance
- ★ Be supportive

*“I’ve noticed you haven’t been your usual self lately. What would be helpful for you at this moment?”*

*“I’ve noticed that the regular quality of your work has dropped lately, and you don’t seem like your usual self. I’m wondering if you have some time to chat?”*

#### Finding a solution

- ★ Be open and facilitate the use of available resources
- ★ Don’t offer advice or try to fix the problem

*“How can we best support you right now?”*

*“What can I take off your plate?”*

*“Let’s discuss the supports we have for employees, such as EFAP, sick benefits, counselling, etc, and find out what might work for you.”*

*“What kinds of changes to your day-to-day activities or work environment would help?”*

#### Working Out the Details

- ★ Reinforce confidentiality
- ★ Discuss a return-to-work plan

*“Any information we request from you will be on a need-to-know basis and will be kept completely confidential.”*

*“Let’s work together to create a RTW plan that you feel is supportive and help you return to work successfully.”*

*“What would you like coworkers to know/what can be shared?”*

#### Checking in

- ★ Keep them connected to the workplace
- ★ Promote regular check-ins (i.e. call the worker every 2 weeks)

*“How have you been?”*

*“Is there anything we can do to help you out.”*

*“We miss you.”*

*“There is an ‘event’ that is coming up on ‘date’, you are more the welcome to come and join us. We would very much like to see you if you feel up to it.”*



## What is accommodation?

Accommodation is a way of supporting workers with mental health challenges to ensure that they remain productive and healthy at work. Accommodation does not require excessive monetary spending by the organization, but rather involves the workplace increasing their flexibility.

### Tips for accommodating employees

- Listen to the employee's unique situation
- Emphasize trust, integrity, and confidentiality
- Gather information from their health care provider if needed
- Be flexible
- Schedule frequent check-ins
- Reduce stigma in the workplace through awareness and education
- Reinforce the worker's value to the organization

## 4 easy steps to establish accommodation

### Step 1: Recognize the need for accommodation

- Encourage workers to come forward if they are experiencing difficulties.

### Step 2: Conduct a needs assessment

- Discuss how the worker's unique needs can be met.
- Avoid asking for details about private mental health concerns.

### Step 3: Create an individualized plan

- Discuss with the worker the accommodations that can be implemented.

### Step 4: Monitor and schedule regular check-ins

- Meet with the worker to discuss how the accommodations are working for them.

# Accommodation strategies to consider

## **Flexible scheduling**

Determine start and end times that work best with worker's needs.  
Encourage more frequent breaks to replenish energy.

## **Modified environment**

Alter the lighting, noise, or scents of the workspace. Offer work from home options if possible.

## **Individualized training**

Use individualized training approaches that help comprehension and memory.

## **Isolation prevention**

Coordinate team building activities. Provide methods for a virtual team to communicate online.

## **Modified supervision**

Discuss the best ways to provide feedback and instruction. Schedule more frequent meetings with workers.

## **Limited exposure to stress**

Provide the opportunity for debriefing after stressful incidents. Provide opportunities for emotional intelligence training.

## **Modified job role**

Make reasonable modification to job duties or reassign the employee to a new role.

## **Distraction reduction**

Reduce workplace noises and distractions. Ask the worker how the environment can work better for them.

## **Remote work**

Allow employee to work from home if possible. Check in with worker frequently to ensure they remain connected to the workplace.



See also [Accommodation Strategies](#) from **Workplace Strategies for Mental Health**.



## Developing a Return-to-Work plan

When a staff member takes a leave of absence, it is crucial to develop a detailed return-to-work (RTW) plan. This ultimately benefits both the organization and the worker.

### Tips:

- Ask the worker what their needs are for returning to work.
- Be proactive in the development of an RTW plan.
- If possible, consider a graduated return-to-work (GRTW) plan. GRTW allows workers to get back into the habit of going to work and build up a tolerance for work activities.
- Set specific goals and milestones for returning to work.
- Encourage a gradual return to usual work hours/responsibilities.
- Maintain contact during the leave. Share information about the ongoings of the organization.
- Schedule regular check-ins to monitor return-to-work progress.
- Treat the worker with respect and proactively work to address mental health stigma in the workplace.

## Example of a Return-to-Work plan

Hans works at an automotive repair shop as a mechanic. On top of repairing vehicles, Hans often has contact with upset or angry customers. Hans requires the following accommodations upon returning to work:

- Flexible scheduling to accommodate low energy levels early in the morning
- Modified job role where contact with customers is limited
- Individualized training to develop strategies to communicate with upset customers
- Gradual return to full time hours

### RTW Schedule for Hans

Phase 1 - Week 1 & 2

**Working hours:** 3 days a week; 12pm - 4pm.

**Job duties:** Reorientation with automotive shop, light housekeeping duties, repairing non-urgent vehicles.

Phase 2 - Week 3

**Working hours:** 3 days a week; 10am - 4pm with 30 minutes for lunch. **Job duties:** Light housekeeping duties, repairing non-urgent vehicles, individualized training to improve customer relations.

