Psychologically Healthy Workplace Awards
and Best Practices Honors 2010
Creating a psychologically healthy workplace takes a firm commitment even in the best of times, and as the recession hit full swing, many organizations (even healthy ones) had to make some difficult decisions. In a 2009 survey conducted by the American Psychological Association, 68 percent of employed Americans reported that their employers had taken steps such as putting a freeze on hiring or wages, laying off staff, reducing work hours, benefits or pay, requiring unpaid days off or increasing work hours as a result of the weak economy.

Yet while the damage mounted, reports surfaced of surprisingly high employee satisfaction and engagement. Did these accounts represent a workforce committed to helping their employers through tough times, or were employees simply hunkering down, counting themselves fortunate to still have jobs and afraid to make waves? Only time will tell, but whatever dynamic is at play in your organization likely has a lot to do with how employees feel they were treated when the chips were down.

Employers who understand the link between employee well-being and organizational performance strived to maintain a work environment characterized by openness, fairness, trust and respect, even when difficult actions were required. These employers are positioned for success in the economic recovery and will have a distinct competitive advantage in their ability to attract and retain the very best employees.

To highlight those organizations committed to creating a culture of health and productivity, I am honored to present the American Psychological Association’s 2010 Psychologically Healthy Workplace Award (PHWA) winners and Best Practices honorees.

The five PHWA winners described in these pages have implemented a comprehensive set of workplace practices designed to optimize outcomes for both employees and the organization. The ten Best Practices honorees, also described here, highlight a variety of approaches that effectively meet the unique needs of an organization and its workforce.

We congratulate our winners and hope that their examples help showcase the power that a healthy workplace has to drive positive change and help individuals, organizations and communities thrive.

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The American Psychological Association’s

Psychologically Healthy Workplace Awards

The Psychologically Healthy Workplace Awards are designed to recognize organizations for their efforts to foster employee health and well-being while enhancing organizational performance.

APA’s Psychologically Healthy Workplace Awards
Nominees for APA’s Psychologically Healthy Workplace Awards are selected from the pool of previous local winners. Candidates are evaluated on their workplace practices in the following areas:

- Employee Involvement
- Health and Safety
- Employee Growth and Development
- Work-Life Balance
- Employee Recognition

Additional factors that are considered include employee attitudes and opinions, the role of communication in the organization and the benefits realized in terms of both employee health and well-being and organizational performance. Following a competitive evaluation and judging process, the top candidates are selected for recognition by the American Psychological Association.

APA’s Best Practices Honors
The Best Practices Honors focus on a single program or policy that stands out for facilitating a psychologically healthy workplace. Special attention is given to workplace practices that are designed and implemented in a way that creatively meets the specific needs of an organization and its employees. As with APA’s Psychologically Healthy Workplace Awards, nominees come from the pool of previous local winners and are selected through a competitive evaluation and judging process.

Local Psychologically Healthy Workplace Awards
Since 1999, our affiliated state, provincial and territorial associations have presented Psychologically Healthy Workplace Awards to local organizations. Participation has grown to 52 associations across the U.S. and Canada that, collectively, have recognized more than 400 organizations.
<table>
<thead>
<tr>
<th>Page</th>
<th>Title</th>
<th>Author(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Building a Culture of Wellness</td>
<td>American Cast Iron Pipe Company</td>
</tr>
<tr>
<td>6</td>
<td>Fitting Wellness into the Workday</td>
<td>ATI Physical Therapy</td>
</tr>
<tr>
<td>7</td>
<td>Bringing Generations Together</td>
<td>Brookhaven Care Centre</td>
</tr>
<tr>
<td>8</td>
<td>Caring with Hands and Hearts</td>
<td>Tallahassee Memorial HealthCare</td>
</tr>
<tr>
<td>10</td>
<td>Laying the Foundation for Employee Health</td>
<td>American Cast Iron Pipe Company</td>
</tr>
<tr>
<td>11</td>
<td>Planning for a Healthy, Productive Workforce</td>
<td>College of Physicians and Surgeons of Nova Scotia</td>
</tr>
<tr>
<td>12</td>
<td>Putting People First</td>
<td>Advanced Solutions</td>
</tr>
<tr>
<td>14</td>
<td>Coaching for Commitment</td>
<td>Gillette Children’s Specialty Healthcare</td>
</tr>
<tr>
<td>15</td>
<td>Checking Employee Stress at the Door</td>
<td>Leaders Bank</td>
</tr>
<tr>
<td>16</td>
<td>Protecting the Protectors</td>
<td>Toronto Police Service</td>
</tr>
<tr>
<td>18</td>
<td>Promoting Quality Patient Care</td>
<td>Memorial Hospital</td>
</tr>
<tr>
<td>19</td>
<td>Flex Scheduling Makes Everyone Smile</td>
<td>Northeast Delta Dental</td>
</tr>
<tr>
<td>20</td>
<td>Investing in Employee Strengths</td>
<td>Leaders Bank</td>
</tr>
<tr>
<td>22</td>
<td>Staying Connected to Life Outside the Office</td>
<td>Rovi (formerly Macrovision) - Ann Arbor, Data Services</td>
</tr>
<tr>
<td>23</td>
<td>Bringing Values to Life</td>
<td>Tallahassee Memorial HealthCare</td>
</tr>
<tr>
<td>25</td>
<td>The Psychologically Healthy Workplace</td>
<td>Fostering Health and Well-Being, Enhancing Performance</td>
</tr>
<tr>
<td>27</td>
<td>Information, Tools and Resources for Creating a Healthy, Productive Work Environment</td>
<td>Online Resources</td>
</tr>
<tr>
<td>28</td>
<td>About the APA and Cooperating Organizations</td>
<td>American Psychological Association</td>
</tr>
</tbody>
</table>
Employee Involvement
The company’s late founder left ACIPCO to employees in the form of a trust, which provides many unique opportunities for employee involvement. ACIPCO employees are grouped into districts that elect representatives to serve on the Board of Operatives, as well as a Director-at-Large to represent wage employees. A member of the Board of Operatives also serves on the Board of Management and an elected Clerical Director represents salaried employees.

