



Response to the House of Commons Standing Committee on Public Accounts

*RE: Report 4, Mental Health Support for members – Royal Canadian Mounted
Police, of the Spring 2017 Reports of the Auditor General of Canada.*



TABLE OF CONTENTS

INTRODUCTION.....	3
RECOMMENDATION ONE	4
RECOMMENDATION TWO	5
RECOMMENDATION THREE	6
RECOMMENDATION FOUR	7
RECOMMENDATION FIVE	9
RECOMMENDATION SIX	10
RECOMMENDATION SEVEN	11
RECOMMENDATION EIGHT	12
APPENDIX A – <i>RCMP Mental Health Business Plan</i>	13



INTRODUCTION

On November 22, 2017, the House of Commons Standing Committee on Public Accounts tabled its 32nd report entitled, *Report 4, Mental Health Support for members – Royal Canadian Mounted Police, of the Spring 2017 Reports of the Auditor General of Canada*.

The Committee's Report makes eight (8) recommendations for the RCMP to address and further requested progress reports on each recommendations no later than April 30, 2018.

The RCMP accepted all eight recommendations. Progress reports on each recommendation are contained herein.



Recommendation 1

The Royal Canadian Mounted Police (RCMP) needs to present a business plan to the Committee including human and financial resource requirements, areas of priority and risks associated with the fulfillment of its Mental Health Strategy.

Progress Update

The RCMP Mental Health Business Plan (Appendix A) outlines the actions the RCMP will take to support the remaining two years of the RCMP's five-year Mental Health Strategy, and beyond 2019 to steady state where the RCMP will take a total health approach to employee well-being. Of note, the plan also takes into account the recommendations from the Office of the Auditor General of Canada (OAG) in its *Mental Health Support for Members* spring 2017 report.

The business plan has been utilized to identify the required resource allocation over the final two years of the Strategy, and beyond. As such, it has been instrumental in informing a request to Government for additional funding in order to expand mental health programming and meet OAG recommendations. The recent federal budget, announced on February 27, 2018, committed \$21.4M over five years to RCMP mental health initiatives.

Next Steps

The RCMP is currently assessing how to best utilize these financial resources in order to enhance the delivery of mental health programs and services for all RCMP employees.



Recommendation 2

The RCMP needs to present a report to the Committee detailing the national standards adopted regarding mental health services delivery.

Progress Update

Significant work has been undertaken to inform the development of national health services standards. This includes:

- Visits to divisions to further examine issues, gaps and best practices.
- Consultation with RCMP divisions.
- Established regular meetings between Health Services Officers and Psychologists to discuss issues and apply policies and procedures consistently.
- Adopting an updated version of the Minnesota Multiphasic Personality Inventory (MMPI-RF) which is more efficient.
- Revised Special Health Assessment Policy and supporting referral process.
- Proposed service standards for Periodic Health Assessments have been developed considering industry standards.

The proposed standards serve to address the need to provide effective and efficient service delivery to ensure RCMP members have access to mental health services. The standards focus on five priority areas:

- 1. Periodic Health Assessments**
- 2. Health Services – Response Time**
- 3. Determination Process**
- 4. Revised Medical Profiles**
- 5. Request for personal occupational health files**

Next Steps

Upon completion of the validation phase, the proposed service standards will be approved by the RCMP's senior management after the new Commissioner assumes her role. Once approved, the standards will be implemented across all divisions and published on the RCMP's internal website.



Recommendation 3

That, by 30 April 2018, the RCMP confirm to PACP that it has fully implemented all of its proposed measures to improve disability case management.

Progress Update

The RCMP has implemented all of its proposed measures to improve disability case management, with the exception of a disability case management software solution. The Disability Management and Accommodation Program successfully launched as scheduled on April 1, 2017. The following deliverables were completed in support of program launch:

- Twenty-six (26) Disability Management Advisors (DMA) and twelve (12) Disability Management Coordinators (DMC) were hired across the Force.
- A 1-week orientation training program for the new DMAs and DMCs was delivered at Depot Training Academy in February 2017 in advance of the program launch.
- Policy documents in support of the program were developed and published within the RCMP's Administrative Manual.
- A suite of tools to support DMAs, DMCs, Supervisors and the Health Services were developed and shared with stakeholders.

The Program continues to provide ongoing training to the DMAs and DMCs, via monthly videoconferences. Education sessions have also been delivered to other stakeholders, including health professionals, staffing advisors, mental health champions, peer-to-peer coordinators, and participants in the officer development program. These education sessions continue to be delivered to the various stakeholders on an as and when required basis.

Following the launch, a Disability Management and Accommodation Online Course for Supervisors was developed and made available in both official languages in September 2017.

Next Steps

The RCMP continues work on procuring and implementing a disability case management software solution. An update on these efforts are provided under Recommendation #8.



Recommendation 4

The RCMP needs to present a progress report to the Committee on the completion rate of mental health training by supervisors.

