

CONSULTATION DOCUMENT

Chronic Stress,
Workplace Violence
and Harassment

WorkplaceNL

Health | Safety | Compensation

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Introduction

Overview

The Workplace Health, Safety and Compensation Act, 2022 (the Act) requires regular reviews of the province's workers' compensation system to help improve the system for both workers and employers. An independent committee appointed by the Lieutenant-Governor in Council conducts these statutory reviews.



The 2019 Statutory Review recommended WorkplaceNL's Policy EN-18, Traumatic Mental Stress, be reviewed with the intent and purpose of including chronic stress as it relates to workplace violence and harassment (recommendation 10.1). The review was directed to be in conjunction with the violence and harassment provisions under the Occupational Health and Safety Regulations, 2012 (OHS Regulations).

Therefore, WorkplaceNL and the Occupational Health Safety (OHS) Division of Digital Government and Service NL are consulting with stakeholders on chronic stress as it relates to workplace violence and harassment. Our goal is to gather feedback from stakeholders to inform a path forward on the 2019 Statutory Review recommendation and other opportunities to address chronic stress as it relates to workplace violence and harassment.

Written Submission

If you would like to provide input as part of this consultation process, please submit written responses to the questions in this guide by February 6, 2024 to:

Mail: WorkplaceNL
Attention: Policy, Planning and Internal Review
146-148 Forest Road
PO Box 9000
St. John's, NL A1A 3B8

Or email: feedback@workplacenl.ca

How will your input be used?

WorkplaceNL will review all information received, in collaboration with the OHS Division of Digital Government Service NL, to assess options to address chronic stress as it relates to workplace violence and harassment.

Privacy Statement

Information is collected under section 61(c) of the Access to Information and Protection of Privacy Act, 2015, to gather public feedback on chronic stress, specifically as it relates to workplace violence and harassment.

Any personal information that may be received will be protected in accordance with the Access to Information and Protection of Privacy Act, 2015, and will only be used to respond to submissions received and inform participants of results at the end of the process. If you have questions about how this information will be collected, used and disclosed, please contact **feedback@workplacnl.ca**.

Definitions

Many terms are associated with the topic of chronic stress and definitions can vary by jurisdiction. To allow for consistency and avoid confusion, we have included pertinent definitions based on regulations and legislation in this province.

Violence

The OHS Regulations define violence as “the attempted or actual exercise of physical force to cause injury to a worker and includes threatening statements or behaviour which gives a worker reason to believe that he or she is at risk of injury.”

Workplace Harassment

The OHS Regulations define workplace harassment as “inappropriate, vexatious conduct or comment by a person to a worker that the person knew or ought to have known would cause the worker to be humiliated, offended or intimidated.” As indicated in the WorkplaceNL Harassment Prevention Guide, workplace harassment can: take place at work or in a situation connected to work; happen repeatedly or only once; be intended or unintended; and, be written, verbal, physical, a gesture or display, or any combination of these.

Chronic Stress

Chronic stress in the workplace is an individual's non-specific physical and psychological response to the accumulation of work-related events or incidents. These events or incidents are excessive in intensity and duration in comparison to the normal pressures and tensions experienced by workers in similar circumstances (source: adapted from workers' compensation boards of Ontario and Alberta). Chronic stress is sometimes referred to as "gradual onset stress."

Traumatic Event

WorkplaceNL's Policy EN-18 Traumatic Mental Stress defines a traumatic event as being the result of witnessing, or being the victim of, a criminal act or a horrific accident. Traumatic events may have elements of actual or potential violence. Examples include:

- witnessing a fatality;
- being the victim of an armed robbery or hostage-taking incident;
- being subjected to physical violence; and
- being subjected to threats of physical violence, where there is reason to believe the threat is serious.

Injury

The Act defines injury as:

- a result of a chance event occasioned by a physical or natural cause;
- a result of a wilful and intentional act, not being the act of the worker;
- disablement;
- occupational disease; or
- death as a result of an injury.

