



# **A Journey Towards Wellness: Establishing a Healthy Workplace Environment at the CAS of Toronto**

vision

**Ontario College of Social Workers & Social Services Workers  
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# Results from recent Ipos Reid Poll\*

- Overall, nearly half of Canadians surveyed say work and the workplace is the most stressful part of their day.
- 16% of working Canadians say their place of work is frequently the source of feelings of depression, anxiety or other mental illness.
- 37% of working Canadians say that their work or place of work has 'never been the source of feelings of depression, anxiety or other mental illness'.



# The Road Not Taken

**TWO roads diverged in a yellow wood,  
And sorry I could not travel both  
And be one traveler, long I stood  
And looked down one as far as I could  
To where it bent in the undergrowth;**

**Then took the other, as just as fair,  
And having perhaps the better claim,  
Because it was grassy and wanted wear;  
Though as for that the passing there  
Had worn them really about the same,**

**And both that morning equally lay  
In leaves no step had trodden black.  
Oh, I kept the first for another day!  
Yet knowing how way leads on to way,  
I doubted if I should ever come back.**

**I shall be telling this with a sigh  
Somewhere ages and ages hence:  
Two roads diverged in a wood,  
and I took the one less traveled by,  
And that has made all the difference.**

*Robert Frost*



# Overview of CAS of Toronto

- Mandated child welfare organization.
- Largest Board governed child welfare organization in North America.
- Founded in 1891.
- 19 Board members, 800 Full-time and 47 part-time staff.
- Offices in downtown Toronto, Scarborough and North West section of the City of Toronto.
- 35% of our workforce is comprised of visible minorities.



# Our Vision

A city where  
children are  
safe, families  
are strong and  
communities  
are supported.



# Our Mission

**Leading with excellence and working in partnership to...**

- Prevent situations that lead to child abuse and neglect by embracing, strengthening and supporting families, and communities;
- Protect children and youth from abuse, and neglect;
- Provide safe and nurturing care for children and youth;
- Advocate to meet the needs of children, youth, families, and communities.



# Our Values

## **We believe in:**

- Placing the needs of children and youth first;
- Creating an environment that promotes trust, equality, respect, diversity, openness and honesty;
- Affirming and valuing our staff, care providers, clients and volunteers;
- Promoting enduring relationships for children and youth;
- Being accountable and transparent;
- Demonstrating excellence, leadership, teamwork and innovation.



# Becoming a Top Employer

To be considered by the editorial board of the Globe and Mail, employers complete a detailed application form.

Key areas examined include:

- Physical Environment
- Work Atmosphere & Communications
- Health Benefits
- Financial Benefits & Compensation



# Becoming a Top Employer

- Family-Friendly Policies
- Employee Engagement
- Training & Development
- Vacation Policy & Paid Days Off
- Community Involvement

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# Benefits of a Healthy Workplace

- Improved health and well-being
- Increased morale and job satisfaction
- Healthier workplace culture
- Reduced personal health care expenses
- Decreased absenteeism
- Fewer injuries



# Benefits of a Healthy Workplace

- Decreased turnover
- Increased productivity
- Fewer insurance and compensation claims
- Better retention and recruiting
- Improved reputation and stakeholder loyalty



# The Role of Leaders & Managers in Creating Change

JP Kotter in the book, *Leading Change*, presents an eight-step process for achieving successful change.

- Create a sense of urgency
- Create a guiding coalition
- Develop a vision and strategy
- Communicate the change vision



# The Role of Leaders & Managers in Creating Change

- Empower broad-based action
- Generate short-term wins
- Consolidate gains and produce more change
- Anchor new approaches to the culture

Remember, leaders set direction, align people, inspire and motivate others. Managers plan, organize and problem solve.



**Thank You!**