



CANADIAN WORKPLACE WELL-BEING AWARDS

PRESENTED BY

THE CANADIAN POSITIVE
PSYCHOLOGY ASSOCIATION

AND



**Workplace Strategies
for Mental Health**

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2025 Canadian Workplace Well-Being Awards

Guide to Submitting Your Application

Dear Employer,

Workplace well-being is an increasingly significant priority. Leading organizations have made impressive strides to elicit positive change through employee well-being initiatives. The mandate of the **Canadian Workplace Well-Being Awards (CWWA)** is to:

- Recognize and celebrate outstanding achievement in workplace well-being practices in Canada.
- Curate case studies of impactful initiatives from winning organizations in several award categories and share these stories so other organizations can learn and benefit from their leadership.

We invite your organization to apply for the Canadian Workplace Well-Being Awards, which is in its fifth year. The CWWA is led by the Canadian Positive Psychology Association which promotes the practice of positive psychology and acknowledges that employee well-being initiatives which leverage the principles of positive psychology yield significant impacts on employees' level of happiness and psychological well-being.

TIPS FOR COMPLETING YOUR APPLICATION

To ensure your application is clear, compelling, and meets the criteria, consider the following tips:

- ✓ Review the Criteria First – Read through the awards criteria and ensure your responses align with the key elements: commitment, well-being impact, positive psychology integration, innovation, psychological health and safety, and impact measurement.
- ✓ Be Specific & Provide Examples – Avoid vague descriptions. Use real-world examples, case studies, or testimonials to illustrate your organization's initiatives.
- ✓ Use Data to Demonstrate Impact – When possible, include metrics such as employee satisfaction scores, well-being survey results, engagement levels, or other indicators of success.
- ✓ Showcase Positive Psychology Practices – Highlight how your organization integrates Well-Being (like PERMAH: Positive Emotions, Engagement, Relationships, Meaning, Achievement, and Health) into

workplace well-being. Explain how these principles drive employee well-being and organizational success.

✔ Describe Employee & Leadership Involvement – Show how employees contribute to shaping well-being initiatives and how leaders actively model and reinforce a culture of well-being.

✔ Keep It Concise & Impactful – While details are important, ensure your responses are focused and clearly demonstrate your workplace well-being achievements.

✔ Double-Check Before Submission – Ensure all sections are complete and free of errors. Incomplete applications may not be considered.

Timeline

March 14, 2025	Application period opens
June 27, 2025	Application period closes
September/October, 2025	Application review by independent Judges
October 15, 2025	Announcement of winners
November 5, 2025	Virtual award ceremony

WHO CAN APPLY?

Canadian based organizations in the private, public and nonprofit sectors who have developed and implemented impactful psychological employee well-being initiatives or demonstrated leadership in the field of helping employees to thrive. Organizations must have been in existence more than two years and their well-being program over a year.

Pricing

Early bird from March 14 to April 25, 2025 \$399 +HST.

Regular fee after April 25, 2025- \$499 +HST.

OVERVIEW OF THE “GUIDE TO SUBMITTING YOUR APPLICATION”

This Guide provides information to help you submit your application. It covers the following:

- The process for applying for a Canadian Workplace Well-Being Awards
- Assessment Criteria
- Awards categories
- A copy of the online application form (Appendix A)
- A sample of a completed fictitious application (Appendix B)

PROCESS FOR APPLYING FOR AN AWARD

Stage 1: Preparing Your Application

Before submitting your application, we recommend preparing all required information in advance. This will help streamline the process and ensure your submission is completed efficiently.

To prepare, you will need:

- Contact details of the person responsible for managing the application.
- Background information on your Workplace Well-Being program or initiative.
- Testimonials from employees and at least one executive leader.
- Company logo.
- The number of employees in your organization.
- The name of the leader or Executive Champion of the well-being program.
- Credit card details for payment (a receipt will be sent automatically upon completion).

Tip: We strongly recommend drafting your responses in a Word document before entering them into the online application form. This will allow you to refine your answers and check spelling and grammar prior to final submission.

The online application must be completed in one sitting (save and continue is not available). Please allow 45 minutes to complete the application.

Stage 2: Completing and Submitting Your Application

Once you have gathered all necessary materials, you can proceed to complete the online application.