Other workgroups at ACIPCO include a continuous improvement support team composed of employees from across the organization and a health and productivity team. All employees and retirees benefit from the profit-sharing plan established by ACIPCO’s founder, and monthly meetings provide a venue to update employees on the company’s book of business.

Health and Safety
The ACIPCO Medical Group located on campus offers medical, dental, vision, x-ray, mammography, pharmacy, laboratory and specialty services to approximately 9,000 employees, dependents and retirees. Additionally, the company mandates employee participation in a comprehensive safety program that uses peer-observation activities to encourage safe work habits, and each department has an ergonomics team to focus on issues specific to different work areas.

ACIPCO’s award-winning wellness program (see “Laying the Foundation for Employee Health,” p. 10) is recognized as cutting edge, especially among manufacturing companies. The 5,000-square-foot Eagan Center for Wellness houses staff offices, an exercise room with weights and fitness equipment, an aerobics room and a physical rehabilitation clinic. The wellness staff, including a manager, assistant and contracted fitness instructors and physical therapist, administer the center’s health education programs, oversee center operations and manage on-site physical therapy and conditioning programs. Educational programming available to employees, dependents and retirees includes diabetes education, injury prevention, exercise, nutrition and smoking cessation classes. In addition to classroom instruction, wellness staff visits employees on-site to accommodate workers throughout the plant.
Employee Growth and Development

ACIPCO’s Placement and Development Department provides apprenticeship, leadership, personal development and basic skills training programs for employees through the company’s Eagan College. The apprenticeship program is designed to identify and train employees in trades such as maintenance, electrical and mechanical operations and allows employees to perform different work tasks to gain experience and advance their careers.

The company’s leadership program helps employees develop the skills necessary for management functions and is a mandatory part of the curriculum for all new supervisors. Personal development courses range from CPR to investment strategies and basic skills training includes classes on writing, computer skills, math and public speaking. Tuition reimbursement is available to employees and joint programs with local universities provide opportunities for employees to earn management certificates and advance their careers.

Work-Life Balance

In the 1920s, ACIPCO became home to the first industrial YMCA in the Southeast, serving the recreational, educational, religious and social needs of employees and families. The YMCA has hosted various corporate and social events, including training classes, banquets, music and sports, and ACIPCO’s culture of commitment to families and wellness continues today.

With health care services and a credit union located on-site, ACIPCO employees have convenient access to services that help them manage life’s demands. An EAP provides confidential, professional counseling assistance to employees and their dependents and popular classes on job stress and balancing work and non-work demands are offered by both EAP and ACIPCO Wellness staff.

Employee Recognition

ACIPCO knows recognition goes a long way. Through the Bright Ideas Program, employees can earn $100 for ideas that are implemented and, if financial benefits can be calculated, the employee receives 15 percent of the net savings in the first year. Employees who report safety hazards are awarded gift cards at monthly safety meetings and departments with significant safe working periods receive quarterly and annual safety awards.

Newsletter articles highlight employee achievements and news of significant events such as births and graduations is shared across the organization. The monthly publication Pipe Progress, which is distributed to approximately 16,000 potential and actual customers, includes articles about ACIPCO products used in projects around the world and recognizes the employees involved in their development.

The Bottom Line

ACIPCO’s health and wellness program has demonstrated a measured return on investment (ROI) of 2:1. Positive health outcomes include more than 320 employees who have quit smoking, approximately 1,200 who have begun an exercise program and more than 600 who have lowered their blood pressure to within normal limits. The diabetes education program has saved the company more than $4 million by reducing health risks and preventing complications, and the company’s physical therapy and rehabilitation services save ACIPCO approximately $175,000 annually.

In recent employee surveys 94 percent of employees reported that they were satisfied with their jobs and 70 percent said they were often or very often able to manage job stress effectively. ACIPCO’s safety program has also demonstrated positive results, with a 38 percent decrease in the company’s overall injury rate over the course of one year. ACIPCO boasts a turnover rate of less than 1 percent, and the culture of trust has resulted in loyalty from both employees and customers alike.
Health and Safety

Illinois – As a comprehensive orthopedic rehabilitation provider, **ATI Physical Therapy** knows that healthy employees drive a successful company. The ATI wellness center, in conjunction with its Get Fit wellness program, helps keep employees in top shape so they can deliver high-quality care.

ATI takes a continuous improvement approach to the processes it applies to patient care and strives to do the same for employees. In 2007, the company started Get Fit, an employee-led program that helps ATI staff meet their wellness goals through friendly competition. Participation in the program has increased each year since its inception, with the addition of a wellness center at the corporate office almost doubling participation. ATI also began providing screenings to increase health awareness among employees and encouraged them to enroll in the fitness program by discounting health insurance deductibles for participants.

Other wellness initiatives include a competition among employees for the healthiest recipe and a class on easy-to-prepare healthy meals is taught by an employee who is a former professional chef. ATI also removed high-fat, sugary treats and carbonated beverages from its vending machines and introduced a snack bar carrying only healthy foods. Employees report that they look forward to waking up each morning to work out, have improved their eating habits and feel more energetic.

ATI’s commitment to the well-being of employees not only improves health and productivity, it also helps to position the company as an employer of choice for years to come. ATI was honored as the #1 Physical Therapy Practice in the Nation by Advanced Rehabilitation Magazine in 2006 and has received numerous awards for its employment practices.
2010 Best Practices Honoree
Brookhaven Care Centre
Bringing Generations Together

Work-Life Balance

British Columbia – Brookhaven Care Centre is part of the Canadian public health care system owned and operated by the Interior Health Authority. Brookhaven’s care philosophy encourages a thriving home-like environment in residential care, and the facility took it a step farther by creating the Lil’ Brooks Club, a program that allows employees’ children to join them at work and volunteer with the elderly residents, bringing generations together in a supportive and welcoming environment.

