



Public Services Health
& Safety Association™

Your Health. Your Safety. Our Commitment.

PTSD Prevention Plan Community of Practice

Participant Workbook



PTSD Prevention Plan Community of Practice

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What it Means

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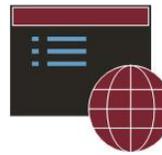


What it Means

Exercise



Legislation,
Standards, Codes
and Guidelines



Website Reference

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PTSD Prevention Approach



PTSD Prevention Plan Focus Areas

Prevention

Prevention focuses on outlining the basic elements of occupational health and safety management such as

- Understanding legal responsibilities
- Recognizing, assessing and controlling the hazard
- Developing policies and procedures,
- Outlining roles and responsibilities and incident procedures in an organization.

The goal is to establish or integrate the PTSD prevention practices for the promotion of a healthy and safe workplace that actively works to prevent harm to a worker's mental health.

Intervention

Intervention focuses on outlining actions that can be taken to improve a situation. This includes ensuring that workers know how to report psychological injuries when they occur and are supported in doing so. It also highlights intervention options that are evidence based and that can be utilized in organizations.

Recovery and Return to Work

The recovery and return to work ensures that managers understand how to accommodate a worker who is suffering from PTSD and that there are clearly established roles and responsibilities for supporting workers through this process. Recovery and return to work is an important aspect of preventing future or further injury.

PTSD PREVENTION FRAMEWORK

IMPLEMENTING BEST PRACTICES

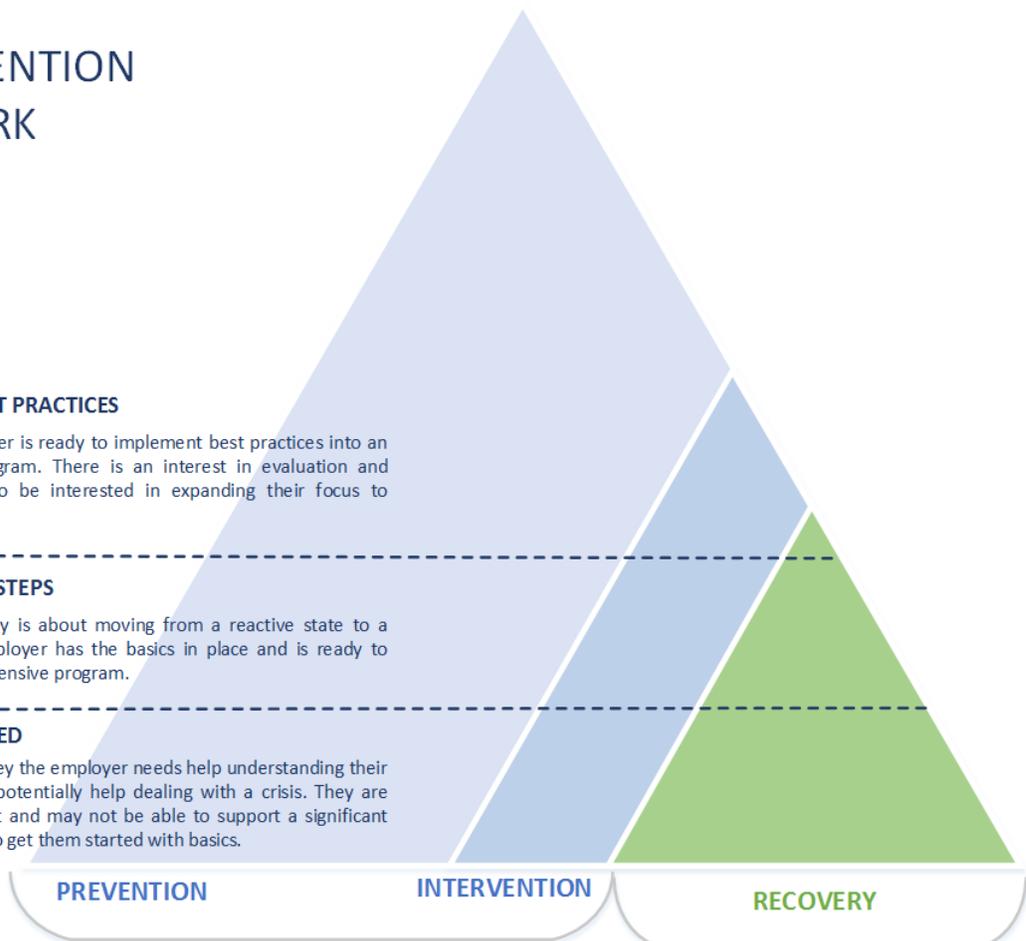
At this stage the employer is ready to implement best practices into an already functioning program. There is an interest in evaluation and research. They may also be interested in expanding their focus to general wellness.

TAKING PROACTIVE STEPS

This stage of the journey is about moving from a reactive state to a proactive state. The employer has the basics in place and is ready to develop a more comprehensive program.

JUST GETTING STARTED

At this stage of the journey the employer needs help understanding their legal requirements and potentially help dealing with a crisis. They are looking for basic support and may not be able to support a significant investment. The goal is to get them started with basics.



PREVENTION

INTERVENTION

RECOVERY

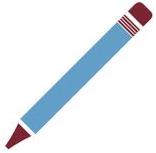
PRIMARY AND SECONDARY PREVENTION

TERTIARY PREVENTION

Primary and Secondary Prevention includes both **PREVENTION** aimed at preventing the disease or injury before it occurs (legislation, policies, procedures, education), and **INTERVENTION** activities which is focused on reducing further impact of the injury or disease (measure to prevent development of PTSD post exposure, personal strategies to prevent re-injury, screening, psychological care, etc.)

Tertiary Prevention focuses on ensuring that the worker can return to work safely by putting in place measures to prevent PTSD worsening once it has been diagnosed (RTW program, psychological care, etc.).

	Getting Started	Taking Proactive Steps	Implement Best Practices
Prevention	<ul style="list-style-type: none"> - Understand legal requirements - Incident reporting - Customize sample policies and procedures - Define roles and responsibilities - What are signs and symptoms? 	<ul style="list-style-type: none"> - Anti-stigma campaigns - Manager Training - Awareness Training - Resiliency Training 	<ul style="list-style-type: none"> - Leadership commitment - Engage JHSC/HSR in continuous improvement - Identify link with Health and Safety Management System - Open dialogue - Enhanced benefits and wellness initiatives
Intervention	<ul style="list-style-type: none"> - Crisis intervention - Know how to access treatment and support options in the community - Manager response to signs/symptoms - Understanding of intervention options WSIB OHIP 	<ul style="list-style-type: none"> - Knows signs and symptoms - Emergency response and mitigation strategies - Peer support and/or Psychological first aid - Employee Assistance Program - Worker exposure screening - Suicide and substance abuse 	<ul style="list-style-type: none"> - Evaluation leads to specialized Operational Stress Injury resources - Research on emerging treatments - Response and support for co-workers in the event of a suicide - Engagement of the family in PTSD prevention programs
Recovery and return to work	<ul style="list-style-type: none"> - Duty to accommodate - Customize sample procedures and protocol - Understand reintegration within the workplace and working with WSIB - Information for families on how to support worker 	<ul style="list-style-type: none"> - Return to work coordination - Relapse prevention - Understand how EAP can assist and cost considerations - Provisions of family support 	<ul style="list-style-type: none"> - Family and community engagement - Dedicated psychological support for returning workers evaluation



Worksheet 1: Current State Assessment

What is already in place at your organization?

Prevention

Intervention

Recovery and Return to Work

In your PTSD Prevention Plan include

- High level overview of your organization

- Your organization's history with PTSD

- Why PTSD prevention is important to your organization



Worksheet 2: Integration of Services

Does this apply to your organization? _____

How are you working together with other municipalities or services within your municipality to build your PTSD prevention plan?

How are you working together with other municipalities or emergency services to provide PTSD services?

How does PTSD services integrate into the municipality or region?

Policy Statements and Programs

A policy statement is a “big picture” statement to demonstrate what the organization is committing to. Ideally policy statements are signed by senior leader(s) in the organization and dated. The policy statement on its own doesn't make things happen in the organization. A program is the method that the policy statement is implemented. The program outlines how it will be done and answers the questions who, what where, when, why, and how.

5 Steps to Implement a Health and Safety Program



1. Set the Standard

- The policy and procedure describe exactly how this aspect of PTSD prevention will be implemented in the workplace
- The policy and procedure clearly describes the specific responsibilities of everyone in the workplace (management, supervisors, workers, JHSC, OHS advisor, etc.)
- Outlines exactly how the policy and procedure will be communicated to workplace parties
- Outlines exactly what training is necessary to meet the policy/procedure. State requirements for initial training and frequency and content of refresher training.
- Clearly state how program will be evaluated and the frequency of evaluation. How will you know if it's working as anticipated or if there are opportunities for improvement?
- The requirements of the policy/procedure are realistic for your organization.
- Does the policy/procedure meet minimum legislative requirements and best practice guidelines?
- The document should answer who, what where, when, why and how

2. Communicate

- The policy/procedure will be communicated to
 - All those responsible for implementing the policy/procedure
 - All those who will be affected by the policy/procedure.

What methods of communication can you use?

3. Training

- How will you fulfill the training requirements outlined in the policy/program when step one was completed?
- Who will facilitate the training (internal or external resource)?
- Who requires the training?
- What are the requirements for initial training?
- What is the frequency and content of refresher training?
- What is the method of instruction?

4. Evaluation

- Is it working as expected?
- Does it meet minimum legislative requirements?
- Does it include best practices?
- How will you know if communication is effective?
- Is training effective?
- Is there general awareness of the existence of the policy/procedure?
- Are you compliant with the policy/procedure? Are you doing what you said you would do or is there a need to revise the standard to reflect what's happening in practice?

What information sources can you use to evaluate PTSD programs?

5. Acknowledge success and make improvements

- Who will acknowledge success?
- How will you acknowledge success?