- Step 1: Access the application form here: <https://cwwa.wufoo.com/forms/zibnisu0mvbio3/>
- Step 2: Enter your prepared responses into the form.
- Step 3: Attach any required supporting documents.
- Step 4: Submit your application by the deadline: June 27, 2025.
- Step 5: You will receive an email confirmation, including a copy of your submitted application.

Important Notes:

To help you prepare, please refer to Appendix A to view the required Application information along with the maximum word count for each section of the Application, as applicable.

Once you submit your application online, we will acknowledge receipt of your application, and you will receive a copy of your submitted application.

Once submitted your application will move to the Adjudication Stage, where it will be reviewed.

Stage 3: Adjudication (Application Review)

Once the application submission deadline closes on June 27, 2025, all applications will be reviewed by our panel of independent judges.

Adjudication Process:

- Step 1: Initial Screening – Applications will be reviewed to ensure they meet submission requirements. If any critical information is missing, we may contact you for clarification.
- Step 2: Individual Evaluation – Each judge will assess applications based on the award criteria (see Awards Criteria section).
- Step 3: Panel Review & Shortlisting – Judges will meet to discuss applications and determine the finalists.

Awards Criteria

- Demonstrated impact on employee well-being.
- Alignment with positive psychology principles.
- Innovation and uniqueness of the initiative.
- Commitment to psychological health and safety.
- Measured outcomes and success indicators.

At the end of this stage, the shortlisted finalists will be identified.

Stage 4: Finalist Announcements

All applicants will be notified via email regarding the status of their submission.

- Finalists will receive instructions for the next steps, including any potential follow-up requirements before the final selection.
- Non-finalists will also be informed of the outcome of their application.

Finalists will be publicly announced on October 15, 2025, and details will be shared on the Canadian Workplace Well-Being Awards website and social media channels.

Stage 5: Reference Checks (If required)

Reference checks may be conducted at any stage of the judging process.

- If selected for a reference check, you will be contacted to provide additional information or verification of your initiative's impact.
- These checks may involve follow-up calls or emails with references provided in your application.

Once all assessments are completed, the winners will be announced on November 5, 2025, during the virtual award ceremony.

AWARDS CRITERIA:

Assessment of applications will be made by a third-party jury from Canada's Positive Psychology community, experienced and respected leaders in workplace well-being, and leading educators. Assessment of judges will be based on the demonstration of a commitment to creating a workplace culture, which values and promotes employee psychological well-being. The organization can demonstrate the program by providing examples of initiatives, practices and approaches that leverage the principles of positive psychology and yield significant impacts to your employee's level of happiness and psychological well-being and allow your organization to flourish. The programs can be employee and/or organizationally led initiatives.

Tips and Hints

Suggested areas to potentially cover in your application based on positive psychology:

Positive emotional climate; growth mindset; compassion; job crafting; strength-based approaches; bringing out the best in people; gratitude; helping people reach their potential professionally and personally; meaning in work; accomplishment and purpose; sense of belonging; engagement etc.

Criterion Definition	Suggested evidence (<i>the more evidence that you can provide, the more robust your application. Provide information pertaining to each of the criteria</i>).
<p>Sense of commitment or priority of the well-being program within the organization</p> <p>Evidence of sustainability of well-being program. The commitment is likely to last beyond the immediate.</p>	<ul style="list-style-type: none"> ● Have there been policies and procedures adapted to enhance and maintain a positive culture? ● How integrated is the well-being program? ● Evidence that top leadership prioritises well-being of employees to success (i.e. advertising, promotion, branding, internal communication, performance plans, recognition of employees and new policies may all be indicators. Who is involved in supporting the well-being program? ● Evidence that management-training programs have been put in place for existing and new managers to impact on the quality of leadership and maintain commitment and priority for well-being.
<p>Well-being The program is based on improving psychological well-being (e.g. mental, emotional, physical, social and spiritual) It goes beyond traditional health, fitness and nutrition programs.</p>	<ul style="list-style-type: none"> ● Evidence that the initiative is embedded into your current people management strategy. ● Concrete examples of the initiative being implemented within the organization (i.e. scheduling of activities, feedback from employees, newsletters/communications announcing initiative components etc.).
<p>Positive psychology The initiative is designed using positive psychology concepts incorporating tools, practices, assessments (such as VIA Character Strengths, flow building etc.)</p>	<ul style="list-style-type: none"> ● Evidence that the approach has incorporated a model of positive psychology such as the PERMAH model (positive emotions; engagement; relationships; meaning; achievement; health) or other models. ● Documentation showing the implementation of processes and tools unique to positive psychology, increasing happiness and satisfaction within the organization, creating positive and caring cultures.
<p>Innovation The initiative is based on a new approach to address a specific challenge the organization is facing.</p>	<ul style="list-style-type: none"> ● How does the program demonstrate the organization has thoroughly understood the areas of well-being and the needs of its employees? ● Evidence of creativity and innovation in providing well-being initiatives that stand out from known best practices or new approaches that contribute to a positive climate (examples: job design, strength-based approaches, relationship building training and initiatives that foster strong connections in a virtual world, helping employees thrive and reach their potential. How does the program demonstrate creative thinking?