To be eligible for coverage under the Act, injuries must arise out of and in the course of employment. This includes a recurrence of an injury and an aggravation of a pre-existing condition, but specifically excludes stress other than stress that is a reaction to a traumatic event or events.

Legislative and Policy Context

Workplace Health, Safety and Compensation Act, 2022

WorkplaceNL's policies are guided by the Act. Based on the definition of injury in the Act, chronic stress resulting from workplace harassment is not covered for compensation or benefits, unless it meets the definition of a traumatic event.

Traumatic Mental Stress (Policy EN-18)

WorkplaceNL's policy on Traumatic Mental Stress was implemented in 1999, when it was originally entitled Mental Stress. It was revised in 2018 and 2019.

In 2018, the policy was revised to:

- add the cumulative impact of exposure to traumatic events in the workplace in the adjudication of mental stress claims;
- replace the example of a traumatic event of "being subjected to death threats" with "being subjected to threats of physical violence;"
- eliminate the requirement for a traumatic event to be uncommon with respect to the inherent risks of the occupation;
- eliminate the requirement that an acute reaction manifest within days or weeks of the exposure; and
- replace the section on "Medical Evidence" with a section on "Diagnostic Requirements" to clarify the medical evidence required.

In 2019, following the legislative amendment to include a presumptive clause for post-traumatic stress disorder (PTSD), the policy was revised to:

- remove all references to both "acute" reaction and "sudden and unexpected" to reflect the new definition of injury;
- rename the policy from "Mental Stress" to "Traumatic Mental Stress" to clarify that coverage continues to be for stress that is a reaction to a traumatic event or events; and
- add a section on "Presumption for PTSD" to explain its meaning and application.

The committee for the 2019 Statutory Review commissioned an analysis of the 2018 and 2019 policy changes to determine their financial impact on the workers' compensation system prior to recommending any further changes. The analysis was completed by actuaries Lifemark, formerly Morneau Shepell, and estimated the impact of these changes was \$0.14 per \$100 of assessable payroll (\$0.04 for policy mental stress claims, plus \$0.10 for presumptive PTSD claims). The actuaries cautioned future experience surrounding traumatic mental stress may vary from historical experience due to a societal reduction in mental health stigma and other factors.

Process for Adjudicating Claims

When adjudicating a claim, WorkplaceNL first determines if the worker meets the definition of a worker under the Act and if the incident arose out of and in the course of employment.

If these requirements are met, a traumatic mental stress claim is then adjudicated using a two-part review.

Part One: Determine if the claim meets the legislative PTSD presumption requirements. The PTSD presumption applies when the following are confirmed:

- the traumatic event(s) occurred on or after July 1, 2019;
- there is a PTSD diagnosis provided by a registered psychologist or psychiatrist as described in the most recent edition of the Diagnostic and Statistical Manual of Mental Disorders (DSM); and
- the PTSD diagnosis is made at least 30 days after the traumatic event, as symptoms have to be present for at least a month for a PTSD diagnosis according to the DSM.

If the legislative PTSD presumption does not apply, claims are then adjudicated under part two of the review process.

Part Two: Determine if the claim meets the guidelines of the Traumatic Mental Stress policy (EN-18). Under the policy, coverage for traumatic mental stress is considered if there is either:

- a reaction to a traumatic event; or
- a reaction to multiple traumatic events (cumulative effect).

The event(s) must meet the definition of a traumatic event and be:

- clearly and precisely identifiable; and
- objectively traumatic.

For occupations with an inherent risk of exposure to a traumatic event, the event(s) must have occurred on or after March 8, 2018, in order to be covered. There must also be a diagnosis as described in the most recent DSM, and it can be a diagnosis other than PTSD (i.e., acute stress disorder). The diagnosis must be made by an appropriate regulated healthcare professional (e.g., physician, nurse practitioner, psychologist or psychiatrist).

Chronic stress that develops over time due to work-related stressors is not considered a traumatic event. Under this current adjudication process, claims related to chronic stress would be denied, unless the above requirements are met.