Phase 3 - Week 4

**Working hours:** 4 days a week; 10am - 4pm with 30 minutes for lunch. **Job duties:** Repairing more urgent vehicles, continued individualized training to improve customer relations.

Phase 4 - Week 5

**Working hours:** 5 days a week; 10am - 5:30pm with 30 minutes for lunch. **Job duties:** Return to regular job duties with limited customer contact, to be increased based on Hans' feedback at weekly check-in meetings that continue for an additional 8 weeks with his manager.



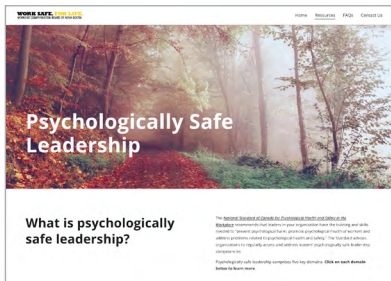
## Checklist for accommodation/RTW planning

- Take notice of behavioural changes, performance issues, or interpersonal challenges among staff
- Inquire about the possibility of a disability before termination or disciplinary action
- Consider what kind of accommodations you could offer staff members facing psychological challenges
- Share available accommodation options
- Make sure staff is aware that there are RTW plans for workers on leave
- Develop an individualized return-to-work plan for any worker going on leave
- Encourage a transitional return to the workplace
- Keep in contact with any worker on leave
- Schedule regular check-ins once the worker has returned to the workplace
- Ensure clearly defined restrictions and limitations

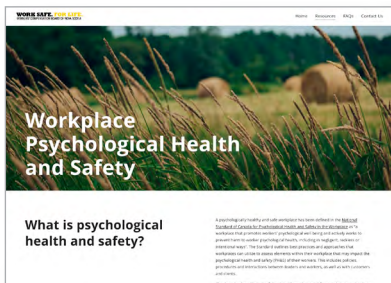


## Useful resources offered by WCB Nova Scotia (see: [www.wcb.ns.ca/Return-to-Work](http://www.wcb.ns.ca/Return-to-Work))

WCB Nova Scotia in partnership with WorkSafe Saskatchewan and Dr. Samra have developed a [Psychological Health and Safety Resource Center](#) with tools and resources to support the prevention of psychological injuries.








### [Psychologically Safe Leadership](#)



### [Workplace Psychological Health and Safety](#)

#### [Videos] 13 work environment factors

-  Organizational Culture (3:22 mins)
-  Psychological & Social Support (3:53 mins)
-  Clear Leadership & Expectations (4:39 mins)
-  Civility & Respect (4:00 mins)
-  Psychological Demands (4:23 mins)
-  Growth & Development (3:06 mins)
-  Recognition & Rewards (3:13 mins)
-  Involvement & Influence (2:58 mins)
-  Workload Management (4:15 mins)
-  Engagement (4:23 mins)
-  Balance (4:23 mins)
-  Psychological Protection (3:37 mins)
-  Protection of Physical Safety (4:08 mins)





**WORK SAFE. FOR LIFE.**  
WORKERS' COMPENSATION BOARD OF NOVA SCOTIA

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**Corporate Website and WCB Online:** [wcb.ns.ca](http://wcb.ns.ca)

**Return-to-work tools and resources:** [wcb.ns.ca/workingtowell](http://wcb.ns.ca/workingtowell)

**Workplace Safety Tools and Resources:** [worksafeforlife.ca](http://worksafeforlife.ca)



**MyWorkplaceHealth**

Dr. Joti Samra, R.Psych., CEO & Founder  
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Dr. Joti Samra, R.Psych. is a national thought leader on issues relating to psychological health, wellness and resilience. She is the CEO and Founder of [MyWorkplaceHealth](#), a full-suite national workplace consulting firm and Clinic Director of [Dr. Joti Samra & Associates](#) – a clinical and coaching practice.

Dr. Samra is a highly-regarded expert in psychological health and safety (PH&S). Over the past two decades, she has been involved in numerous national initiatives that have contributed to policy change in Canada, and is a Founding & Ongoing Member of the CSA Technical Committee that developed the National Standard of Canada for Psychological Health & Safety in the Workplace. This Standard is the first of its kind in the world, and has shaped policy development for workplace PH&S at the International Organization for Standardization (ISO) level.

Dr. Samra is the lead Research Scientist who created Guarding Minds at Work: A Workplace Guide to Psychological Health & Safety, in which the psychosocial factor frame adopted by the Standard was developed. She is also the developer of the Emotional Intelligence Self-Assessment, and the Psychologically Safe Leader Assessment, assessment and action planning resources that align leaders' skills with the requirements of the Standard. Dr. Samra and her team have extensive expertise in helping organizations implement initiatives related to workplace PH&S including implementation of the CSA Standard; providing leadership development, training and coaching services across a broad range of areas, including emotional intelligence, psychologically safe leadership and mental health awareness; and, providing a breadth of services to enhance employee psychological health, wellness and resilience.