What methods can you use to acknowledge success?

- Develop action plan for improvements based on program evaluation. The action plan could include:
 - Gap
 - Recommended action to address gap
 - Who is responsible
 - Target date
 - Actual completion date

Sample Action Plan

Gap	Recommended Action	Responsibility	Target date	Actual completion date
Awareness of anti-stigma program	Develop communication and training plan to increase awareness of anti-stigma program	Bruce McCullagh	2017.04.23	
PTSD not included in RTW program	Revise RTW program to include PTSD accommodations	Tim Metcalfe	2017.04.23	
Screening protocol not used consistently	Develop tracking system for use of PTSD screening (call, 2 days, 1 month)	Tanya Morose	2017.06.23	



PREVENTION

Corporate PTSD Prevention



Worksheet 3: Corporate PTSD Prevention Policy Statement

Is this a priority for my organization? _____

If yes, what are your PTSD program goals?

If yes, what do you want to include in policy statement?

- We consider mental health, wellbeing and psychological safety to be important
- Vision and program for safe and secure workplace that addresses stigma associated with mental illness
- Scope of policy is: _____ (entire organization or sub-group of organization)
- Senior leadership is actively involved in our program and services
- Other: _____

To achieve our goals we will

1. _____

2. _____

3. _____

Sample Organizational PTSD Prevention Policy

This policy should be customized to outline your organizations commitment and specific goals as they relate to PTSD Prevention and reviewed with the Joint Health and Safety Committee.

Policy Number:	Effective Date:
	Revision Date:

Purpose

Write a brief statement that outlines the purpose of the PTSD Prevention Policy.

Legislative Requirements

List any legislative requirements pertaining the policy

Policy Statement

Write your policy statement. In your policy you may want to:

- State organizational commitment to mental health, wellbeing and psychological safety
- State who the policy applies to and when it applies
- Identify senior leadership commitment to actively being involved in PTSD Prevention
- Identify how the Health and Safety Committee or Representative will be involved in PTSD Prevention
- Identify Roles and Responsibilities
- Identify what happens if someone does not follow the policy
- Identify organizations specific goals such as creating an open dialogue, developing policies, programs and services to help all employees (you may want to list specifically what policies, programs and services you will be developing), providing managers support, etc.
- Commit to evaluation of your PTSD Prevention Plan

Sample Organizational PTSD Policy Statement

Our Company recognizes the importance of mental health, wellbeing and psychological safety of its employees to be important part of a productive, effective and healthy workplace. **Our Company** has established a vision and program for a safe and secure workplace that addresses stigma associated with mental illnesses. This is an organization wide program involving all employees.

Senior Leadership of *Our Company* is actively involved in our mental health, wellbeing and psychological safety policy, program and services and is committed to building psychological health and safety into all aspects of *Our Company's* operations, processes and procedures, particularly as this relates to incidents of traumatic mental stress and post traumatic stress disorder.

To achieve our goals we will

- increase awareness about mental health issues and create an open dialogue between employees, managers, leadership and the union
- develop policies, programs and services to help all members of our organization and are consistent with the principles of mutual respect, confidentiality and cooperation across the organization
- support managers to help address the mental health, wellbeing and psychological safety of its employees and provide them resources and tools to address demands, conflict, emotional distress or trauma experienced by our workers
- focus on the organizations impact on the health and well-being of all employees, not personal health status
- evaluate the success of our program at planned intervals

Anti Stigma Policy

Stigma: Overarching term that includes the process of labelling, separation, prejudice and discrimination. In the past mental illness has been stigmatized which may have prevented people for seeking help, treatment or support they need to recover.



Worksheet 4: Anti Stigma Policy

Is this a priority for your organization? _____

What do you want to include in your policy statement?

- Committed to fostering workplace free of stigma from mental illness
- What types of behaviours are unacceptable?
 - Prejudicial attitudes and discriminating behaviour directed toward individuals
 - Trivializing/belittling people suffering from PTSD, or PTSD itself
 - Insulting people suffering from PTSD
 - Patronizing people suffering from PTSD (treat them as if they are not as good as other people)
 - Ostracising people with PTSD
- Scope of policy (entire organization or sub-groups)?
- Senior Leadership responsibilities
- Manager/supervisor responsibilities
- Worker responsibilities

To achieve our goals we will

1. _____
2. _____
3. _____
4. _____

Sample Anti-Stigma Policy Statement

Our Company is committed to fostering a workplace where our employees are protected from stigma associated with mental illness. This organization will ensure that all employees are treated with respect and dignity, this includes those suffering from mental illness and those who support other workers suffering from mental illness.

Harassment and acts of discrimination will not be tolerated. Anyone who is found to be stigmatizing another individual may be subject to disciplinary action. Types of behaviour and acts that contribute to stigma include:

This policy applies to all current employees and all behaviour that is in some way connected to work including off-site meetings, training and day to day operations.

Senior Leadership of *Our Company* is responsible for providing all employees a psychologically healthy and safe workplace, free of stigma, discrimination or harassment. The leadership of the *Our Company* will ensure that this policy is applied in a timely, consistent and confidential manner, determining whether or not allegations are substantiated and determining what corrective action is appropriate if required. To support a stigma-free workplace *Our Company's* leadership will

- provide PTSD awareness training and education
- regularly monitor organizational practices and systems for barriers to achieving a stigma-free workplace
- providing an effective and fair complaints process
- leading by example

Supervisors are responsible for fostering a stigma-free workplace and setting an example of appropriate behaviour. This includes communicating the policy and procedures for bringing forward a complaint, address situations of which they become aware in a timely fashion, taking appropriate action in a sensitive and confidential manner for all employees.

Employees are responsible for treating coworkers with respect in the workplace, bringing forward complaints and cooperating with investigations into complaints. Employees are also responsible treating all parties and situations in a sensitive and confidential manner.

Managers Tips for Reducing Stigma at Work/Promoting a Positive Work Environment

Establishing an effective Post Traumatic Stress Disorder (PTSD) Plan has to take into consideration the organizational culture and the individuals that work within this culture. To be effective it needs to consider the aspects that have potential to cause trauma and stress to workers. As a leader it is important that you communicate the importance of this to the entire organization and share the responsibility of promoting a positive and psychologically healthy and safety work environment. You need to also provide your managers with the tools they need to engage and communicate the importance of working in a psychologically healthy and safe way.

Below are some tips on creating a stigma free workplace and promoting a positive work environment.

- Set the tone by treating coworkers with respect and valuing their contributions
- Engage staff to helping to identify, build and implement the PTSD prevention plan, encourage ongoing input and contributions to improve plan
- Clearly communicate the PTSD prevention plan and the reasons for new policies, procedures or structures to meet the goals of the plan
- Recognize accomplishments, and promote staff cohesiveness and dialogue.
- Resolve conflicts early and quickly.
- Identify training needs and provide training
- Acknowledge that work on it's own is stressful as well as the exposure to traumatic incidents, explain the importance of self-awareness and awareness of others
- Promote an atmosphere where attention to one's emotional state is acceptable and encouraged rather than stigmatized or disregarded
- Explain the options for assistance - through Employee Assistance Programs, Crisis Lines or other more formal channels if available, encourage active participation in these programs and address any employment concerns

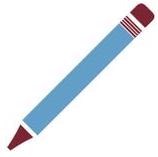
Implementing Policy Statements

Recall the distinction between a policy statement and a program to implement the policy statement. Consider what commitments you will make in your PTSD prevention plan for each of the policy statements that we just drafted (and others that will be discussed later on in this session).

- How the organization will conduct operations with respect to PTSD.
- Specific step or procedures in sequence that should be followed to obtain the desired result of the policy statement
- Specific roles and responsibilities for workplace parties
- What happens if someone does not follow the procedure
- Review procedure with stakeholders (human resources, JHSC/H&S Rep, Union, Leadership, etc)
- Finalize the procedure
- Communicate and training as required.

Worksheets 5 and 6 are provided as resources that can be used to develop a program to implement each of the five policy statements that were drafted in earlier worksheets

- Corporate Policy (worksheet 3)
- Anti-stigma Policy (worksheet 4)



Worksheet 5: Corporate PTSD Policy - 5 Steps

Policy Name: _____ **Corporate PTSD Prevention Policy Statement**

Step 1 - Set Standard- Review and Revise the Policy Provided

- The policy and procedure describes exactly how this aspect of PTSD Prevention will be implemented in the workplace
- The policy and procedure clearly describes the specific responsibilities of everyone in the workplace (e.g., management, supervisors, workers, JHSC, OHS advisor, etc.)
- It outlines exactly how the policy and procedure will be communicated
- It outlines exactly what health and safety training is necessary to meet the policy/procedure
- It outlines exactly how the policy/procedure will be evaluated at the end of the year
- The requirements of the policy/procedure are realistic
- The policy/procedure meets minimum legislative requirements and best practice guidelines.
- The document should answer who, what where, when, why and how.

Comments/Barriers:

Step 2 - Communication

- The policy/procedure will be communicated to
 - All those responsible for implementing the policy/procedure
 - All those who will be affected by the policy/procedure.

Groups of Persons requiring communication	Means of Communication (e.g., bulletin boards, emails, memos, meetings, etc.)

Step 3 - Training

- The training requirements outlined in the policy/procedure will be fulfilled as follows

Groups of Persons to be Trained	Training Content	Method of Training

Step 4 - Evaluation:

- Proposed frequency of evaluation of the policy/procedure:

- Means of evaluation (e.g., quizzes, surveys, workplace inspection observations, accident statistical review, etc.):

- Persons responsible for conducting the evaluation:

- Consider

- Evaluating the policy/procedure. Is it working as expected? Does it meet legislation? Does it meet best practices?
- Evaluating effectiveness of communication and training.
- Evaluating effectiveness of general awareness of the existence of the policy/procedure
- Evaluating procedures: are you doing what you said you would do?

Comments/Barriers:

Step 5 - Acknowledge Success/ Make Improvements:

- Who will formally acknowledge / recognize this success?