The program, which is open to children ages 5 through 12 and takes place during school breaks, offers opportunities for employees’ children to get involved in their community while accompanying their parents to work. Club members perform a variety of tasks under the direction of the leisure services staff and are able to interact with residents of different ages and abilities in a well-organized, safe environment.

As a result of the program, elders at Brookhaven have built lasting friendships with members of the Lil’ Brooks Club and the children gain a better appreciation of the important roles their parents play in other people’s lives. Employees also experience the comfort of knowing their children are safe, having fun and volunteering in their community.

Staffing shortages in health care are common and Brookhaven knows the importance of a quality workforce. As a result of the program, employee retention has improved and recruitment of new staff members has also increased. Brookhaven employees report that the program has contributed to a positive work environment, brought more laughter to the workplace, saved them money on childcare and taught their children valuable life skills of respect and compassion.

The Lil’ Brooks Club has been so successful that other Interior Health care homes plan to offer similar programs, and organizations throughout the province seek guidance from Brookhaven for planning and implementing their own initiatives. By engaging the next generation through the Lil’ Brooks program, Brookhaven Care Centre is not only creating a healthy environment for residents and staff, it is also helping to shape caring and hard-working youths today for a better tomorrow.
Tallahassee Memorial HealthCare

Caring with Hands and Hearts

*Florida – At Tallahassee Memorial HealthCare (TMH), I CARE values – which stands for Integrity, Compassion, Accountability, Respect and Excellence – establish a foundation from which the organization works toward the goal of being recognized as a world-class health care provider (see “Bringing Values to Life,” p. 23). The values are incorporated into all facets of the organization, including reward and recognition programs, performance reviews, training programs and myriad operational components.*

**Employee Involvement**

In the past year, staff-led councils at TMH have spearheaded the purchase and implementation of smart pump technology for patient-controlled analgesia, created a professional development model for nursing, implemented new educational methodologies that blend electronic and classroom training, and created an auditing system that provides real-time feedback to staff. Even the grievance process at TMH relies on employee input, with the final step a review by a randomly selected pair of senior leaders.

Managers and leaders at TMH are encouraged to apply principles of participative management by encouraging collaborative problem solving, forming teams to address emerging needs and maintaining open-door policies. Organizational newsletters, a corporate intranet, suggestion boxes, employee surveys and monthly department meetings have all become common practice as a direct result of employee feedback and suggestions.

**Health and Safety**

At TMH, employees are encouraged to practice physical, spiritual and emotional self-care. Employees can access an off-site health and fitness center with trainers and state-of-the-art exercise equipment, or take a brisk walk on the path around the main hospital campus. The TMH cafeteria offers a wellness menu, with items featured on the intranet to encourage employees to make healthy food choices.

TMH has a no-tobacco policy and offers free smoking-cessation classes and other aids to help employees kick the habit. An occupational health clinic addresses hazards common to health care environments. Additionally, TMH’s EAP program has been instrumental in helping employees manage stress, cope with traumatic events and get referrals to professional help when needed.
Employee Growth and Development

TMH recognizes the value of career development and provides a variety of resources to help employees pursue additional education, advance within the organization and improve patient care. TMH’s self-paced, individual study program provides newly hired leaders with the knowledge and tools necessary to be an effective manager. The program uses a three-tier learning approach that provides hands-on practice, mentoring and access to TMH subject matter experts.

In addition to a multitude of training programs offered both internally and externally, TMH has two learning pathways to prepare employees for advancement. A colleague development program is designed to help professional-level employees acquire and improve the skills needed to move into supervisory positions, and career enhancement training is offered to front-line employees who want to advance into administrative positions. Most recently, due to the economic crisis, both stress reduction and money management programs have also been offered to all employees.

Work-Life Balance

To help employees balance multiple roles and responsibilities that may include parent, spouse, caregiver and health care professional, TMH offers flexible work arrangements and other resources. Part-time and flex scheduling, as well as online learning programs, are available to employees, so they can access educational resources at their convenience. A childcare center, adult day program, nursing mothers room and chaplain’s program were all established in response to employee and community requests and serve to support life balance.

Employee Recognition

Recognition practices at TMH are based on its I CARE values and include a host of awards and celebrations. Since TMH is a 24/7 facility, events are scheduled during all shifts. Employees are encouraged to recommend colleagues for recognition, and supervisors receive a kit that contains tips and tools for expressing their appreciation to employees.

Team and individual awards are publicized in employee newsletters, and any TMH employee specifically mentioned in a telephone call or letter from a patient or family member receives a formal commendation. Through the “I CARE/We Share” gain-sharing program, all eligible TMH staff members receive payouts when established goals are met.

The Bottom Line

As a result of TMH’s workplace practices, employees have made significant strides in morale, job satisfaction and work efficiency. Survey results from 2006 and 2008 show high levels of satisfaction with leadership, coworkers, work environment and the overall organization. In addition to receiving numerous awards for its workplace practices, TMH has seen major improvements in its customer relations, operating margin, turnover and productivity.
Health and Safety

*Alabama – American Cast Iron Pipe Company* (ACIPCO) has cared for its employees, dependents and retirees since the early 1900s, and the company’s internal wellness program is an industry leader that delivers high participation rates and measurable results.

ACIPCO Wellness provides numerous prevention and disease management programs including health screening and coaching, nutrition and weight loss, blood pressure management, diabetes education, back injury prevention, stress management and physical therapy for employees with work-related injuries. Additionally, the company offers health education, an on-site fitness center and group exercise classes to keep employees moving.

In 1996, ACIPCO Wellness launched the WellBody Club – a voluntary screening and health coaching program that employees can participate in while on the job. Employees are assessed and, based on health risks, placed into one of four groups with financial incentives for participation. Approximately 80 percent of employees participate in the WellBody screenings, with around 85 percent of participants falling in the two lowest-risk categories. This program was recently expanded to include health behavior goals, with successful achievement tied to a discount on health insurance premiums. More than 800 employees improved their health by reaching one or more of their stated goals in the first year alone.