Occupational Health and Safety Regulations, 2012

The OHS Regulations outline a number of provisions related to workplace violence and harassment. They also summarize the obligations of employers in relation to their role in prevention through the use of risk assessments, training for employees and the development of harassment prevention plans.

Every provincially regulated workplace is required to have a written harassment prevention plan. The plan must be developed, implemented and maintained by an employer, in consultation with the OHS committee, worker representative or workplace health and safety designate.

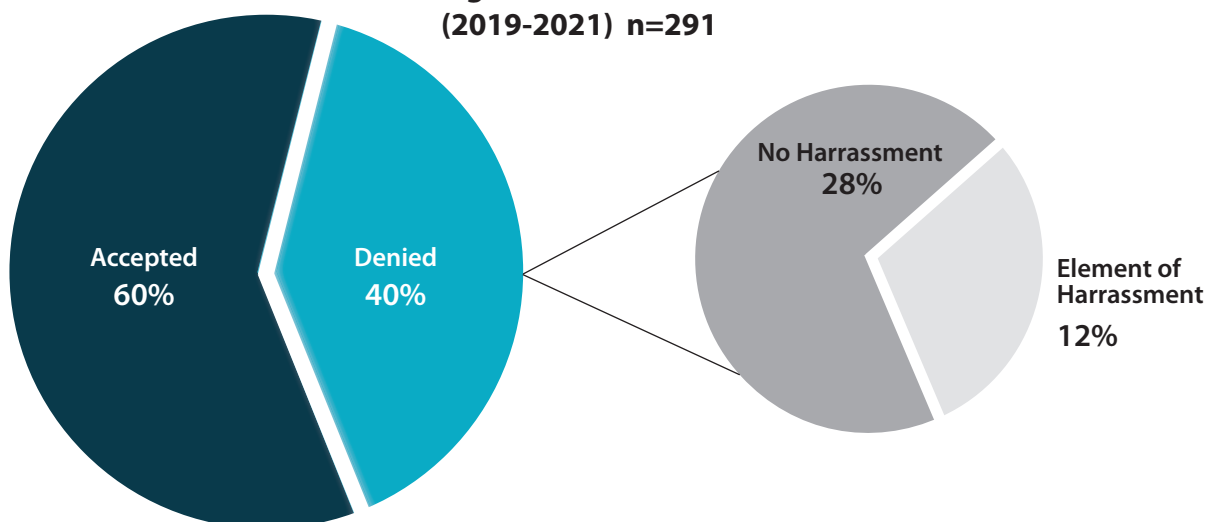
Key Statistics

Traumatic Mental Stress Statistics

WorkplaceNL received 291 traumatic mental stress claims from 2019 to 2021 following revisions to the Traumatic Mental Stress policy.

WorkplaceNL accepted approximately 60 per cent of those 291 claims. Approximately 40 per cent were denied, broken down as 28 per cent with no harassment and 12 per cent with an alleged element of harassment (Figure 1). Elements of harassment included bullying, intimidation, disrespectful behaviour and interpersonal conflict.

Figure 1: Traumatic Mental Stress Claims (2019-2021) n=291



Workplace Harassment Statistics

The OHS Division compiled data on the number of contacts, complaints, requests for information, inspections and directives issued relating to workplace harassment from 2020 to 2022 (Table 1).

From 2020 to 2022, on average, the OHS Division received 72 workplace harassment complaints, completed 53 inspections and issued 196 directives annually.

Table 1: OHS Division Workplace Harassment Statistics

	2020	2021	2022
Contacts	96	105	92
Complaints	68	75	74
Request for Inspections	27	27	17
Inspections	44	63	51
Directives	102	227	259

Roles and Responsibilities

WorkplaceNL

WorkplaceNL is responsible for ensuring employers' OHS programs are implemented, active and in compliance with OHS regulations. WorkplaceNL also provides educational resources and training related to OHS programs and resources to help employers eliminate workplace violence and harassment.