- How will success be formally acknowledged?

- Date of acknowledgement:

- Improvements recommended as a result of the above evaluation will be completed by

Comments/Barriers:



Worksheet 6: Anti-Stigma Policy Statement - 5 Steps

Policy Name: _____ **Anti-Stigma Policy Statement**

Step 1 - Set Standard- Review and Revise the Policy Provided

- The policy and procedure describes exactly how this aspect of PTSD Prevention will be implemented in the workplace
- The policy and procedure clearly describes the specific responsibilities of everyone in the workplace (e.g., management, supervisors, workers, JHSC, OHS advisor, etc.)
- It outlines exactly how the policy and procedure will be communicated
- It outlines exactly what health and safety training is necessary to meet the policy/procedure
- It outlines exactly how the policy/procedure will be evaluated at the end of the year
- The requirements of the policy/procedure are realistic
- The policy/procedure meets minimum legislative requirements and best practice guidelines.
- The document should answer who, what where, when, why and how.

Comments/Barriers:

Step 2 - Communication

- The policy/procedure will be communicated to
 - All those responsible for implementing the policy/procedure
 - All those who will be affected by the policy/procedure.

Groups of Persons requiring communication	Means of Communication (e.g., bulletin boards, emails, memos, meetings, etc.)

Step 3 - Training

- The training requirements outlined in the policy/procedure will be fulfilled as follows

Groups of Persons to be Trained	Training Content	Method of Training

Step 4 - Evaluation:

- Proposed frequency of evaluation of the policy/procedure: _____

- Means of evaluation (e.g., quizzes, surveys, workplace inspection observations, accident statistical review, etc.): _____

- Persons responsible for conducting the evaluation: _____
- Consider
 - Evaluating the policy/procedure. Is it working as expected? Does it meet legislation? Does it meet best practices?
 - Evaluating effectiveness of communication and training.
 - Evaluating effectiveness of general awareness of the existence of the policy/procedure
 - Evaluating procedures: are you doing what you said you would do?

Comments/Barriers:

Step 5 - Acknowledge Success/ Make Improvements:

- Who will formally acknowledge / recognize this success? _____

- How will success be formally acknowledged? _____

- Date of acknowledgement: _____
- Improvements recommended as a result of the above evaluation will be completed by _____

Comments/Barriers:

Training

This section of your PTSD prevention plan should specifically highlight your specific training plan and program rollout. Consider clearly stating your commitment to provide training and information to all staff so they can recognize the signs and symptoms of PTSD in themselves and in others. Training is part of all aspects of the PTSD prevention program (Prevention, Intervention and Return to Work) to equip all staff to fully participate in an effective program.

Specifically, the following steps should be taken

- Identify all staff who require the training
- Select the training or information source
 - Internal or external provider
 - Custom program developed internally or program purchased from vendor
- Determine how the training will be delivered (classroom, elearning, etc.)
- Schedule training sessions
- Track completion of training. Will training records be documented in a central location, on the intranet/learning management system or in employee files?



Worksheet 7: PTSD Awareness and Anti-Stigma Training

- This Training will cover:
 - PTSD and anti-stigma awareness training
 - Signs and symptoms of PTSD
 - PTSD policies and procedures as they relate to
 - Prevention
 - Intervention
 - Return to work
- Who will attend?
 - Senior Leadership
 - Managers
 - Supervisors
 - Workers
- Who will develop this training? _____
- Roll out date _____
- Other: _____

To achieve our goals we will

1. _____
2. _____
3. _____
4. _____

Sample PTSD Awareness and Anti-Stigma Training Policy Statement

Our Company is committed to providing PTSD and anti-stigma awareness training to all Sr. Leadership, Managers, Supervisors and Workers within our organization. Our organization will develop, implement and maintain the awareness training program so that all staff are familiar with the signs and symptoms of PTSD as well as all of our policies and procedures related to prevention, intervention and return to work. The Sr. Leadership team requires that all employees are involved and participate in this training program.



Worksheet 8: Recognizing Signs and Symptoms and Responding to Signs of PTSD Training

- This Training will cover:
 - How to recognize the signs and symptoms of PTSD
 - Organizational expectations of how to respond
 - PTSD policies and procedures as they relate to
 - Prevention
 - Intervention
 - Return to work
 - Who will attend?
 - Senior Leadership
 - Managers
 - Supervisors
 - Who will develop this training? _____
 - Roll out date _____
 - Other: _____

To achieve our goals we will

1. _____
2. _____
3. _____
4. _____

Sample Recognizing Signs and Symptoms and Responding to Signs of PTSD Training Statement

All Sr. Leaders, Managers and Supervisors of *Our Company* will receive training on how to recognize the signs and symptoms of PTSD and learn the organizations expectations on how to respond to and address these signs and symptoms.



Worksheet 9: Orientation Training

- This Training will cover:
 - providing PTSD and anti-stigma awareness training
 - How to recognize the signs and symptoms of PTSD
 - Organizational expectations of how to respond
 - PTSD policies and procedures as they relate to
 - Prevention
 - Intervention
 - return to work
- Who will attend?
 - New employees
- Who will develop this training? _____
- Roll out date _____
- Other: _____

To achieve our goals we will

1. _____
2. _____
3. _____
4. _____

Sample Orientation Training Statement

The PTSD awareness and anti-stigma training as well as the policies and procedures related to PTSD hazard recognition, reporting and interventions will be incorporated into the new employee orientation program.



Worksheet 10: Post Exposure Education and Awareness Training

- This Training will cover:
 - How to recognize the signs and symptoms of PTSD
 - What care is available
 - How to access care
 - PTSD policies and procedures as they relate to
 - Prevention
 - Intervention
 - Return to work
- Who will attend?
 - Exposed employees
- Who will develop this training? _____
- Roll out date _____
- Other: _____

To achieve our goals we will

1. _____
2. _____
3. _____
4. _____

Sample Post Exposure Education and Awareness Training Statement

Education and awareness will be offered to those who have experienced a traumatic event. This education will focus on providing information about signs and symptoms, how to access care if needed and provision of contact information if they require assistance and/or resources.



Worksheet 11: Training Roll-Out Plan and Documentation

- Roll out dates:
 - PTSD Awareness and Anti-Stigma Training _____
 - Recognizing Signs and Symptoms and Responding to Signs of PTSD Training _____
 - Orientation Training _____
- Post Exposure Education and Awareness Training _____
- How will we ensure appropriate level of training is maintained?
 - Policy amendments?
 - Recurring/refresher training?
 - Other _____
- Who will develop this training? _____
 - Internal or external provider?
- Who will facilitate the training?
 - Internal (name, position) _____
 - External (vendor, contact) _____
- Roll out date _____
- Where will we document training?
 - Individual staff file
 - Organizational database
- How will we ensure appropriate documentation is maintained?
 - Policy amendments?
 - Recurring/refresher training?
 - Audits
 - Other _____
 -
- Other: _____

To achieve our goals we will

1. _____
2. _____
3. _____

PTSD Prevention Roles and Responsibilities

In order for people to carry out their duties, we need to clearly state what is expected of different workplace parties within the organization with respect to PTSD prevention.



Worksheet 12: Roles and Responsibilities

Review and customize the sample roles and responsibilities below to fit the specific needs, structure and current state of your organization. We encourage you to identify specific positions within your organization who will carry out these roles.

12.1 Senior Leadership

Our Senior Leadership will:

- Understand the impact that PTSD, and other operational stress injuries have on the organization
- Identify what health and safety programs already exist and how a PTSD Prevention program can be integrated into existing systems. This should consider:
 - Management Training,
 - Employee Engagement,
 - Anti-stigma Awareness,
 - Communication Strategies,
 - Civility and Respect, Anti-Stigma,
 - Critical Incident response and management,
 - Employee Assistance Programs (EAP) or other benefits that support a mental health and wellness program,
 - Training individuals in strategies for resiliency and health behaviour.
- Identify gaps that need to be addressed using an assessment.
- Determine how the organization should monitor trauma exposures.
- Establish policies, procedures, initiatives and services to support the Prevention Plan and Program and monitor implementation.
- Engage Managers and Supervisors in the development of policies and procedures.
- Set the tone and lead by example, reducing stigma and encouraging conversations and take every reasonable precaution to protect workers.
- Enforce the policies, procedures and program.
- Maintain the Prevention Plan and Program, evaluate it and look for opportunities to improve it.
- Invest in a coordinated Return to Work program that supports recovery and stay-at-work practices.