ACIPCO’s health and wellness program has demonstrated a measured return on investment (ROI) of 2:1. Positive health outcomes include more than 320 employees who have quit smoking, approximately 1,200 who have begun an exercise program and more than 600 who have lowered their blood pressure to within normal limits. The diabetes education program has saved the company more than $4 million by reducing health risks and preventing complications, and the company’s physical therapy and rehabilitation services save ACIPCO approximately $175,000 annually.

In addition to measurable health improvements and strong financial bottom-line results, ACIPCO’s health and productivity efforts have fostered a strong sense of loyalty from employees and contributed to a culture of shared responsibility for success.
Health and Safety

Nova Scotia – The College of Physicians and Surgeons of Nova Scotia, a professional body responsible for regulating the Canadian province’s medical profession, strives to provide a work environment that encourages health and well-being. Employees are highly involved in the College’s healthy workplace initiative and in turn, reap its many rewards.

The College began planning for its healthy workplace program with a comprehensive needs assessment that identified areas that could benefit from further development, such as stress management and mental health resources. New practices were designed and added to the College’s already robust offerings, which include generous staff benefits, training and development, and EAP services. Additionally, the College’s healthy lifestyle program provides employees with a variety of benefits such as a generous annual wellness allowance to support gym memberships and other healthy living goals, workshops that address health issues, online health assessments and a smoking cessation program with a financial incentive and ongoing support.

Healthy workplace efforts at the College are guided by a quality council consisting of all levels of staff and overseen by a steering committee. The healthy workplace philosophy and programming are actively supported by all levels of the organization, including the board, senior leadership and staff.

The College has been recognized by the National Quality Institute and the Metro Area Chamber of Commerce as a leader in healthy workplace initiatives; but more importantly, employees report high levels of satisfaction and well-being. Average sick leave is 2.5 days per year, compared to the provincial average of 9.1 days and the national average of 7.1 days. By taking a long-term view of employee health, integrating this philosophy into its vision, mission and values and actively involving staff in efforts to improve employee and organizational outcomes, the College of Physicians and Surgeons of Nova Scotia has laid a foundation for a culture of health and wellness.
Advanced Solutions

Putting People First

*British Columbia* – **Advanced Solutions**, an HP Company, delivers world-class business process and information technology outsourcing services in a professional and employee-centric environment. The company collaborates with industry-leading partners to provide the best possible solutions for its customers. With its fundamental operating philosophy of people first, employees always know where they stand.

**Employee Involvement**

Employees at Advanced Solutions are involved in projects from their inception, and information technology staff members regularly participate on project teams and task forces. A defining characteristic that helps sustain employee involvement and engagement is the use of employee-driven teams that focus on a variety of fundraising, employee recognition, sustainability, and health and wellness activities throughout the year.

Advanced Solutions also involves employees through face-to-face interactions with senior leadership and communication channels that include town hall meetings, video conferences and informal roundtables. The results of organization-wide engagement surveys are shared with employees each year and used to establish improvement plans and action steps.

**Health and Safety**

Employees receive generous extended health benefits that are fully employer funded, as well as access to EAP services. Advanced Solutions also has self-directed first aid and emergency response teams that update emergency procedures, conduct drills and trainings and carry out regular awareness campaigns. Safety precautions are in place at Advanced Solutions for flu prevention; an occupational health and safety committee performs monthly building inspections; and a team of ergonomic specialists provides assessments and workstation setups for employees.

Advanced Solutions’ location at the Vancouver Island Technology Park, Canada’s first LEED gold standard building, means the physical work environment also contributes to health and well-being. Employees are surrounded by a bird sanctuary, more than 12 miles of hiking trails and abundant natural lighting.
**Employee Growth and Development**

Advanced Solutions’ performance development and management program is focused on helping employees with career planning. Employees discuss career aspirations with their supervisors and develop learning plans to support their goals. Progress is discussed at three annual meetings and a training coordinator connects employees with resources and online career development courses.

Employees have access to “Grow@HP,” an online career management site that tracks all online courses and certifications and provides employees with access to thousands of courses on topics ranging from leadership to technical skills. Various in-house trainings are available to employees, as well as annual first aid and CPR courses. Advanced Solutions understands the value of employees staying connected and involved in the industry and, in 2008 alone, sent employees to more than 20 outside workshops and conferences.

**Work-Life Balance**

Employees at Advanced Solutions can take advantage of flexible work scheduling, modified work weeks, deferred salary leave, unpaid leave, and up to seven weeks of vacation time. Special paid leave is provided for major life events, and the company will cover up to three days a year of paid leave and $500 in expenses for employees who must travel for medical treatment for themselves, children or a dependent parent.

Advanced Solutions employees also have access to child and elder care resources and a special intranet site that explains the company’s work-life programs and provides links to additional information. A fitness center, on-site massage, bike lockup and dry cleaning pickup add the little conveniences that make life easier.

**Employee Recognition**

The human resources team spearheads Advanced Solutions’ Rewards and Recognition Program, which seeks employee nominees each year in the categories of community impact, employee excellence, leadership excellence, team excellence and workplace wellness. Employees are nominated by their peers and recognized at the company’s annual anniversary celebration.

Monthly Above and Beyond awards are also given based on peer nominations. There is an average of 10 nominations each month, and the vice president of HR personally presents all nominated employees with a recognition certificate and a token of appreciation.

**The Bottom Line**

The creation of a labor-friendly working environment is a strategy that has propelled Advanced Solutions to success. The company works to transition unionized public-sector workers into the organization and has a record of solving all union grievances without the need for arbitration.