<p>Psychological health and safety The organization promotes employee’s psychological well-being and actively works to prevent harm to employee psychological health.</p>	<ul style="list-style-type: none"> ● Evidence can include that the organization has imbedded some examples of the psychosocial factors outlined in the National Standard of Canada for Psychological Health and Safety in the Workplace (The Standards) in areas such as: organisational culture; psychological and social support; clear leadership and expectations; civility and respect; psychological demands; growth and development; recognition and reward; involvement and influence; workload management; engagement; balance; psychological protection; protection of physical safety.
<p>Impact measurement and outcomes The program or initiatives have addressed the challenge, achieved the desired outcome and positively impacted the organization.</p>	<ul style="list-style-type: none"> ● Evidence that the program has achieved its objectives and goals including measurements of success or KPI before interventions versus after the well-being program was implemented, (i.e. how do you know about the positive impact on employees and the community)? ● Evidence of improvements and outcomes resulting from the initiative. These could include stakeholder surveys conducted pre/post initiative (i.e. climate survey results, engagement survey results, surveys specifically relating to the initiative etc.). Are there measures of increased productivity, and metrics on usage of the well-being program as a percentage of employees? It could also include budget implications of the initiative i.e. cost savings/increases in revenue because of the initiative. ● Evidence that the community has benefited from the well-being initiative of the organization (e.g. the organization promotes altruism, donations, offering of skills to the community in need, supporting voluntary activities, fostering interdependence between the organization and the community).

AWARDS CATEGORIES:

Applications will be adjudicated in the categories below. The application form will ask you to identify the category that applies to your organization. Please choose only one category. Winners in each category will exceed a benchmark score.

SECTOR	SIZE
PRIVATE AND PUBLIC SECTOR ORGANIZATIONS <ul style="list-style-type: none"> ● <i>Private Sector Organizations that generate a profit</i> ● <i>Public Sector Organizations- (Municipalities, Universities, Schools, Hospitals)</i> 	Small 5-99
	Medium-100-499
	Large 500+
NONPROFIT OR CHARITY ORGANIZATIONS <i>An organization that serves the public good and is tax-exempt. Typically, this type of organization is in the arts and culture sector, scientific, charitable, literary, religious, a trade or professional organization, etc.</i> <i>The public is usually able to donate to some nonprofit organizations – in cases of charities the donations are tax-deductible.</i>	Any size



2025 Canadian Workplace Well-Being Awards Application Questions

Instructions:

The following is the list of questions that you will need to answer in the online application. It is recommended to prepare the answers prior to completing the online application and proof-reading the answers to ensure clarity. Remember, the judges do not know anything about your organization so your application must provide adequate information in each of the answers to provide a fulsome understanding of your organization.

PART I: ORGANIZATION CONTACT INFORMATION

Organization Name (full legal name):

Mailing Address:

Phone Number:

Website URL:

Social media (if applicable): Instagram | Twitter | LinkedIn | Facebook

Please upload company logo here: [insert]

Primary Contact:

Name & Title:

Email:

Phone Number:

Alternate Contact:

Name & Title:

Email:

Phone Number:

Name of leader of the executive champion of the Well-Being program:

Same as primary contact

I consent to above contact information being shared with our sponsors

Yes No

How did you find out about the Canadian Workplace Well-Being Awards?