- Makes early and considerate contact with an injured/ill worker.
- Other: _____

To achieve our goals we will

1. _____
2. _____
3. _____
4. _____

12.2 Managers and Supervisors

Our Managers and Supervisors will:

- Be involved in the workplace assessment and participate in identifying controls.
- Participate in training to be aware and ready to address the day to day aspects of PTSD prevention and management.
- Receive training on how to recognize signs and symptoms of PTSD and understand the causes and risk factors and understand how to support workers suffering from PTSD.
- Participate and contribute in establishing policies, procedures, initiatives and services to support the program.
- Enforce the policies, procedures and Prevention Plan and Program.
- Provide advice on how to monitor trauma exposures.
- Identify individuals at risk of PTSD.
- Be prepared through training, coaching or other means to engage workers in discussions about psychological health and safety.
- Encourage active discussion with workers about mental health and psychological safety.
- Implement processes to report concerns and provide support to workers in need.
- Help identify control methods that support PTSD prevention such as workplace rotations for highly exposed individuals.
- Reduce stigma by participating in positive conversations.
- Understand how to accommodate a worker suffering from PTSD.
- Actively participate in a systematic, structures and coordinated Return to Work process and plan.
- Other: _____

To achieve our goals we will

1. _____
2. _____
3. _____
4. _____

12.3 Joint Health and Safety Committee or Health and Safety Representative

Our organization's Health and Safety Committee, or Health and Safety Representative, will be engaged in the development of a PTSD Prevention Plan and Program. To actively participate the committee will:

- Understand the factors of the job that impact psychological health and safety, in particular PTSD. They should develop awareness about what PTSD is, as well as the symptoms causes and risk factors.
- Be involved in the workplace assessment.
- Assist the organization in developing a process for identifying workplace mental health and wellbeing issues, and in particular PTSD.
- Help identify controls that can be put in place to address psychological health and safety.
- Help reduce stigma related to mental illness by participating in identifying the need for education, training, and resources to address PTSD, and participating in delivering these to the organization.
- Participate in training to enable support of the workforce as required.
- Engage in the development of a communication plan and strategies related to address psychological health and safety, particularly PTSD.
- Reduce stigma by participating in positive conversations.
- Other: _____

To achieve our goals we will

1. _____
2. _____
3. _____
4. _____

12.4 Employees

The Employees of **Our Company** will

- Comply with policies, procedures and the program.
- Participate in training and education about PTSD, and required training (resiliency, anti-stigma, policies, etc.).
- Report concerns, incidents to that they can be investigated and addressed.
- Listen to coworkers and encourage engagement in the program if needed.
- Reduce stigma by participating in positive conversations.
- Other: _____

To achieve our goals we will

1. _____
2. _____
3. _____
4. _____

12.5 Return to Work Coordinator

You may want to specifically define who fulfills this role in your organization

The Return to Work Coordinator for **Our Company** will:

- Assist the injured/ill worker to remain or return to work while they recover, while also ensuring that the workers return to work date is sensible, flexible and safe for the worker.
- Help the worker return to the workplace post-injury/illness.
- Connect and consult with the injured/ill worker, treating health professional, and WSIB representative and make sure that everyone understands what to expect and what is expected of them.
- Monitor the workers progress towards returning to work.
- Take steps to prevent further injury/illness.
- Help resolve issues or disputes related to the return to work.
- Other: _____

To achieve our goals we will

1. _____
2. _____
3. _____
4. _____

12.6 Unions/Associations

The Union/Association will:

- Be consulted about policies and procedures
- Other: _____

To achieve our goals we will

1. _____
2. _____
3. _____
4. _____



Worksheet 13: Roles and Responsibilities Communication

Consider clearly stating your communication plan for roles and responsibilities in your PTSD Prevention plan.

What methods can you use to communicate roles and responsibilities to workplace parties?



INTERVENTION



Worksheet 14: Intervention Practices Policy Statement

Consider implementing all or some of these post-event interventions to support workers exposed to trauma. You should be specific about what these early interventions look like within your organization, for example, how much time you will allow workers off for post exposure to a traumatic event, what counselling services your organization offers, and what the specific process is related to debriefing, etc.

Is this a priority for my organization? _____

If yes, what do you want to include in policy statement?

When workers are exposed to a traumatic event, we will provide those workers with the following early interventions to minimize stress and promote prevention of PTSD. The specific early interventions that will be utilized include:

- Allowing time off for the workers who have been involved in a traumatic event.
- Providing workers with stigma-free counselling services to address the emotional aspects of what they have experienced.
- Using of debriefing sessions that focus on helping the worker put their experiences in perspective and validate what they have seen, done, thought and felt.
- Providing ongoing education that gives information on PTSD, stress management and actions that workers can take for themselves.
- Offering peer support programs.
- Referral to appropriate support (EAP, OHIP, WSIB)
- Other: _____

To achieve our goals we will

1. _____

2. _____

3. _____

Sample Early Intervention Strategies Policy Statement

When workers are exposed to a traumatic event, *Our Company* will provide those workers with the following early interventions to minimize stress and promote prevention of PTSD. The specific early interventions that will be utilized include:

- Allowing time off for the workers who have been involved in a traumatic event.
- Providing workers with stigma-free counselling services to address the emotional aspects of what they have experienced.
- Using of debriefing sessions that focus on helping the worker put their experiences in perspective and validate what they have seen, done, thought and felt.
- Providing ongoing education that gives information on PTSD, stress management and actions that workers can take for themselves.
- Offering peer support programs.

Responding to PTSD Signs and Symptoms



Worksheet 15: Manager Response to Signs and Symptoms Policy Statement

How do you want your Managers and Supervisors to respond to a worker exhibiting the signs and/or symptoms of PTSD or a co-worker reports concerns?

- Keep the communication lines open with the worker.
- Ask how they or other team members can provide support to the worker.
- Deal with signs and symptoms directly and as soon as possible.
- Provide information about the options the worker has to address PTSD.
- Encourage the worker to talk to someone they trust about what has happened.
- Share with the worker that what they are experiencing is a normal reaction.

To achieve our goals we will

1. _____
2. _____
3. _____
4. _____

Sample Recognizing and Responding to Signs and Symptoms of PTSD Policy Statement

Senior Leadership, Managers and Supervisors of *Our Company* are expected to know how to recognize and respond to signs and symptoms of PTSD in a worker or fellow Manager, Supervisor or Senior Leader. If signs and symptoms are found to be presented it is expected that the Senior Leader, Manager or Supervisor will:

- Keep the communication lines open with the worker and ask how they or other team members can provide support to the worker. If the worker is not ready to talk wait for them to open up. If they do start to share, do not interrupt, it is often difficult for people with PTSD to ask for help, particularly if there is a concern about stigmatization.
- Deal with signs and symptoms directly and as soon as possible. If signs and symptoms are recognized it is best to open the dialogue and provide support so that the worker knows they are supported in the workplace.
- Provide information about the options the worker has to address PTSD. Help the worker access support and help resources, if they request or need assistance.
- Encourage the worker to talk to someone they trust about what has happened, this could be team members identified in the workplace to provide peer support, family members, friends, or a manager/supervisor.
- Share with the worker that what they are experiencing is a normal reaction. Provide information about signs and symptoms and when they should speak to a professional or seek additional help.

Screening Protocols

While some people may recover from an exposure to a traumatic event, others may develop chronic problems over many years. Your workplace may want to implement regular screening protocols based on the type of work or exposures your workers may be experiencing. First Responders, as part of their job, are exposed to traumatic events. Many individuals in these environments may suffer both short and long term effects as a result of their exposure to the traumatic event.



Worksheet 16: PTSD Screening

Is this a priority for our organization? _____

Who has a role or responsibility with respect to PTSD screening?

- Leadership
- Manager
- Supervisor
- Worker
- Coworkers
- Union
- Dispatch/Communication

What criteria can be used to identify potentially traumatic events?

Who notifies supervisor/manager of potentially traumatic events?

Screening: when, where, how does it happen? Who is responsible?

- At scene
- A few days after call/next shift
- One month after call

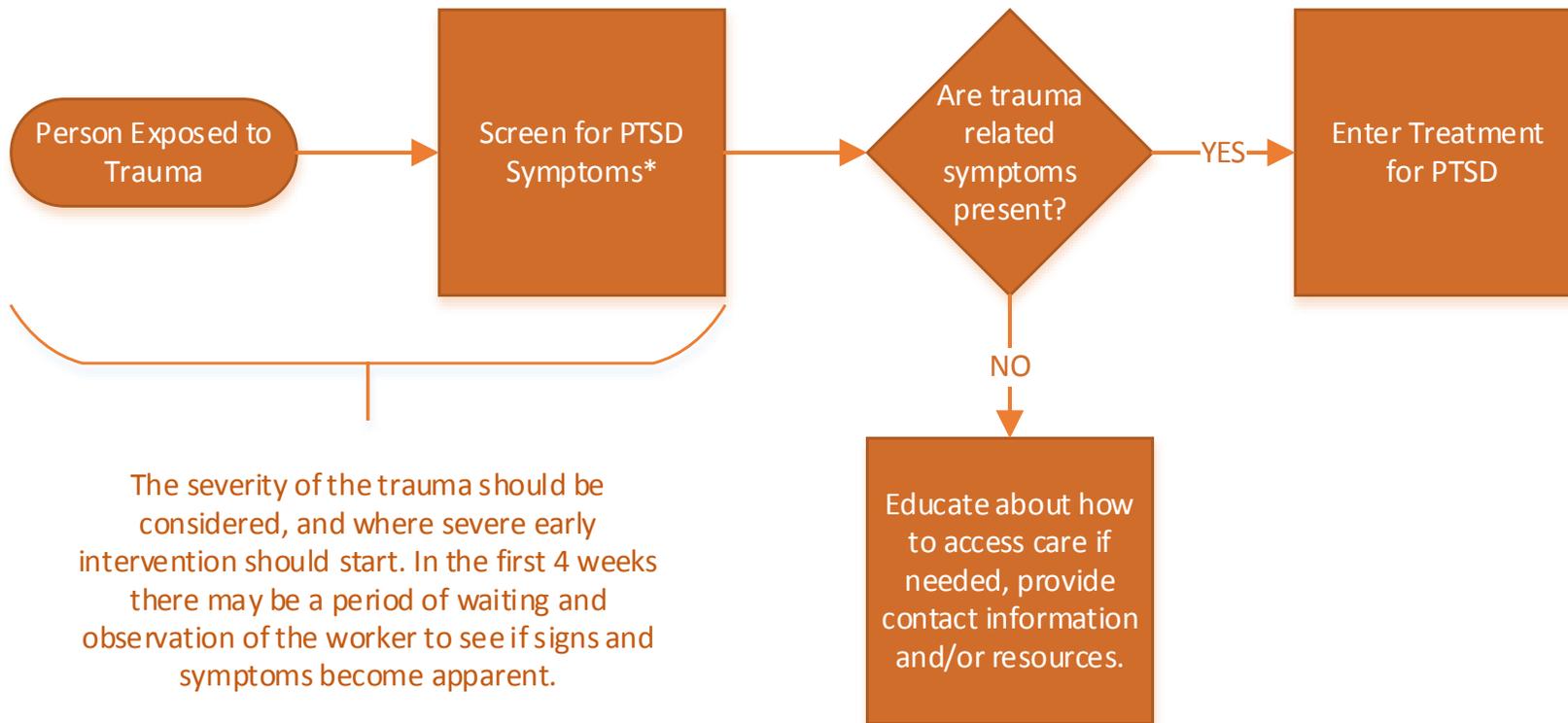
How is screening tracked/documented?