Voluntary turnover dropped from 7.9 percent in 2008 to 4.1 percent in 2009, and measures of employee engagement have steadily increased. Average sick day usage at Advanced Solutions was 8 days in 2007 and 7.7 days in 2008, lower than the average of 10.4 days for Canadian public-sector employees. The company has received an impressive array of awards, including recognition from the United Way of Greater Victoria, Habitat for Humanity and WorkLife BC, all of which demonstrates to employees that their efforts are making the community a better place.
Employee Growth and Development

Minnesota – When Gillette Children’s Specialty Healthcare grew 30 percent over a five-year period, this independent, not-for-profit hospital knew it would have to take a strategic approach to employee development. To build employees’ capabilities, Gillette rolled out a coaching program to teach managers, supervisors and HR professionals how to help employees discover creative solutions to complex and difficult situations.

To implement the program, Gillette piloted a two-day training with a group of managers and then made revisions based on their suggestions. The course was then repeated several times for other leaders in the organization. Following the initial training sessions, the trainers and advisors met to identify the necessary steps for rolling out the coaching program to the rest of the organization: establishing a common language; developing resources for coaches; collecting data to measure results; and creating opportunities for coaches to apply the new skills.

As a result of the program, managers now use coaching methods to address issues before they become performance problems, and Gillette’s involuntary turnover rate decreased from 1.51 percent in 2007 to 0.7 percent in 2008. Gillette’s inpatient units scored higher in overall customer satisfaction than 88.6 percent of pediatric rehabilitation hospitals in a Press Ganey survey. The hospital’s reputation as a great place to work has also bolstered its recruiting efforts. Of positions filled with external candidates, 23 percent came from employee referrals, 40 percent of which were for hard-to-fill professional positions, such as nurses, physical therapists and pharmacists, helping to keep the vacancy rate a low 4 percent in 2008.
Leaders Bank

Checking Employee Stress at the Door

Health and Safety

Illinois – In 2009, Leaders Bank redesigned the employee stress management program it had developed and implemented in 2006, as staff shared the stress they were feeling over the economy. By focusing on employee well-being, the bank has been able to attract and retain a high-quality professional staff that is well equipped to provide the personal service its customers expect.

As the ramifications of the economic downturn weighed heavily on employees, team leaders reported the need for an organizational response. A comprehensive Adapting to Change and Effective Stress Management program was motivated from the ground up and endorsed by senior management. The objectives of the training program include understanding the functional components of change, examining the effects of stress, and learning and practicing techniques for effective coping during periods of significant change.

Employees are taught specific methods for recognizing the early warning signs of stress and how to implement prevention and stress management interventions. Follow-up training sessions and EAP services are also made available. The design of the program is tailored to each employee group, so that sales personnel navigating relationships with customers and backroom operations workers managing productivity and deadline pressures have custom-tailored workshops designed to meet their specific needs.

The stress management program is a natural outgrowth of Leaders Bank’s long-term commitment to wellness throughout the organization. Anchored in this philosophy and practice, the bank’s culture remains resilient during difficult times and strong during cycles of growth.
Employee Involvement

TPS actively encourages its employees to be involved in operations and decision-making. In the operational sector, problem-specific task forces are used as a means to involve employees in important day-to-day issues. This approach has been used to solicit input regarding information and records management, processes for promoting uniformed officers, identification of the most efficient, effective ways to deliver police services to the community and proposed changes to TPS’s compressed work week schedule.

Surveys are used as a means to gather employee input about everything from preferred options for emergency daycare to the perception of police roles in the community. Surveys were even used in the selection of a design for a new police vehicle. As part of the organization’s global wellness initiative, employees also participated in an online survey of health risk factors that guided the development of TPS’s wellness program.

Health and Safety

The work of a police officer includes physical and psychological challenges unique to law enforcement. Efforts to protect and promote the well-being of TPS employees begin at the point of initial selection with a psychological evaluation that is used to ensure good fit and risk reduction. Attention to physical, psychological and spiritual needs continues through training and beyond, as a police officer’s career moves forward through promotions and special assignments. When officers are exposed to traumatic events, trained responders provide necessary support, and a program is available to help monitor psychological functioning and enhance resilience.

TPS takes a comprehensive approach to health promotion that includes occupational health physicians and nurses, psychological services, a wellness coordinator, chaplaincy services and an in-house employee and family assistance program. TPS has established workplace health and safety as a priority, which is reflected in a range of policies to address substance abuse, workplace safety, diversity awareness, workplace harassment and stereotyping prevention. The results of a 2006 health risk and productivity assessment became the basis for the development of a workplace health and wellness plan that includes a cardio-metabolic screening program supplemented by optional fitness and nutritional counseling.
Employee Growth and Development

While work in the police service offers unique challenges, few careers offer the job security and opportunities for enrichment and advancement it affords. Training options include on-the-job mentoring, developmental assignments, conference attendance, in-house courses and educational leaves of absence. Regularly structured promotional processes provide uniformed employees with the opportunity to seek career advancement. Civilian employees also have the opportunity to compete for all posted positions, with preference given to internal applicants.

From the point of first hire, TPS employees are offered a range of opportunities for growth and development. New officers participate in intensive operational training. Once on the job, employees’ training experiences are augmented by one-to-one coaching and mentoring, as well as ongoing certification programs in safety-related skills. In addition, the TPS training and education unit offers an extensive curriculum designed for both uniformed and civilian employees.

Work-Life Balance

Efforts to promote work-life balance include provisions for dependent care leave, access to emergency childcare and information about child and elder care resources. Options are also available if a family member becomes ill. Under these circumstances, employees may request reduced working hours or apply for a job-sharing arrangement.

TPS is also attentive to the needs of its employees when they are at work. On-site facilities include a cafeteria and access to the TPS credit union. All police locations include access to exercise facilities, with a total of 41 locations available across the city. When the need for strength is spiritual, there is a chapel open to employees for prayer and reflection.

Employee Recognition

TPS administers a program of awards and medals designed to acknowledge the significant contributions of employees. These awards recognize distinguished and outstanding acts of bravery, exceptional performance of duty, community policing initiatives, dedication and long-time service, significant voluntary achievements and contributions in international, national or community affairs.