- CPPA
- LinkedIn
- Past Winner
- Webinar
- Other _____

Has your organization won the CWWA before? If so, What year(s)?

PART 2: ABOUT YOUR ORGANIZATION

Please provide a brief summary of your organization (Max. 400 words, no website links).

PART 3: ABOUT YOUR WORKFORCE

Is the organization:

1. **Private or Public Sector?** (Private Sector organizations generate a profit; Public Sector organizations include Municipalities, Universities, Schools, Hospitals.) **If yes, answer 2. If no go to 3**
2. Please indicate the sector and the size of your workforce that applies. Select only one size:
 - i. Small (5–99 employees)
 - ii. Medium (100–499 employees)
 - iii. Large (500+ employees)
3. **Nonprofit or Charity Organization?**
4. How long has your organization been in existence? [insert years]

PART 4: INFORMATION ABOUT YOUR WELL-BEING PROGRAM OR INITIATIVES

All question are text boxes with the option to upload additional documentation. Please ensure that any documentation is specific to addressing the question. For example, a specific policy and not the entire policy document.

1. **Initiative Name:**
2. **Position** responsible for employee well-being
3. **Executive Summary:** Please provide a brief executive summary of what your organization has achieved through this program. This may be used for the winner information for the event and website. Please do not include any confidential or sensitive information (Max. 300 words).
4. **History:** Describe the history of your well-being program (Max. 500 words).
 - 4.1 How many years has it been in existence? [insert number]
5. **Inspiration:** What inspired your workplace well-being program? (Max. 750) (*e.g. describe the problem or challenge your organization was facing or the opportunity.*)
 - 5.1. What internal and external factors or research did you consider in designing your well-being program?
 - 5.2. What was your organization looking to accomplish
6. **Overview:** Please provide a high-level overview of your well-being program or initiatives (i.e. what initiatives did you put in place to solve the organizational challenge or capitalize on an opportunity?) (Maximum 1,000 words).

7. **Innovation:** What is most innovative about your program? (Max. 750 words).
 8. **Psychological Safety:** How do you foster psychological safety as defined in the [National Standard for Psychological Health and Safety](#)? (Max. 2,000 words).
 - 8.1. Upload most current survey results, if available.
 9. **Employee Testimonials:** Please provide three (3) testimonials from employee and the community, if appropriate, demonstrating the impact of the program on individuals (at least one from executive leadership).
 10. **Positive Psychology:** What positive psychology concepts have been incorporated into the well-being strategy? (e.g. Strengths, gratitude, resilience, hope, growth mind set, PERMAH: positive emotions, engagement, relationships, meaning, achievement; or other positive psychology models.) (Max. 2,000 words).
 11. **Metrics:** How do you know that the program is having a positive impact on your employees and the community? (Maximum 2000 words).
 - 11.1. How do you know that you are achieving results and making progress towards workplace well-being?
 - 11.2. Please include data such as survey results, measures of increased productivity, reduced absenteeism, impact on the community demonstrating altruism etc.
-

PART 5: RETURNING WINNERS

(For past CWWA winners only)

1. Since winning a CWWA, what improvements or additions have you made to your workplace well-being initiatives?
 2. Have you taken steps to make your well-being initiatives more sustainable or embedded within your corporate strategy since your last win?
 - 3.
-

CERTIFICATION

I hereby certify that the foregoing information is complete and accurate. I authorize and consent to the CPPA to use information contained in this application including photographs or other supporting materials or documents. Without limiting the foregoing, I agree that such CPPA and our hallmark sponsor use of such information may include publication, the creation of case studies as examples of great practices via webinars, written materials or other media for the purpose of educating and for the purpose of promoting best practices in workplace well-being. I also consent to adding my organization's contact email (the person responsible for the application) to the CPPA's official mailing list so that CPPA may contact that person by email for any purposes related to the CWWA Program (this individual will receive a verification email and will be able to unsubscribe at a later time).

- **Name & Title:**
 - **Date (calendar selection):**
-

We appreciate your commitment to workplace well-being and positive psychology. A member of our team may contact you regarding your application.