What are triggers for follow up or referral?

Sample Screening Protocols Policy Statement

Our Company recognizes that early intervention is important for the effective treatment and prevention of PTSD. The severity of the initial traumatic event will be considered when determining the need for early intervention.

Screening protocols have been developed and implemented to help identify workers who are potentially at risk for developing PTSD. For workers who have been exposed to a traumatic event. We will implement screening 1 month following the event, utilizing the process outlined on the next page.



*this includes observation of work related or intrusive memories, avoidance, or hyper-arousal signs and symptoms and/or self screening methodology

Sample Self-Assessment Tool: Do I have PTSD?

The assessment below is another option which aligns with the “When to call a Doctor” information provided in the Section 1: Just Getting Started on FirstRespondersFirst.ca

Read each of the statements below. If you have been experiencing these symptoms for more than one month mark the box at the beginning of the statement. When you are done you can print this off and take it to your doctor, or share with your supervisor so that they can help you access the support you need.

You should call a doctor if you have been experiencing the symptoms for more than one month and you are experiencing at least:

- One intrusive memory symptom
- Three avoidance symptoms and
- Two hyper-arousal symptoms

Intrusive Memory Symptoms

Select all that apply. In the last month have you experienced any of the following intrusive memories:

- Recurring, unwanted distressing memories of the traumatic event.
- Reliving the event as if it were happening again.
- Upsetting dreams about the event.
- Severe emotional distress or physical reactions (heart racing, hands sweating) to something that reminds you of the event.

Avoidance Symptoms

Select all that apply. In the last month have you experienced any of the following avoidance symptoms:

- Trying to avoid thinking about the event
- Avoiding places, objects, activities or people that remind you of the event.
- Increased negative feelings about self or others.
- Feeling emotionally numb or inability to experience positive or negative emotions.
- Feeling hopeless about the future.
- Losing interest in activities that were enjoyable in the past.
- Feeling strong guilt, depression or worry.
- Memory problems including not remembering important aspects of the traumatic event.
- Difficulty maintaining close relationships.

Hyper-arousal Symptoms

Select all that apply. In the last month have you experienced any of the following hyper-arousal symptoms:

- Irritability, feeling tense or “on guard.”
- Difficulty sleeping.
- Angry outbursts or aggressive behaviours.
- Being on constant guard for danger.
- Feelings of overwhelming guilt or shame.
- Self-destructive behaviours.
- Trouble concentrating or sleeping.
- Being easily startled or frightened.

PTSD Injury Reporting

As part of your PTSD prevention plan you should establish reporting procedures for PTSD. It is important to consider existing accident and incident reporting procedures and explore if it can be expanded to include mental health concerns like traumatic mental stress or Post Traumatic Stress Disorder.

Following the notification of an injury/ illness, Section 51 and 52 of the Occupational Health and Safety Act (OHSA) requires notification to the Ministry of Labour, JHSC or H&S representative and trade union (if applicable) if an employee is critically injured, disabled from performing their own work or receives medical attention resulting from an incident.

The details required in these reports, and the parties who must be notified are outlined in the OHSA and in Section 5 of the Industrial Establishment Regulation. Of particular importance is the requirement in S 5(2)(j) to include steps to prevent further illness.

The employer would also be required to notify the WSIB of the PTSD injury in the same manner as other injuries or illnesses would be reported. Additional information on WSIB adjudication of PTSD claims can be obtained from wsib.on.ca



Worksheet 17: PTSD Injury Reporting

Is this a priority for my organization? _____

We have implemented procedures to address the stigma associated with reporting PTSD Injuries. What is currently in place? What improvements can be made to existing reporting procedures to reduce stigma?

What mechanisms are in place (or will be put in place) to encourage reporting of PTSD injuries?

Who do workers contact to report a PTSD injury?

What mechanisms are in place (or will be put in place) to protect confidentiality of those who are reporting PTSD injuries?

How will you ensure that workers know how to report PTSD injuries to their Manager/Supervisor?

Peer Support

Peer support is an intervention that leverages shared experience to foster trust, reduce stigma and create open channels of communication for seeking help, sharing information and seeking support resources. The focus of a peer support program is to establish positive coping strategies, using common language which fosters trust and credibility between team members.

The following are some of the benefits of using peer support to address PTSD in the workplace

- Peer support is focused on the person. It provides the worker with emotional and social support from others who share a common lived experience. The experience may not be specific to the traumatic event, but in relation to the job, emotional pain or mental health challenge that is experienced. It is important for those suffering from PTSD to maintain social relationships.
- Peer support can help workers cope with memories of the trauma through the process of sharing stories and learning how to deal with emotions such as anger, shame, guilt or fear.
- Peer support provides a focus on hope and recovery.
- Peer support can help the worker learn how to talk about what is happening to them and support them in seeking help.
- Peer support team members bring credibility of lived experience - they can speak the same language, they understand the organization and how it operates and they know what services are available to the worker within their organization.
- Peer support builds trust with other people, which is important when addressing PTSD.



Worksheet 18: Peer Support Program or Crisis Intervention Teams

Is this a priority for my organization? _____

If yes, what do you want to include in your PTSD Prevention Plan? In this section, outline your specific mechanism to respond to a crisis. The materials below focus on peer support programs.

Here are some approaches to consider.

- Utilizing the Service Chaplain as a source of peer support.

- Utilizing a volunteer Peer Support Mentor from the Joint Health and Safety Committee.
 - How will this person be selected?
 -
 - What characteristics should this person have?
 - Credible resource
 - Respected by peers
 - Others

 - What training would this person need in order to fulfill their duties?
 - basic skills to be a peer support mentor,
 - listening skills,
 - psychological first aid, and
 - referral options for workers within the organization.

□ Developing and implementing a peer support program:

- How team members are picked?
- Who they are?
- What does their training consist of?
- How can workers utilize the peer support program?
- What are the specific policies and procedures?
- Does your organization have specific debriefing protocols?
- Other _____

To achieve our goals we will

1. _____
2. _____
3. _____

Employee Assistance Programs (EAP)

An important part of developing your PTSD prevention plan is understanding the strengths and weaknesses of your organization's Employee Assistance Program (EAP). While many organizations offer this to their workers, the employees of the EAP are not always equipped to deal with the traumatic events that first responders are exposed to. It is important that you understand the service strengths and limitations so that you can address any gaps in your PTSD prevention plan. You need to find out about the specific provision of service for your workers with regards to PTSD.

- How does the EAP provider screens the calls and if they are equipped to provide service in this area?
- How many hours of counseling they can receive and if this can be increased for PTSD cases?
- What qualifications do available counselors have to address PTSD symptoms?
- What knowledge and experience or training has been provided to the people who are taking employee calls have with regards to the signs and symptoms of PTSD?
- Is the service is available 24/7?
- What type of assistance is available to help you manage a critical incident?
- Does the provider provide training for managers on how to spot an employee in crisis and is this included in the package. If it is not included can we pay for it as needed?
- Does the provider provide peer support training, training for peer support mentors, is this included in the package, or can you pay for this as needed?
- Does the EAP have other clients in the first responder community?
- Is there an opportunity to improve the level of service if other members in the first responder were to access the EAP as a single account/client?



Worksheet 19: Employee Assistance Program

Is this a priority for my organization? _____

If yes, what do you want to include in your PTSD Prevention Plan?

Explain the specifics of your organization's Employee Assistance Program:

- How does the employee engage with this program?
- What are the qualifications of those who will be answering the call?
- Is the service available 24/7 and if not when it is available?
- What are the types of assistance available through the EAP program?
- What is the amount of coverage that is available to employees through this program (i.e. dollar amount, number of sessions, etc.)?
- Are current levels appropriate to support workers following a traumatic event?
- Other: _____

To achieve our goals we will

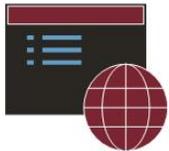
1. _____
2. _____
3. _____

Community Support

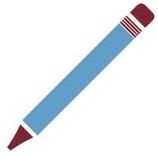
There are community supports available to your workers and when you are just getting started in developing your PTSD prevention plan. These resources can be a very valuable first step. There are a number of distress and crisis centres throughout Ontario and many of these centers offer services which would be beneficial to a worker suffering from PTSD.

You should reach out to your local distress centre and identify the services that they provide. If you choose to work with a local distress centre, consider asking the following questions to determine if it would be a good fit with your organization's needs.

- Do you provide specific services in support of PTSD? If yes what are these services?
- What are the qualifications of available counselors to address PTSD symptoms?
- Are the help line staff equipped to recognize the signs and symptoms of PTSD and then provide appropriate support and direction for the worker?
- Do they provide training or resources for managers on how to spot an employee in crisis and is this included in the package. If it is not included can we pay for it as needed?
- Do they provide peer support training, training for peer support mentors, is this included in the package, or can you pay for this as needed?



To find your local distress centre contact information visit this website: <http://www.dcontario.org/> The Government of Canada also has a Mental Health Helpline. Information about this service can be found at <http://www.mentalhealthhelpline.ca/>



Worksheet 20: Community Support

Is this a priority for my organization? _____

If yes, what do you want to include in your PTSD Prevention Plan?

Identify the community supports that are available to your workers:

- Distress and Crisis Centres?
- Other service in your specific area or available to those in your area
- What are the qualifications of those who will be answering the call?
- Is the service available 24/7 and if not when it is available?
- What are the types of assistance available?
- Is there a cost?
- Other: _____

To achieve our goals we will

1. _____

2. _____

3. _____



RECOVERY AND RETURN TO WORK



Return to Work Legislative Requirements

Workplace Safety and Insurance Act (WSIA)

The WSIA is monitored and enforced by the Workplace Safety and Insurance Board. It establishes a system which ensures that workers are compensated for work-related injuries and occupational diseases. Participating employers, in return, are given immunity from civil suits for worker injury/disablement. The purpose of this act is to accomplish the following in a financially responsible and accountable manner:

- Promotion of health and safety in workplaces.
- Ensuring wherever possible the successful return to work of employees following work-related injuries or occupational illnesses.
- To facilitate re-entry into the labour market of workers and spouses of deceased workers.
- To provide compensation and other benefits to workers and to the survivors of deceased workers.