In addition to awards offered by TPS, the Toronto Board of Trade recognizes the contributions of uniformed officers through the selection of a Police Officer of the Month. This award is made in recognition of the outstanding qualities of bravery, heroics, humanitarianism, investigative work, leadership in community relations and police skill and determination. At the end of the year, a Police Officer of the Year is chosen from the monthly recipients.

The Bottom Line

During the past three years, the absenteeism rate due to illness and injury has shown consistent decline for both uniformed and civilian employees. The 2006 TPS absenteeism rate of 7.5 days falls below the average of 10.3 days lost to illness and injury for other employees in the Canadian public sector. Improvements in the equipment and training provided to uniformed employees have also led to a decline in the average number of days lost to workplace injury. In turn, the reduction of job-related injuries has led to a progressive decline in the costs associated with Workplace Safety and Insurance Board claims.

Despite increased exposure to risk of serious injury, long-term disability data suggest that TPS employees are safe, with usage rates that are lower or comparable to those reported by other non-police organizations of similar size. Although the work is difficult and stressful, support offered by TPS keeps officers on the job and contributing to their families and communities. In a 2006 survey, 82.3 percent of TPS employees reported that they were satisfied with their job, and 86.3 percent reported that they found their work meaningful.
Employee Growth and Development

Pennsylvania – Nursing accounts for a large segment of the staff at Memorial Hospital in York, and as such, the hospital has launched a professional development program that enhances employees’ ability to provide exceptional care. The “clinical ladder” program is one example of how investing in employees can lead to better patient care.

Memorial’s clinical ladder program was started to improve nursing practices at the hospital, increase employee satisfaction and retention and, ultimately, to enhance patient care. The hospital developed criteria based on best practices research from other organizations with similar programs, and a committee of nurses from various departments manages the program. To advance from ladder I through IV, nurses submit a portfolio of their accomplishments. Points are assigned for various projects, such as teaching others, developing curriculum, participating on committees, developing patient education tools, reviewing policies and engaging in community service.

Information about how to participate in the clinical ladder program is sent to all nurses on an annual basis, and first-time applicants are assigned a mentor to help them through the process. News about the program is communicated to employees through direct mail, presentations at staff meetings and articles in a weekly newsletter.

In addition to recognition and opportunities for advancement, nurses receive pay increases as they move up the clinical ladder. A celebration hosted by the CEO is held each year to congratulate nurses on their achievements and encourage others to pursue their own development. The nurses also receive a clinical ladder pin as a reminder of their accomplishments and are pictured and listed in the newsletter.

The clinical ladder program exemplifies how Memorial Hospital invests in its employees so they can take excellent care of patients.
Northeast Delta Dental

Flex Scheduling Makes Everyone Smile

**Work-Life Balance**

*New Hampshire* – *Northeast Delta Dental* (NEDD), an umbrella organization that provides dental benefits to individuals and companies in Maine, New Hampshire and Vermont, is responsive to employee needs, including their non-work demands. NEDD’s flexible work policy is environmentally friendly, saves money, makes employees happy and improves customer service.

Flexible work schedules have been the norm at NEDD since 1995 and, in 2008, rising gas prices led the organization to add a four-day work week to the mix. Using a pilot program and feedback from participants, the organization created a policy that works well for employees and managers alike. To assure that NEDD remains responsive to customers, managers in each department work with employees to determine adequate departmental coverage, set flex time parameters and staff their departments accordingly.

Support for work flexibility at NEDD begins at the top. The CEO sets the tone and models the leadership support that empowers employees to make decisions about their work schedules, coordinate with teammates and be accountable for their performance.

NEDD’s flex work policies are simple, easy to understand and administer, and take both employee and organizational needs into account. The organization benefits by reduced absenteeism, better coordination of work schedules, cross training of staff members and improved employee and customer satisfaction. NEDD has also been able to retain high-quality employees, with a turnover rate of just 3.26 percent in 2009.

Through the use of flexible work options, employees are better able to manage their caregiving responsibilities and other life demands, save money on commuting and childcare costs and enjoy working in an atmosphere that supports teamwork, quality and communication.
Leaders Bank

Investing in Employee Strengths

Illinois – Leaders Bank is a commercial bank for privately held businesses, their owners and families and other entrepreneurs. Anchored by its core values and commitment to a positive culture, Leaders Bank is devoted to attracting, engaging and developing new talent while investing generously in the growth of its existing workforce.

Employee Involvement

Leaders Bank supports a healthy teams approach that emphasizes trust, inclusion, clear goals, shared leadership, productive conflict, direct communication, willingness to take risks, openness to feedback and commitment to the best interest of the group. Every six months a survey is conducted to solicit feedback in areas such as leadership, collaboration, communication, management of change and morale. Employees rate each area in terms of the degree of difficulty their team has experienced during the last six months and opportunities are identified for action planning.

Staff meetings at Leaders Bank serve as a model of transparency, where the organization’s performance and strategic direction are discussed openly. Regular board/staff luncheons, CEO lunch events and an annual retreat provide opportunities to share feedback, and employees are encouraged to voice ideas for enhancing productivity, innovation and communication. With the opportunity to invest in the organization through a stock purchase plan, employees have a vested interest in the bank’s success.

Health and Safety

Leaders Bank has been recognized as a Fit-Friendly Company by the American Heart Association, and more than 90 percent of employees participate in the company’s wellness program, which has been highlighted as a best practice by the Society for Human Resource Management. Tailored to each employee, the program is designed to reward healthy choices. A dedicated coordinator leads wellness program activities, aggregates health data, oversees the planning and implementation of three wellness days each year and collects ROI data.

Employees have access to a free on-site fitness center and are encouraged to take advantage of wellness program components such as biometric screening, nutritional consultation, smoking cessation and weight loss programs.
and courses on stress management (see “Checking Employee Stress at the Door,” p. 15). Employees earn points for participating in wellness activities and can cash in their points to purchase health-related goods and services.

**Employee Growth and Development**

All Leaders Bank employees complete a strengths assessment and work with human resources to identify how those strengths can be best applied to their work. Employee development and training opportunities are then customized to build on the employee’s natural talents and enhance productivity and job satisfaction. With this approach, every employee knows how his or her individual efforts contribute to the success of the organization.