Progress Update

Road to Mental Readiness

In October 2015, the RCMP launched a Force-wide training program for all RCMP employees, with the intent to have all employees (28,609) trained by the end of March 2018. The program, entitled “The Road to Mental Readiness” is offered in a half day employee course and a full day leadership course. As of March 31, 2018, 25,006 RCMP employees and supervisors completed the training.

Of this overall total, 5,767 supervisors, representing 89% of all supervisors, completed the full day leadership course, which covers the following concepts:

- Stigma of Mental Illness
- The Mental Health Continuum Model
- Strategies to manage adverse situations for higher success
- Stress Management
- Barriers to Care
- Responsibilities as Leaders
- Access to Resources

A plan has been implemented to assist specific RCMP divisions which did not meet the target completion date of March 31, 2018.

Disability Management and Accommodation

The *Disability Management and Accommodation Online Course for Supervisors* was launched in both official languages in September 2017. While the online course is made available to all employees, it has been designed for supervisors of RCMP members to educate them on their very important role within the Disability Management and Accommodation Program.



The online course consists of four modules:

- Module 1 – Overview of the Disability Management and Accommodation Program
- Module 2 – Assisting Members with Health Issues to Remain at Work
- Module 3 – Assisting Members with Health Issues who are off Work
- Module 4 – Accommodation and Return to Work Planning

Next Steps

The RCMP is currently assessing options for supplementary training once the Road to Mental Readiness training initiative is complete.



Recommendation 5

The RCMP needs to present a progress report to the Committee on how their managers and supervisors have fulfilled their roles and responsibilities regarding the Mental Health Strategy.

Progress Update

A new mandatory commitment, and related measures, were included in the 2017-18 performance review cycle for managers/supervisors. The commitment aims at supporting and fostering a healthy workplace that recognizes the need for mental health wellness in its employees and training and programs to support employees and management to:

- *Ensure that direct reports, who are managers and supervisors, discuss with all their employees about the programs and resources related to mental health at least once a year during the annual performance process; and,*
- *Participate in the Disability Management and Accommodation Online Course for Supervisors.*

Weekly reminders have been sent to all RCMP employees regarding this new commitment in advance of anticipated performance discussions to close out the current fiscal year.

Next Steps

The RCMP will continue to provide tools and resources for managers and supervisors in an effort to support them in fulfilling their roles and responsibilities regarding the Mental Health Strategy.



Recommendation 6

The RCMP needs to present a progress report to the Committee on the implementation of its framework for performance measurement and monitoring of the Mental Health Strategy.

Progress Update

A Mental Health Performance Measurement and Monitoring Framework has been created and will be implemented this fiscal year 2018-2019.

In 2018, the RCMP intends to conduct a needs analysis of its employees, which will include questions to assess the effectiveness of its existing programs and services regarding mental wellness.

Next Steps

The results of the needs analysis will feed into the framework and strengthen the foundation upon which to monitor our programs and services going forward. The RCMP will report on the framework through the RCMP's annual report on Mental Health.



Recommendation 7

The RCMP needs to present a progress report to the Committee on the implementation of its quality measurement and monitoring framework, client satisfaction survey and quality measurement indicators of the Mental Health Strategy.

Progress Update

The RCMP will create a quality measurement and monitoring framework by expanding its Performance Measurement and Monitoring Framework (see Recommendation 6) to include indicators that monitor and measure the quality of services being provided by treatment providers.

Medavie Blue Cross is the health claims administrator for RCMP member health benefits programs. The RCMP is assessing a business option for Medavie Blue Cross to coordinate distribution of a satisfaction survey for RCMP members with an explicit focus on mental health services; in addition RCMP is reviewing internal options for a survey design and development.

Next Steps

Based on internal and external level of efforts, the approved RCMP member survey implementation plan is targeted for launch in fall 2018.



Recommendation 8

That, by 30 April 2018, the RCMP present PACP with a progress report on the implementation of the case management system of its Mental Health Strategy.

Progress Update

While the disability case management software solution that the RCMP is working to procure will help contribute to some aspects of the Mental Health Strategy, the solution specifically aims to support the effective and efficient coordination of early intervention, return-to-work and accommodation activities, regardless of the nature of the illness or injury. The solution will promote consistency and best practices in disability management across the RCMP and is expected to assist in the monitoring and performance evaluation of the Disability Management and Accommodation Program.

The procurement process has been met with some challenges. The posting of the Request for Proposal (RFP) was delayed as a result of competing priorities as well as the RCMP's efforts to ensure that security requirements were properly addressed for a vendor-hosted solution. A RFP was initially posted on August 24, 2017 and closed on November 8, 2017. Unfortunately, the process resulted in no compliant bids. An amended RFP was posted on January 15, 2018 and closed on February 9, 2018. The RCMP is currently evaluating the bids.

Next Steps

The RCMP anticipates that a vendor will be selected by the end of April 2018. A contract will be awarded once the selected vendor is security cleared. Implementation is expected to be completed 6 months following contract award.