The Employer has the duty to modify the work or the workplace to accommodate the needs of the workers to the extent of undue hardship. The Employer must re-employ the injured/ill Worker if they have worked continuously for the Employer for one year and the employer normally employs 20 or more workers. If possible, and the Worker is medically able to perform the essential duties of the job they must be returned to their pre-injury position. If the Worker is unable to perform essential duties of their job, but is able to work they must be offered work appropriate to their functional abilities within the terms set out in the Act s. 40(1-2) and s. 41 (5-6).

Ontario Human Rights Code (OHRC)

The OHRC is the overarching legislation that requires employers to accommodate employees who are seeking accommodation due to disability up to the point of undue hardship.

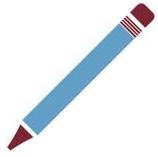
Accessibility for Ontarians with Disabilities Act (AODA)

This legislation establishes mandatory accessibility standards in order to achieve accessibility for all people with disabilities by removing and preventing barriers for people with respect to goods, services, facilities, **accommodation**, employment, buildings and structures. The AODA adopts the broad definition of disability found in the OHRC. Specific to accommodation of a worker this standard applies to those who employ workers and offer accommodation.

Police Services Act

The Police Services Act is the overarching legislation that guides the operation of police services in Ontario. When a member of a municipal police force or Ontario Provincial Police becomes mentally or physically disabled, and as a result is incapable of performing the essential duties of the position, the employer shall accommodate them in accordance with the Ontario Human Rights Code to the point of undue hardship (s47(1) to s47(4)).

Return to Work Policy, Program and Principles



Worksheet 21: Recovery and Return to Work Policy

Does your organization have a return to work program? _____

Is this a priority for your organization? _____

What commitments does your organization make with respect to return to work for PTSD in your PTSD prevention plan?

- Return to work program provides a process for assisting employees who are temporarily unable to perform some or all of their regular duties to get back to productive work in a safe and timely manner.
- make reasonable efforts to provide suitable alternative productive work to employees who are temporarily unable to perform all of their regular job functions
- Return to work assignments will be based on the functional abilities of the employee, the expected duration of the limitations and the availability of suitable modified work
- The return to work plan may include any of the following: reduced work hours, reduced work tasks, Job modification and assignment to alternative work within the employee's own or another department.

Sample Recovery and Return to Work Policy

This policy should be customized to outline your organizations commitment to support workers who are recovering from PTSD and help them Return to Work (RTW).

Policy Number:	Effective Date:
	Revision Date:

Purpose

Write a brief statement that outlines the purpose of the Recovery and Return to Work Policy.

Legislative Requirements

List any legislative requirements pertaining the policy

Policy Statement

Write your policy statement. You may want to:

- State organizational commitment to establishing, implementing and maintaining an effective return to work program
- Outline the expectations that your organization has for return to work (mandatory for all employees) and how your organization will support workers, state who the policy applies to and when it applies
- Explain that the organization will make every reasonable effort to help workers return to work and provide suitable work that is meaningful and productive
- Identify the components of WSIB that relate to your organizations recovery and return to work programs
- Identify roles and responsibilities and steps that each person (worker, supervisor, employer, return to work coordinator, etc.) will take to support the workers return to work
- Explain what will happen if an employee is unable to return to their pre-injury position
- Explain how personal information will be received, collected and handled including confidential and private information
- State how the Health and Safety Committee or Representative will participate in the policy development and/or program
- Outline what happens if someone does not follow the policy/procedure
- Commit to evaluation of your Recovery and Return to Work policy and procedures

Return to Work Principles

The principles outlined below come from systematic reviews and provide a good starting place to establish the Recovery and Return to Work portion of your PTSD Prevention Plan and Program. For each of the items listed below, you may want to review how your current organization approach to Return to Work and identify if there are opportunities to include some or all of these practices.

1. The workplace needs to have a strong commitment to health and safety which is demonstrated by the behaviours of the workplace parties.
 - a. This is demonstrated by Sr. Leadership invest in resources and time to promote safety and coordinate return to work; labour support for safety policies and return to work programming, commitment to safety issues is the norm across the organization.
 - b. This includes have a clear, detailed and well-communicated organizational workplace mental health policy that supports the return to work and stay at work process. This includes many of the items already covered.
2. The Employer makes an offer of modified work to the injured/ill workers so they can return early and safely to work activities suitable to their abilities
 - a. The literature highlights that work accommodations are an integral part of the return to work process and the context of their implementation determines their effectiveness.
3. Those planning Return to Work needs to ensure that the plan supports the returning worker without disadvantaging co-workers and supervisors.
 - a. The systematic reviewed highlights that the return to work process is a “socially fragile process.” To reduce resentment towards the returning work, steps must be taken to anticipate and address concerns that co-workers and supervisors have to ensure better outcomes. This can include education and encouraging cooperation with the process
 - b. Offering training on PTSD and other mental health conditions is important. Raising awareness can address issues around stigma about mental health conditions and facilitate return to work.
 - c. Of importance, disclosure needs to remain in the hands of the worker. Regardless of disclosure evidence suggests that reducing stigma and silence around PTSD can facilitate successful accommodation and return to work.
4. Supervisors are trained in work disability prevention and are included in the return to work planning
 - a. Supervisors are important to the success of the return to work program because they are closest to the worker and they can manage the immediate return to work environment. This means that that in the case of PTSD, Supervisors and Managers need to understand how to accommodate a worker suffering from PTSD which may involve training and education.

- b. It may be important to train the supervisor on how they can assist the worker when they return to work specifically how to listen to the employee's limitations, helping identify tasks which may be challenging, evaluating the effectiveness of the interventions and the environment.
 - c. The literature highlights the need for the application of a systematic, structured and coordinated return to work process and plan and indicates that having this in place optimizes and improves return to work outcomes
 - d. Involving the Supervisor or Manager in the return to work process also helps them feel more equipped to accommodate the worker when they come back to work.
5. The Employer makes early and considerate contact with the injured/ill worker.
- a. The literature suggests that early contact is core to successful return to work programs, but it should consider the workers specific situation. This contact should be made by the immediate supervisor and focus on the workers well-being and mental health.
 - b. The Supervisor may want to refer back to *Important Messaging for Workers about What to Expect* which provides tips on how to communicate with workers who have experienced traumatic events, including reminding them that:
 - i. No one who sees a traumatic event is untouched by it.
 - ii. It is normal to feel sadness, grief and anger about what happened and what you saw. It is natural to feel anxious about your safety or the safety of those who are important to you.
 - iii. They should acknowledge your feelings, it will help you move forward more quickly.
 - iv. Everyone have different needs and different ways of coping. This is normal.
 - v. It is healthy to reach out for, and accept help if you need it.
 - c. The literature highlights that for this to be successful the workplace environment should be characterized by a shared sense of goodwill and confidence.
6. There is a person in the workplace who is responsible for coordinating return to work. This person can help provide an individualized plan that focuses on the workers initial and ongoing needs.
- a. It is important that the person coordinating return to work has clear mandates and feel empowered to be flexible with creating different work accommodations.
 - b. Assisting the injured worker remain or return to work while they recover while also ensuring that the workers return to work date is sensible, flexible and safe for the worker.
 - c. Help the worker return to the workplace post injury

- d. Connect and consult with the injured worker, treating health professional, and WSIB representative and make sure that everyone understands what to expect and what is expected of them.
 - e. Monitor the workers progress towards returning to work.
 - f. Take steps to prevent further injury/illness.
 - g. Help resolve issues or disputes related to the return to work.
7. Employers and Healthcare Providers communicate with each other about the workplace demands, as needed, and with the Worker consent.
- a. The literature highlights the importance of the workplace facilitating access to evidence based treatment.
 - b. Healthcare providers can play a significant role in the return to work process as the injured worker is often looking to them for advice and guidance on how to return to work.
 - c. It is important that all of the players understand the Worker's job and the ability to accommodate.
 - d. Permission must be provided from the Worker for this type of contact to take place and the type of contact will vary based on individual circumstances and healthcare providers.



Worksheet 22: Return to Work Program Principles

Review the list of principles of successful return to work programs.

Does your existing return to work program already incorporate these elements?

Are there program improvements that can be made by including these principles in your return to work program?

What commitments will you make in your PTSD Prevention plan regarding the principles that your RTW program is based on?

Return to Work Program Development, Implementation and Improvements

If you would like to complete a self-assessment of your return to work program, or view the elements of a robust return to work program, please contact your facilitator. They will send you a copy of the assessment tool.



- Tanya Morose, 905.872.0840, tmorose@pshsa.ca
- Tim Metcalfe, 705.783.0118, tmetcalfe@pshsa.ca
- Bruce McCullagh, 705.783.1402, bmccullagh@pshsa.ca



Worksheet 23: RTW Program

In your PTSD Prevention Plan consider what you will commit to in terms of RTW program development and implementation or improvements to your existing RTW program.

- Develop and implement procedures and protocols to support return to work.
- Evaluate existing return to work programs with PSHSA self-assessment tool to identify opportunities for improvement
- Incorporate PTSD into existing return to work program
- Train workplace parties who have specific responsibilities
- Communicate return to work procedures and protocols to all staff



Worksheet 24: RTW Program 5 Steps Worksheet

Policy Name: _____ **Return to Work** _____

Step 1 - Set Standard- Review and Revise the Policy Provided

- The policy and procedure describes exactly how this aspect of PTSD Prevention will be implemented in the workplace
- The policy and procedure clearly describes the specific responsibilities of everyone in the workplace (e.g., management, supervisors, workers, JHSC, OHS advisor, etc.)
- It outlines exactly how the policy and procedure will be communicated
- It outlines exactly what health and safety training is necessary to meet the policy/procedure
- It outlines exactly how the policy/procedure will be evaluated at the end of the year
- The requirements of the policy/procedure are realistic
- The policy/procedure meets minimum legislative requirements and best practice guidelines.
- The document should answer who, what where, when, why and how.