2024 Canadian Workplace Well-Being Awards Application

SAMPLE APPLICATION

PART 1: ORGANIZATION CONTACT INFORMATION

Organization Name- *Marceline Youth Shelters*

Mailing address *220 Marceline Lane
Peterborough, Ontario, K9J, 1E6*

Phone Number- *705 447 3324*

Website URL_*www.sampleapp.com*

Social Media (if applicable): *Instagram | Twitter/X | Bluesky | LinkedIn | Facebook*

Insta: *sampleappinsta* **Linkedin:** *SampleApplinked* **Facebook:** *Sampleappfacebook*

Primary Contact:

Name and title *Rose Synclair, Director, HR*

Email: rosesynclair@marcelineyouth.com

Phone Number *705 502 2000*

Alternate Contact

Name & Title *Daisy Green, Administrative Director*

Email: daisygreen@marcelineyouth.com

Phone Number: 705 600 2121

Name of leader of the executive champion of the Well-Being program:

X Same as primary contact

I consent to above contact information being shared with our sponsors

X Yes

No

How did you find out about the Canadian Workplace Well-Being Awards?

CPPA

X LinkedIn

Past Winner

Webinar

Other _____

PART 2: ABOUT YOUR ORGANIZATION

Please provide a brief summary of your organization. Please do not include links to your website as additional information. (Maximum 400 words, no website links)

Marceline Youth Shelters has been a vital community service in the Peterborough Ontario region since 1953. It operates five Youth Shelters in the Peterborough region and runs 24 hours per day, seven days a week.

It provides a full range of services to assist homeless, street involved youth by providing temporary shelter, access to health services; vocational counselling and assessment; resume preparation; job interview workshops: job search skills; navigating the health system with respect to mental health resources; outreach to find permanent accommodation. In addition, Marceline Youth Shelters provides one to one counselling to assist with a range of issues including substance abuse prevention resources and counselling.

PART 3: ABOUT YOUR WORKFORCE

Is the organization:

1. **Private or Public Sector?** (Private Sector organizations generate a profit; Public Sector organizations include Municipalities, Universities, Schools, Hospitals.) **If yes, ask next:**
2. Please indicate the sector and the size of your workforce that applies. Select only one size:
 - Small (5–99 employees)
 - Medium (100–499 employees)
 - Large (500+ employees)
3. **Nonprofit or Charity Organization?** YES
4. How long has your organization been in existence? 1953

PART 4: INFORMATION ABOUT YOUR WELL-BEING PROGRAM OR INITIATIVES

(1). Initiative Name- *“WE CARE” - Healthy Workplace Initiative*

(2). Position responsible for employee well-being – *Rose Synclair, Director HR*

(3). Executive Summary

Please provide a brief executive summary of what your organization has achieved through this program. This may be used for the winner information for the event and website. Please do not include any confidential or sensitive information. *(Maximum 300 words)*

As a nonprofit organization, scarce organizational resources and energy was focused on meeting the needs of the Youth that they were serving.

The “WE CARE” Program was able to decrease turnover from 13% in 2016 to 10% in 2020; decrease sick days from 11% to 6%; increase the scores on the employee engagement survey from 75% to 85%

Through the assistance of a Healthy workplace committee employees were able to feel that the Marceline Youth Shelter cared about them as individuals

(4) History: Describe the history of your well-being program *Like many Nonprofits, we did not have a Human Resources Department. We hired our first Director of HR in 2005. At that time, she realized some of the basics of a sound HR Plan was not in place. In order to understand how employees felt about the organization, we implemented our first Employee Survey in 2008. The survey indicated that: employees had concerns about their salaries; the benefits plan did not meet their needs; there was lack of personal growth; there was ineffective processes and to resolve internal conflict; lack of civility and respect; racial minorities felt that their voices were not heard and their opinions did not count.*

The first step was to build a foundation of policies and practices to support employees. We later enhanced our benefits plan, designed a training and development plan; started a diversity and inclusion strategy and resource groups. In 2016, due to changes that we were seeing in our metrics and how we employees were feeling we enhanced our HR strategy to include an emphasis on workplace- well-being as described in question 6.

(4.1) How many years has it been in existence? *The Well Being Program was initiated in December 2016 but elements were in place to build on.* (Max. 500 words).