Leaders Bank develops leaders from within, with a succession planning model that includes assessing risks and gaps, tailoring recruitment and training resources to address these needs and conducting a review of talent and promotion readiness. In 2008, Leaders Bank initiated a middle management competency training program and has partnered with external graduate programs and training institutes to advance the competencies of existing and future leaders.

**Work-Life Balance**

Leaders Bank is committed to supporting work-life balance. In addition to informal flexibility in managing day-to-day family and health issues, Leaders Bank encourages and supports employee participation in service activities that contribute to the community and gives employees two paid days per year to participate in approved community service activities. In addition, the Leaders Bank matching gift program encourages employees to give to the charity organizations and causes of their choice by matching their contributions at a specified level.

**Employee Recognition**

In the Values in Action program, Leaders Bank employees are encouraged to nominate coworkers for demonstrating the respect, partnership, integrity, quality, communication and leadership that define the company’s culture and a committee reviews the nominations and shares them during monthly staff meetings. The bank’s monthly employee newsletter emphasizes employees as leaders and a communication team surveys employees regularly about the effectiveness of various recognition and communication vehicles.

**The Bottom Line**

Since the rollout of its wellness program, sick day utilization at Leaders Bank has decreased from 37 percent of available sick days in 2006 to 21 percent in 2008, with employees using an average of only 1.4 sick days per year. Over the course of a single year, the estimated cost of employee health risks decreased by 16 percent and between 2006 and 2008 employees demonstrated a statistically significant improvement in all risk categories.

Voluntary turnover at Leaders Bank was 2.9 percent in 2008, which helped to reduce recruitment and training costs and cut vacancy and onboarding time. Additionally, Leaders Bank has been recognized as an employer of choice by various organizations, including the Illinois Chamber of Commerce and the Society for Human Resource Management and in 2008 ranked #51 in Entrepreneur Magazine’s Hot 100 Fastest Growing Companies.
Work-Life Balance

Michigan – This digital entertainment technology company understands the need for work-life balance. A key practice that helps define the Rovi culture is flexible scheduling and a generous amount of paid time off for employees. Within the entertainment industry, there is tremendous value in keeping people connected to their creative endeavors. Rovi’s focus is on solutions that enable people to discover and experience digital entertainment, so encouraging employees to enjoy their own lives outside of work is essential.

Rovi maintains extended office hours so employees have flexibility to better coordinate dependent care, schedule personal appointments, continue their higher education or pursue interests outside of work. Employees maintain work schedules that fit their lives. For some this means beginning the day early to help them avoid traffic and, for others, a later start to help them see their children off to school. Rovi recently extended the amount of flexible time off (FTO) offered to employees, which ranges from 80-200 hours a year, depending on employees’ length of service. This change encouraged employees to take the necessary time off to recover from illnesses, care for a sick child or take a vacation and recharge. With their goals and project deadlines in mind, employees are empowered to make their own decisions about their time away from work. Rovi set up payroll processes to support this approach and coordinated them with a new time management system that was created to allow for hourly time off for non-exempt employees. The FTO database was then synchronized with the timesheet database. When employees request time off, it’s approved by their manager and FTO is deducted from their time accrued. This pragmatic and flexible approach serves to decrease stress and improve employee satisfaction and morale.

Institutional knowledge is vital to Rovi’s success, so retaining its talent is a top priority. More than one third of Rovi’s workforce has been with the company longer than eight years and its employee retention rate is high compared to the rest of the data services industry, with turnover at a low 6 percent for 2009. Employees at Rovi have consistently rated flexible scheduling and time off as some of their most valuable benefits. By allowing its workforce to adjust schedules to meet life’s demands, Rovi has improved employee retention and productivity and found a key competitive advantage.
Florida – Tallahassee Memorial HealthCare (TMH), knows that mission statements and organizational values are more than just words or slogans. Following a change in leadership, this private, not-for-profit community health care system involved employees in the creation of new values and mission statements that helped change the organizational culture and became the core of a recovery plan to improve morale, reputation and financial viability and serve the community with pride.

In 2003, TMH was at a significant crossroads – the organization was experiencing a financial crisis, low morale and productivity and a declining community reputation. With the commitment of the board of directors, a change in leadership and the support of staff, the TMH community came together to remake the organization as a leader in the health care field. Employees from all levels and departments, including service, clinical and professional staff, were selected to participate on committees tasked with developing new values and mission statements. The committees solicited input from all staff members, set goals and met regularly to review the feedback, draft statements and revise the documents that were ultimately approved and adopted by the organization.

TMH’s I CARE values, which stands for Integrity, Compassion, Accountability, Respect and Excellence, established a foundation from which the organization could work toward the goal of being recognized as a world-class health care provider. The values are incorporated into all facets of the organization, including reward and recognition programs, performance reviews, training programs and myriad operational components. As each department identifies areas for improvement, I CARE values are employed to drive the change process.

The fact that employees themselves worked together to create the new mission and values eased their ownership and adoption across the organization. In recent years TMH has seen a reduction in customer complaints and performance issues and Press Ganey employee and patient satisfaction scores have increased. Additionally, the health care system has seen improvements in its community reputation as well as newfound financial viability. In 2008, TMH was named as one of Modern Healthcare’s Best Places to Work in Healthcare.