Comments/Barriers:

Step 2 - Communication

- The policy/procedure will be communicated to
 - All those responsible for implementing the policy/procedure
 - All those who will be affected by the policy/procedure.

Groups of Persons requiring communication	Means of Communication (e.g., bulletin boards, emails, memos, meetings, etc.)

Step 3 - Training

- The training requirements outlined in the policy/procedure will be fulfilled as follows

Groups of Persons to be Trained	Training Content	Method of Training

Step 4 - Evaluation:

- Proposed frequency of evaluation of the policy/procedure: _____

- Means of evaluation (e.g., quizzes, surveys, workplace inspection observations, accident statistical review, etc.): _____

- Persons responsible for conducting the evaluation: _____
- Consider
 - Evaluating the policy/procedure. Is it working as expected? Does it meet legislation? Does it meet best practices?
 - Evaluating effectiveness of communication and training.
 - Evaluating effectiveness of general awareness of the existence of the policy/procedure
 - Evaluating procedures: are you doing what you said you would do?

Comments/Barriers:

Step 5 - Acknowledge Success/ Make Improvements:

- Who will formally acknowledge / recognize this success? _____

- How will success be formally acknowledged? _____

- Date of acknowledgement: _____
- Improvements recommended as a result of the above evaluation will be completed by _____

Comments/Barriers:

Return to Work Roles and Responsibilities

In order for people to carry out their duties, we need to clearly state what is expected of different workplace parties within the organization with respect to the Return to Work Program.



Worksheet 25: Return to Work Roles and Responsibilities

Review and customize the roles and responsibilities below to fit the specific needs, structure and current state of your organization. You may want to identify specific positions within your organization who will fulfill specific roles.

Adapted from: [Definitions of Roles and Responsibilities from Disability Management in the Workplace, A Guide to Establishing a Joint Workplace Program, National Institute of Disability Management and Research](#)

What will you commit to in your PTSD prevention plan?

Disability Management (DM) practitioner(s)' responsibilities may include:

- Identifying potential candidates for the program and ensuring early intervention.
- Assisting the individual in applying for benefits or obtaining appropriate healthcare and/or rehabilitation assistance.
- Working closely with the injured/ill worker to develop a safe RTW plan in accordance with the hierarchy of return to work.
- Assisting family members when requested by providing information and support.
- Coordinating all appropriate participants in the RTW plan
- Documenting and monitoring all important elements of each RTW plan
- Developing alliances with community and internal groups that may aid the DM program objectives.
- Facilitating open communication between all involved individuals.
- Developing and maintaining an atmosphere of trust and mutual support by ensuring that individuals' rights are respected and confidentiality is assured.

- Assisting worker in obtaining appropriate assessments where necessary (medical, vocational, etc.).
- Facilitating necessary assistive devices, workplace modifications or job restructuring.
- Ensuring that workers with disabilities are aware of their rights, obligations and the effect of specific decisions on their right to benefits.
- Recording, maintaining and reporting current and accurate database information.
- Reporting to relevant individuals on progress of cases.
- Informing benefit providers when return to work is successful, to prevent overpayments.
- Developing and maintaining a resource network and library to assist in DM program efforts.
- An appropriate mechanism where return to work with the pre-disability employer is no longer feasible, i.e. referring individuals who are deemed to be permanently disabled and unable to return to work to experts in career counseling, aptitude testing, etc., to determine retraining or new job options.
- Working with DM Committee in developing new job opportunities.
- Acting as the primary contact to outside agencies involved in DM or RTW.
- Facilitating or providing case management services.
- Ensuring appropriate services are provided when necessary.
- Promoting the DM program on an ongoing basis.
- Evaluating the DM program for efficiency and effectiveness.
- Maintaining adherence to all freedom of information, privacy regulations as well as all other policies governing confidentiality.
- Accessing all other resources the organization may have available i.e. Occupational Health Nurse(s), Occupational Healthcare Practitioner, Ergonomist, etc.

Key Responsibilities of the Return to Work Coordinator Include:

- Identify potential candidates for the program and assist them in applying for medical benefits or obtaining appropriate medical assistance.
- Work closely with the injured or ill employee to develop a safe return to work plan.
- Liaise with the manager, co-workers, union members, healthcare providers; and develop strategic alliances with community groups that may aid the program's objectives.
- Draft and monitor case management plans.
- Assist joint committees in drafting policies and procedures.
- Carry out cost-benefit analysis and conduct evaluations of disability management programs.

Responsibilities of Employees with disabilities include:

- Reporting injuries and illnesses as soon as possible to obtain the help required for early return to work.
- Informing Disability Management Practitioner or other workplace representative(s) about any concerns with treatment, benefits, work duties, changes in circumstances, etc.
- Participating in development of a suitable return to work plan.
- Applying for appropriate benefits as soon as possible, asking for help if necessary.
- Staying in contact with the workplace DM practitioner or other workplace representative(s).
- Complying with recommendations of treatment providers; attend all medical or rehabilitation appointments regularly; attend independent assessments as requested; keep treatment providers informed about RTW options and injury/illness symptoms; ask treatment providers to contact the workplace DM representative(s) to discuss RTW plans.
- Attending meetings with the workplace DM representative(s) when required.
- Notifying the workplace DM representative(s) immediately when able to return to modified or regular duties.
- Communicating with manager, workplace DM representative(s), insurers and the treating physician during the RTW and follow up process.
- Advising manager and DM practitioner of any change in circumstances
- Applying safe work practices.

Roles and responsibilities of managers to support workers with disabilities during the RTW process, may include, but are not limited to:

- Taking appropriate action when an injury or illness is reported.
- Contacting workers with disabilities and workplace DM representative(s); how often and in which circumstance to call and when to avoid calling or when to refer the calls to another workplace representative.
- Facilitating access to internal or external services for workers with disabilities;
- Participating in RTW planning.
- Identifying appropriate work duties, transitional work options or temporary or permanent job accommodations for workers with disabilities, and documenting the RTW progress plan.
- Knowing who to refer a worker with a disability to if they tell the manager they are having difficulties before, during or after they return to work.
- Monitoring safe work practices of employees who are returning to work.

- Answering co-workers' questions and concerns about workers with disabilities, job modifications, job restructuring, etc., being careful to maintain the confidentiality of the disabled worker's situation.
- Notifying DM practitioner(s) about potential candidates for the disability management program.
- Promoting safe work practices; supporting efforts of safety program.

Expectations of co-workers of workers with disabilities during the RTW process may include:

- Participation in the RTW process, if required.
- Knowing who to communicate any concerns or suggestions they may have about RTW plans for workers with disabilities.
- Being sensitive and maintaining privacy in issues workers with disabilities face when returning to work.
- Dealing with issues that arise during the RTW process and who to discuss these issues with.
- Knowing who to refer a worker with a disability to if they tell the coworker they are having difficulties before, during or after they return to work.

Healthcare Providers

Supportive healthcare providers can assist an employee's return to work considerably by:

- Reviewing functional job descriptions with the employee to explore return to work possibilities.
- Completing functional assessment forms thoroughly, being alert to job demands that might cause re-injury or aggravation of an existing condition.
- Suggesting ways in which tasks could be modified to place less strain on existing injuries or conditions.
- Requesting additional information to ensure functional assessments are not unnecessarily negative.
- Establishing and maintaining open communication with workplace, having regard for patient confidentiality.

Insurance Providers

(short-term and long-term disability and workers' compensation)

Insurance providers play an essential role in promoting and supporting early and safe return to work. Their specific responsibilities are defined by the contracts they have with the employing organizations and by their internal policies and procedures.

From the perspective of a workplace-based DM program, insurance providers are expected to:

- Supply benefits, arrange for rehabilitation services efficiently.
- Communicate openly with the employee and RTWC to explore return to work strategies.
- Participate in the process of identifying or creating permanent job accommodation options.

Senior Management

- Provide visible support and commitment to DM program objectives.
- Ensure accountability by revising management structure and/or account procedures.
- Ensure necessary program resources are available.
- Empower joint committees to carry out program objectives.

Union Officials

- Provide visible support and commitment to the program.
- Support marketing and promotion efforts.
- Empower the joint committee.
- Promote return to work language within the collective agreement.

Worker Representatives

- Act as an advocate for the rights of all employees including those with disabilities.
- Identify transitional job options.
- Facilitate return to work process by supporting individuals and the RTWC.
- Communicate objectives and potential benefits of DM program to co-workers.



Worksheet 26: Return to Work Roles and Responsibilities Communication Plan

After you have finalized the roles and responsibilities for return to work program, they will need to be communicated to affected workplace parties.

The policy/procedure will be communicated to

- All those responsible for implementing the policy/procedure
- All those who will be affected by the policy/procedure.

Groups of Persons requiring communication	Means of Communication (e.g., bulletin boards, emails, memos, meetings, etc.)



Worksheet 27: Return to Work Coordination and Management Training

- This Training will cover:
 - Organizational expectations of how to respond
 - PTSD policies and procedures as they relate to return to work
 - Practices and Principles of managing return to work
 - Other _____
- Who will attend?
 - Managers
 - Supervisors
 - Return to work Coordinators
- Who will develop this training? _____
- Roll out date _____
- Other: _____

To achieve our goals we will

1. _____
2. _____
3. _____
4. _____

Sample Return to Work Coordination and Management Training Statement

Managers, Supervisors and Return to Work Coordinators will receive training on the practices and principles of managing return to work. This includes the specific mandate that *Our Company* has with regards to supporting successful and safe return to work. The training will review the Return to Work process and how it relates to address the needs of a worker who is suffering from PTSD.