(5) Inspiration: (Max. 750 for all) What inspired your workplace well-being program? (e.g. describe the problem or challenge your organization was facing or the opportunity. *Staff were deeply passionate about their work, often working beyond scheduled hours and responding to calls during their personal time. The 24-hour nature of operations meant irregular shifts, making it difficult for employees to manage personal commitments.*

Most staff were part-time and worked multiple jobs at other youth shelters to meet financial needs. High workloads were a significant challenge, as the demand for youth shelter services exceeded available resources. Many young people in the community faced complex mental health issues, further increasing strain on staff.

Frequent staff shortages led to constantly changing schedules, creating instability and stress. Supervisors, also overloaded, struggled to connect with staff or hold team meetings. While the shelter had previously organized staff events to foster relationships, these initiatives had lapsed, contributing to interpersonal conflicts and workplace incivility.

(5.1) What internal and external factors or research did you consider in designing your well-being program? *Internally, staff feedback highlighted concerns about burnout, unpredictable schedules, and lack of team cohesion. Employees expressed difficulty in maintaining work-life balance, and supervisors reported challenges in providing adequate support due to heavy workloads.*

Externally, research on burnout prevention and workplace well-being in high-stress environments, particularly in social services, was reviewed. Studies on shift work and its impact

on mental health helped shape scheduling improvements. Best practices from similar organizations informed strategies for fostering workplace relationships and psychological safety.

(5.2) What was your organization looking to accomplish *The goal was to enhance staff well-being by addressing workload concerns, improving scheduling stability, and fostering stronger team connections. Specifically, the program aimed to:*

- *Reduce burnout by encouraging healthier work-life boundaries.*
- *Provide structured support, including mental health resources.*
- *Reintroduce team-building initiatives to strengthen workplace relationships.*
- *Create opportunities for supervisors to engage more effectively with staff.*
- *Foster a culture of psychological safety and support.*

By implementing these initiatives, the organization sought to create a healthier, more sustainable work environment where staff could continue their vital work without compromising their well-being.

(6) Overview: Please provide a high-level overview of your well-being program or initiatives (i.e. what initiatives did you put in place to solve the organizational challenge or capitalize on an opportunity?) (Maximum 1,000 words).

We were very concerned when our Regular Employee Engagement Survey conducted in December 2019 showed a decline in engagement. The organization's Human Resources Department noticed a deterioration in workplace metrics (refer to the response to question 11), particularly with an increase in turnover and sick days. The organization was facing challenges recruiting and retaining staff. There is a shortage of trained youth workers in the job market and it was critical that Marceline Youth Shelter retain its staff and become a competitive employer. Over the next several months as COVID emerged in March 2020, this became even more troubling. Unless we made this a priority we would be in trouble.

The decline in engagement score from 83% in 2014 to 75% in 2016 was concerning especially since the organization was in an expansion mode and recently acquired several new shelters. Survey results in 2019, identified lack of appreciation by the organization and leaders, perceived lack of support; lack of control over work; poor communication; unfavourable working conditions and job security. Employees commented that they were exhausted, and employees were struggling with mental health issues.

Violet Smyth, the Executive Director of Marceline Youth Shelter joined the organization in 2018. She worked with Rose Synclair, the Director of Human Resources to conduct focus group discussions to understand the concerns of employees.

As a passionate advocate of promoting positive mental health, Violet Smyth led the exploration of a strategy to address the unique needs of their youth workers. She shared the results with staff, established a Well Being Committee, and named Rose Synclair as the executive champion to oversee the work of the committee. The mandate was to review the results of the employee

survey; identify a number of interventions using positive psychology; change HR policies and practices and continue to adapt the program based on feedback.

Since its inception, the WE CARE healthy workplace initiative has embraced the tenets of positive psychology, the promotion of a positive work environment.

(Please refer to Question 10 for more information on how we applied positive psychology)

There are many ways that we have reinforced a healthy work environment through our **people strategy and policies**. This has included the design of benefit plans, leaves of absence and income security policies to support employees during challenging times. We take a preventative approach to our benefits and help employees proactively manage their health. It includes access to enhanced Mental Health Resources and Referral.

We view **health and safety** from the perspective of total physical, mental and emotional wellness. Good working conditions ensure that we are providing an environment that allows staff to grow and feel supported.