Mission statements and values may be nothing new in the business world, but the way TMH developed, implemented and integrated theirs into the culture and business processes is employee involvement at its core. This best practice, driven by employees, has been instrumental in helping TMH meet and exceed its clinical, administrative and human resource goals.
### 2010 Psychologically Healthy Workplace Award Winners

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<td>Advanced Solutions</td>
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<td>American Cast Iron Pipe Company</td>
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<td>Leaders Bank</td>
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<td>Tallahassee Memorial HealthCare</td>
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<td>Toronto Police Service</td>
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### 2010 Best Practices Honorees

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<td>American Cast Iron Pipe Company</td>
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<td>ATI Physical Therapy</td>
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<td>Brookhaven Care Centre</td>
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<td>College of Physicians and Surgeons of Nova Scotia</td>
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<td>Gillette Children's Specialty Healthcare</td>
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<td>Leaders Bank</td>
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<td>Memorial Hospital</td>
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<td>Northeast Delta Dental</td>
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<td>Rovi (formerly Macrovision) - Ann Arbor, Data Services</td>
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<td>Tallahassee Memorial HealthCare</td>
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The Psychologically Healthy Workplace

A psychologically healthy workplace fosters employee health and well-being while enhancing organizational performance.

Although there is no “one-size-fits-all” approach to creating a psychologically healthy workplace, the practices that help create a healthy and productive work environment can be grouped into five categories:

• Employee Involvement
• Health and Safety
• Employee Growth and Development
• Work-Life Balance
• Employee Recognition

Employee Involvement
Efforts to increase employee involvement empower workers, involve them in decision making and give them increased job autonomy. Employee involvement programs can increase job satisfaction, employee morale and commitment to the organization as well as increase productivity, reduce turnover and absenteeism and enhance the quality of products and services.

Health and Safety
Health and safety initiatives improve the physical and mental health of employees through the prevention, assessment and treatment of potential health risks and problems and by encouraging and supporting healthy lifestyle and behavior choices. Health and safety efforts include a wide variety of workplace practices that can help employees improve their physical and mental health, reduce health risks and manage stress effectively. By investing in the health and safety of their employees, organizations may benefit from greater productivity and reductions in healthcare costs, absenteeism and accident/injury rates.

Employee Growth and Development
Opportunities for growth and development help employees expand their knowledge, skills and abilities and apply the competencies they have gained to new situations. The opportunity to gain new skills and experiences can increase employee motivation and job satisfaction and help workers more effectively manage job stress. This can translate into positive gains for the organization by enhancing organizational effectiveness and improving work quality, as well as by helping the organization attract and retain outstanding employees. By providing opportunities for growth and development, organizations can improve the quality of their employees’ work experience and realize the benefits of developing workers to their full potential.

Work-Life Balance
Programs and policies that facilitate work-life balance generally fall into two categories: flexible work arrangements and resources to help employees manage their non-work demands. Conflict between work and other life responsibilities can diminish the quality of both work and home life for employees, which in turn can affect organizational outcomes such as productivity, absenteeism and turnover. Efforts to help employees improve work-life balance can improve morale, increase job satisfaction and strengthen employees’ commitment to the organization. Additionally, the organization may reap benefits in terms of increased productivity and reduction in absenteeism and employee turnover.
Employee Recognition
Employee recognition efforts reward employees both individually and collectively for their contributions to the organization. Recognition can take various forms: formal and informal, monetary and non-monetary. By acknowledging employee efforts and making them feel valued and appreciated, organizations can increase employee satisfaction, morale and self-esteem. Additionally, the organization itself may benefit from greater employee engagement and productivity, lower turnover and the ability to attract and retain top-quality employees.

The Role of Communication
Communication plays a key role in the success of any workplace program or policy and serves as the foundation for all five types of psychologically healthy workplace practices. Communication about workplace practices helps achieve the desired outcomes for the employee and the organization in a variety of ways:

- Bottom-up communication (from employees to management) provides information about employee needs, values, perceptions and opinions. This helps organizations select and tailor their programs and policies to meet the specific needs of their employees.

- Top-down communication (from management to employees) can increase utilization of specific workplace programs by making employees aware of their availability, clearly explaining how to access and use the services and demonstrating that management supports and values the programs.

The Importance of Context
It is important to note that the success of any workplace effort is based in part on addressing the challenges unique to the particular organization and tailoring programs and policies to meet its specific needs. Workplace practices do not exist in isolation. Each functions in relation to other programs and policies the organization has in place as well as internal and external environmental factors. The complex nature of these relationships highlights the importance of taking a comprehensive approach to creating a workplace in which both employees and the organization can thrive.

For more information about the psychologically healthy workplace practices described above and examples from award-winning organizations, visit phwa.org.
Visit phwa.org and sign up to receive our e-newsletter, Good Company. Each month, we’ll fill you in on healthy workplace practices as well as the biggest issues and newest resources.

While you’re at phwa.org, check out all our resources for employers: blog, podcasts, videos, thousands of research articles, events and more. It’s all a click away at phwa.org.
About the American Psychological Association

The American Psychological Association, in Washington, DC, is the largest scientific and professional organization representing psychology in the United States and is the world’s largest association of psychologists. APA’s membership includes more than 150,000 researchers, educators, clinicians, consultants and students. Through its divisions in 54 subfields of psychology and affiliations with 60 state, territorial and Canadian provincial associations, APA works to advance psychology as a science, as a profession and as a means of promoting health, education and human welfare. Find out more at apa.org.

Cooperating Organizations

The Psychologically Healthy Workplace Awards and Best Practices Honors are presented by the American Psychological Association with cooperation from other not-for-profit organizations that share an interest in creating healthy work environments. For our current list of cooperating organizations and more information about how you can help support the Psychologically Healthy Workplace Program, visit phwa.org.
“Recognition by the American Psychological Association as a company that promotes a psychologically healthy workplace confirms that we are headed in the right direction.”

- Steve Widmeyer
  Manager, Human Resources, Secunda Marine Services, Ltd.

“The award process provides very valuable feedback for any company that understands the tremendous value of transforming the workplace into a truly great place to work.”

- Paul Grundy, MD, MPH
  Director of Healthcare Transformation, IBM

“We are proud of our employees, and we are very proud of being recognized as a Psychologically Healthy Workplace Award winner.”

- Nelson Burns
  CEO, Coleman Professional Services
Find yourself in good company.

Would you like to join the winning organizations featured here? Visit phwa.org to learn how to apply for a Psychologically Healthy Workplace Award and to access timely information and resources that will help your organization and employees thrive.