Accommodating a Worker who is Suffering from PTSD

This section is designed to provide you some tips on how to accommodate Workers who have PTSD. Research has found that PTSD does have an impact on impaired occupational functioning, particularly as it relates to reduced productivity, presenteeism and absenteeism. This is not an exhaustive list of accommodations, there may be other ideas or options you may wish to use.

Questions to Consider when Accommodating Work

How will you identify specific circumstances for an individual worker during the return to work process? Consider asking the worker some or all of the following questions:

- What is the worker experiencing (signs and symptoms) and what are the limitations?
- How will these limitations impact the work that the worker needs to do?
- Are there specific job tasks that will be problematic as a result of these limitations?
- What accommodations can help address or eliminate these limitations?
- Has the worker been asked about possible accommodations, can they help identify specifically how the organization can assist?
- Does the Workers Sr. Leadership team, Supervisor or Coworkers need training on PTSD to help facilitate a successful return?
- Is the Worker currently receiving care or treatment and if so are they continuing to follow a treatment plan (if this is known)?

Potential Individual Accommodations

There are a range of treatment options for workers suffering from PTSD which should be administered through professional medical support or clinical practice.

The table on the next page outlines some potential individual accommodations relate to when the worker is at work and requires support to stay at work, or returning to work. As you move into Taking Proactive Steps and Implementing Best Practices you can explore other types of interventions.

Signs and Symptoms	What this could look like at work	Impact on job tasks	Potential Accommodations
Intrusive Memories	<p>Reduced concentration</p> <p>Difficulty managing time and tasks</p> <p>Increased errors in work</p> <p>Difficulty completing complex tasks</p> <p>Reduced organizational skills</p>	<p>Difficulty completing tasks with deadlines, time pressures or high expectations</p> <p>Inability to complete tasks in which error rate is impacted by reduced concentration</p> <p>Inability to complete complex tasks or multi-task</p>	<p>Reduce distractions in the workplace</p> <ul style="list-style-type: none"> ▪ Sound proofed areas ▪ Use of white noise ▪ Soothing music ▪ Uninterrupted work time <p>Manage completion of work</p> <ul style="list-style-type: none"> ▪ Flexible scheduling ▪ Breaking large projects into smaller chunks, with easily achievable goals ▪ Provide memory aids such as schedulers, organizers, use of auditory or written cues ▪ Weekly meetings with supervisor or mentor to assist with determining goals, reminding of important deadlines, create daily to do lists <p>Restrict tasks with immediate risk for injury if concentration lapses</p>
Avoidance	<p>Social Withdrawal, irritability</p> <p>Relationship problems</p> <p>Difficulty maintaining close relationships</p> <p>Feelings of guilt,</p>	<p>Reduced motivation and productivity</p> <p>Increased stress, emotional outbursts</p> <p>Interpersonal difficulties with customers, supervisors and co-workers</p>	<p>Encourage use of stress management techniques</p> <p>Allow support animals</p> <p>Allow telephone calls to doctors or others for needed support</p> <p>Use a mentor or supervisor to alert employee if behaviour is becoming unprofessional or inappropriate</p>

	depression or worry	Decreased ability to deal with conflict or other emotionally charged events Reduced capacity to cope with stressful situations	Encourage the worker to walk away from frustrating situations and confrontations Provide awareness training to supervisors and co-workers Provide partitions or closed doors to allow for privacy Assign supervisor or mentor to be available to answer employees questions Allow for a flexible work environment – scheduling, breaks, leaves for counseling, work from home may not be able to complete tasks with frequent customer contact
Hyper-arousal	Excessive fatigue Exaggerated startle response Hypervigilance Increase in self-medication practices	Reduced concentration, activity and productivity	Allow for flexible start time Provide a place for the employee to sleep during breaks if needed Allow the worker to work one consistent schedule Allow for a flexible work environment Provide goal-oriented workload Identify and remove environmental triggers such as particular smells, or noises Allow a support animal Allow for breaks and provide a place where the worker feels comfortable to use relaxation techniques or contact a support person



Worksheet 28: Accommodation of PTSD in Recovery and Return to Work

Is this a priority for your organization? _____

Will it be included in your PTSD prevention plan? _____

How will you incorporate PTSD accommodation into your existing RTW program?

How will the “Questions to Consider when Accommodating” be communicated to managers, supervisors and others involved in accommodating the injured worker?

How will the list of suggested accommodations be communicated to managers and supervisors?

Will PTSD Accommodations be communicated to other workplace parties? For example: human resources, workers, union, etc.

What training is required in order for workplace parties to effectively accommodate workers with PTSD?

Summary

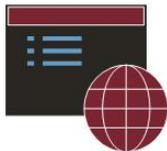
The PTSD Prevention plan is the acknowledgement of what is already in place at your organization and your commitment to future initiative that address PTSD:

- Prevention,
- Intervention and
- Recovery/Return to Work.

The commitments made in the PTSD Prevention Plan will be unique to your organization and will reflect the current state of your health and safety program, size of your organization and the geography of the areas that you serve and the services provided.



PTSD Prevention plans are due to the Ministry of Labour no later than April 23, 2017. Prevention plans should be submitted in electronic Word format to ptsdprevention@ontario.ca.



<https://www.labour.gov.on.ca/english/hs/ptsd.php>

For additional support please contact PTSDPlanInfo@pshsa.ca or your facilitator



Tanya Morose, 905.872.0840, tmorose@pshsa.ca

Tim Metcalfe, 705.783.0118, tmetcalfe@pshsa.ca

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APPENDIX

Appendix A: Health and Safety Manual Program Template

Purpose:

Why does this program/policy/procedure exist? A brief description of the purpose.

Scope:

Who does this policy apply to? Does it apply to all staff (and therefore you will enforce it, and train all staff), or does it only apply to a subset of your organization?

Policy:

What is the policy statement?

Definitions:

Define any key terms used in the policy and procedure. Consider including references (or definitions) from the Occupational Health and Safety Act, or other reference documents as appropriate.

Roles and Responsibilities:

Outline the roles and responsibilities of all workplace parties that have a role to play or are affected by this policy and procedure. If you don't clearly state what is expected of workplace parties, it can be unclear or confusing. Consider including:

- Employer
- Senior Leadership Team
- Purchasing
- Human Resources
- Supervisor
- Worker
- Coworkers
- Visitors
- Contractors
- Union
- Clients
- Joint Health and Safety Committee (or Health and Safety Rep)
- Health and Safety Coordinator/Advisor

The organizational arrangements that should be included in the program include clearly stating who has responsibility for

- Program implementation
- Program maintenance (change control or updates/revisions)
- Program evaluation
- Coordinating this program/policy with other programs in your health and safety management system
- Record keeping.

Procedure:

Outline the steps/actions required to fulfill the intent of the policy and to enable workplace parties to meet the roles and responsibilities defined above. Consider including a flowchart, or table instead of a list of bullet points if that would be a clearer way to communicate your expectations.

Communication:

How will this be communicated to affected workplace parties? Team meetings, newsletters, bulletin boards, etc.

Training:

Who requires what type of training and how often? Consider training requirements as this new program is phased-in, refresher and at orientation for new and transferred workers.

Documentation:

Who keeps what documents, where and for how long? Who has access to records?

Evaluation:

How will you know if your program is effective? What measures will you look at to determine if the program is working the way it was intended and having the results that you expected when this program was implemented? For example, if training is provided, will you ask workers key questions to gauge their understanding of the spirit of this document 3 months after they attended training (instead of only gauging understanding as they exit the training room). Consider both leading and lagging indicators.

Forms:

What forms, checklists or templates are used to carry out the measures and procedures described in the document in the workplace?

References:

Occupational Health and Safety Act and applicable regulations

Section 21 guidance notes

CSA guidelines

Revision History:

As the document is revised, will you track the changes that are made?

Appendix B: Policy to Program 5 Steps Worksheet

Policy Name: _____

Step 1 - Set Standard- Review and Revise the Policy Provided

- The policy and procedure describes exactly how this aspect of PTSD Prevention will be implemented in the workplace
- The policy and procedure clearly describes the specific responsibilities of everyone in the workplace (e.g., management, supervisors, workers, JHSC, OHS advisor, etc.)
- It outlines exactly how the policy and procedure will be communicated
- It outlines exactly what health and safety training is necessary to meet the policy/procedure
- It outlines exactly how the policy/procedure will be evaluated at the end of the year
- The requirements of the policy/procedure are realistic
- The policy/procedure meets minimum legislative requirements and best practice guidelines.
- The document should answer who, what where, when, why and how.

Comments/Barriers:

Step 2 - Communication

- The policy/procedure will be communicated to
 - All those responsible for implementing the policy/procedure
 - All those who will be affected by the policy/procedure.

Groups of Persons requiring communication	Means of Communication (e.g., bulletin boards, emails, memos, meetings, etc.)

Step 3 - Training

- The training requirements outlined in the policy/procedure will be fulfilled as follows

Groups of Persons to be Trained	Training Content	Method of Training

Step 4 - Evaluation:

- Proposed frequency of evaluation of the policy/procedure:

- Means of evaluation (e.g., quizzes, surveys, workplace inspection observations, accident statistical review, etc.):

- Persons responsible for conducting the evaluation:

- Consider
 - Evaluating the policy/procedure. Is it working as expected? Does it meet legislation? Does it meet best practices?
 - Evaluating effectiveness of communication and training.
 - Evaluating effectiveness of general awareness of the existence of the policy/procedure
 - Evaluating procedures: are you doing what you said you would do?

Comments/Barriers:

Step 5 - Acknowledge Success/ Make Improvements:

- Who will formally acknowledge / recognize this success?

- How will success be formally acknowledged?

- Date of acknowledgement:

- Improvements recommended as a result of the above evaluation will be completed by

Comments/Barriers:



PTSD Prevention Plan Community of Practice

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