In summary, we are achieving a healthy work environment through:

- A strategic and integrated approach with benefits and people policies to support a healthy workplace
- Being mindful of working conditions and how they affect health
- Creating “good jobs” which support employee health and enrich the quality of life
- Fostering inclusive environments where individuals are valued
- Ensuring a supportive culture where supervisors are responsible for creating a positive work climate.

(7) Innovation: What is most innovative about your program? (Max. 750 words).

What made this program unique is that it gathered data about our workplace; identified areas that needed improvement; we engaged employees and leaders to work together to develop our Healthy Workplace Strategy unique to our environment. We also identified Pillars of a Healthy Workplace Strategy, which integrated our HR Policies, our commitment to Diversity and Social Inclusion, and our interest in creating a positive work culture and gave leaders the accountability to create the positive culture. We integrated concepts from positive psychology into our approach.

(8) Psychological Safety: How do you foster psychological safety as defined in the [National Standard for Psychological Health and Safety](#)? (Max. 2,000 words). Our Psychological Well-Being Committee, consisting of well-being champions across the organization, have adopted the “Not Myself Today” training to use with staff and managers so they can identify signs of mental distress. We have created a culture of care. Supervisors meet regularly with employees to recognize the hard work that employees are doing and provide regular feedback and coaching. Supervisors help employees understand their roles and how they are connected to the

mission of the organization. They help them see the importance of their work and the impact it is having on the youth that they are serving. All staff meetings help employees understand where the organization is going and how their work contributes to the success of the organization and the importance of the work to the community. Workload is regularly monitored to ensure that staff have healthy work and life balance. We are creating a sense of belonging where employees can be their authentic self through employee resource groups, training on visible and invisible dimensions of diversity. We are providing a culture where employees can feel safe to raise their concerns of differences of opinion. We conduct regular employee surveys and organise forums to discuss and implement changes.

- a. Upload most current survey results, if available. [2024_Psych_Safety_Eval]

- (9) Employee Testimonials:** Please provide three (3) testimonials from employee and the community, if appropriate, demonstrating the impact of the program on individuals (at least one from executive leadership).

“ I feel more connected to my supervisor and feel that my supervisor cares for me as an individual, understands my challenges and is supports me” Poppy Smith, Youth Worker

“I feel that things have turned around at work and I am no longer looking for another job. I feel appreciated by my supervisor and colleagues. I am telling my other colleagues and other Youth Shelters that they should join our team”. Hyacinth Collins –Youth Substance Abuse Counsellor

“Through the Values in Action Character Strength Assessment, I am aware of my strengths and how to build on them in the role that I play in helping our young persons in our society”.

Jasmine Churchill, Team Leader

- (10) Positive Psychology:** What positive psychology concepts have been incorporated into the well-being strategy? (e.g. Strengths, gratitude, resilience, hope, growth mind set, PERMAH: positive emotions, engagement, relationships, meaning, achievement; or other positive psychology models.) (Max. 2,000 words).

Since its inception, the WE CARE healthy workplace initiative has embraced the tenets of positive psychology, the promotion of a positive work environment.

The Committee identified pillars of our Healthy Workplace Strategy. These pillars included a commitment to imbed diversity inclusion within our culture; create a positive work culture; ensure that our People Strategy and policies supported and reinforced a healthy workplace; focused on health and safety and in particular psychological safety. The Shelter provided preventative education and resources to help employees manage their psychological health and well-being.

Diversity and Inclusion - Our objective was to create an environment where differences are valued and where employees feel a sense of belonging. We wanted staff to feel that they could bring their authentic selves to work without fear of negative consequences in a psychologically safe environment. We monitor our performance through our Diversity and Inclusion Survey, which can be seen in our response to question 11.

We have worked towards building a **positive culture** with strong people values. We know that the culture that we create can drastically affect the mental and physical health of our employees. Staff are struggling because of inequalities in society, and these realities affect mental health and well-being. We are continuing to emphasise the importance of empathetic leadership, building trust, and reinforcing the importance of fairness and respect.

We aim to ensure that staff continue to feel valued and appreciated by their supervisors and their co-workers. Leaders participate in sessions emphasising the important roles they play in creating a positive workplace. These sessions included the following topics: Five Languages of Appreciation in the Workplace (Gary Chapman and Paul White 2012); Positive Leadership; Strategies for Extraordinary Performance (Kim Cameron 2012) using supportive communication, enhancing the meaningfulness of work, encouraging compassion and gratitude, fostering positive energy, capitalising on employee strengths etc.

We continue to support employee health and wellbeing through improving working conditions and workplace characteristics. We have integrated these elements into our People Strategy.

An employee's perception of their working conditions can affect their well-being and their engagement. In the last 3 years, we have emphasised the importance of quality jobs with a reliable salary and good benefits. During this period, we have transferred 100 hourly employees to salaried positions so that employees had access to benefits and mental health resources, and predictable work schedules. We wanted to enhance job characteristics to ensure that there was role clarity, autonomy and allowed staff to play a role in job crafting.

Marceline Youth Shelter realised that due to the high work volume of staff and supervisors, they were not taking the time to connect with each other. The Shelter built into the schedule regular team meetings and regularly scheduled in person discussions between employees and supervisors. This conveyed to employees that supervisors and the organization cared about them as individuals. Supervisors lead sessions with employees using the Values in Action Strength Assessment to understand the employee's individual strengths. These all provided opportunities for social support and connectedness

- (11) **Metrics:** How do you know that the program is having a positive impact on your employees and the community?
- a. How do you know that you are achieving results and making progress towards workplace well-being?

- b. Please include data such as survey results, measures of increased productivity, reduced absenteeism, impact on the community demonstrating altruism etc. (Maximum 2000 words).

We knew that we were having an impact, as our staff were happier; there was less interpersonal conflict and incivility. Staff members were kind and supportive to each other. They felt that the organization cared for them and their well-being. We were able to attract and retain staff. The results of the Diversity and Inclusion Survey seen below showed improvements on how our staff were feeling starting in 2021.

Diversity and Inclusion Survey Results

Survey Questions	2021	2022	2023	2024
<i>Leadership removes roadblocks to allow me to fully participate</i>	60%	57%	55%	56%
<i>All staff members regardless of their diversity have equal opportunities for promotion</i>	65%	59%	64%	70%
<i>Leaders are role models in valuing diversity and social inclusion</i>	68%	63%	70%	74%
<i>Visible diversity in celebrated in the Shelter</i>	73%	70%	75%	79%
<i>I feel welcomed at the Shelter regardless of how I look</i>	83%	79%	85%	87%
<i>I feel accepted and included in my work environment</i>	84%	81%	83%	87%

There were also improvements in workplace metrics. Even though we were expanding by merging other Youth Shelters into our organization, we were able to maintain our culture. Our Employee Full Time Employee Engagement scores improved from 75% to 84% in 2023. Our turnover decreased from 13% in 2019 to 7% in 2023. Average sick days decreased from 11 days to 6 days in 2023.

Workplace Scorecard

	2021	2022	2023	2024
Total Staff	150	280	300	350
Total Full Time Staff	50	60	250	300
Average Tenure	8	6	7	9
Full Time Engagement	83%	75%	82%	84%
Full Time Turnover	7%	13%	10%	7%
Average Sick Days	7	11	8	6
Total Part Time Staff	100	219	50	75
Average Tenure	5	2	3	4
Part Time Engagement	80%	65%	70%	73%
Part Time Turnover	14%	20%	13%	10%

CERTIFICATION OF INDIVIDUAL COMPLETING THE APPLICATION

I hereby certify that the foregoing information is complete and accurate. I authorize and consent to the CPPA to use information contained in this application including photographs or other supporting materials or documents. Without limiting the foregoing, I agree that such CPPA and our hallmark sponsor use of such information may include publication, the creation of case studies as examples of great practices via webinars, written materials or other media for the purpose of educating and for the purpose of promoting best practices in workplace well-being. I also consent to adding my organization’s contact email (the person responsible for the application) to the CPPA’s official mailing list so that CPPA may contact that person by email for any purposes related to the CWWA Program (this individual will receive a verification email and will be able to unsubscribe later).

Name **Title** **Date**

Name Rose Synclair, HR **Date** March 30, 2024

Title Director, Human Resources