WorkplaceNL, with the OHS Division, developed the Workplace Injury Prevention Strategy 2023-2028. This strategy is guided by a vision of healthy workers in safe and productive workplaces.

Initiatives related to workplace violence and harassment include:

- provide resources to integrate workplace violence and harassment prevention, as well as psychological health and safety, into employers' OHS programs;
- educate workplaces on effective return-to-work practices for physical and mental health injuries; and
- consult with stakeholders to review workplace violence and harassment prevention in relation to workplace stress.

WorkplaceNL launched the Traumatic Psychological Injury (TPI) Program in July 2022 for workers on an accepted injury claim. This interdisciplinary and trauma-informed program provides timely access to treatment and aligns comprehensive treatment services with workers' individual needs and circumstances. Care options include Basic, Enhanced, and Intensive programs, which range from eight to 14 weeks in length.

Of the 76 workers referred to the TPI Program:

- 37 have completed the program, 15 of whom have returned to work;
- 21 are actively engaged in the program; and
- 18 did not complete the program.

WorkplaceNL also contracts the services of a psychology consultant to provide expert opinions regarding appropriate psychological services for injured workers.

OHS Division

OHS Officers enforce the OHS Act and Regulations, including provisions related to harassment prevention. During inspections, the OHS Officer will assess the employer's compliance with workplace harassment prevention. This includes confirmation that the employer has implemented a harassment prevention plan. If a harassment complaint is received by the OHS Division, they may order that the investigation is completed by the employer or a third party.

Employers and Employees

The OHS Regulations outline the responsibilities of employers in relation to workplace violence and harassment. Violence and harassment can occur in any workplace. Employers are responsible for identifying and controlling the potential hazards associated with violence and harassment. Through the use of risk assessments and prevention plans, these hazards can be identified, reduced and eliminated to allow for a safer workplace. As noted above, every provincially regulated workplace is required to develop, implement and maintain a harassment prevention plan. To assist in this process, employers can use the Workplace Harassment Prevention Guide.

Employers must also ensure that their employees are properly trained and informed regarding violence and harassment policies and prevention plans. Training should include information related to what does and does not constitute harassment, the role of the employer and supervisor, the process for filing a complaint, the employee's role when they witness violence and harassment, and information concerning the legal obligations of the employee.

Jurisdictional Scan

Occupational Health and Safety Across Canada

Eight jurisdictions currently address workplace violence and harassment within their OHS regulations. Of these:

- Seven jurisdictions specify the roles and responsibilities of employees and employers regarding workplace violence and harassment in their legislation.
- Four jurisdictions (NB, PE, AB, YK) list bullying as a form of harassment.

Coverage for Chronic Stress Across Canada

Canadian workers' compensation systems vary in their approach to providing coverage for stress. This includes coverage for chronic stress and coverage for stress that is triggered by one or more traumatic events (traumatic mental stress). Overall:

- Six (NL, NB, NS, PE, NT/NU, YK) cover traumatic mental stress only.
- Six (QC, ON, MB, SK, AB, BC) provide some degree of coverage for chronic stress, of which:
 - o Four (AB, BC, ON, QC) cover chronic stress if it is considered to be a significant or substantial stressor, as defined by policy.
 - o One (SK) covers chronic stress under their current policy definition of a traumatic event for workload that is excessive and unusual in comparison to the pressures and tensions experienced in normal employment.
 - o One (MB) does not use the term chronic stress, but covers workload over a prolonged period of time that is excessive or unusual in intensity and considers it as a traumatic event.

One jurisdiction (NS) has tabled a bill to amend their legislation to provide coverage for chronic stress for workers who have experienced significant workplace stressors over time.

Definitions of a significant or substantial workplace stressor vary by jurisdiction. Generally, it is considered to accumulate over time and be excessive in intensity or duration from what is experienced in the normal pressures or tensions of a worker's employment. Workplace harassment is also considered a significant or substantial workplace stressor.

Jurisdictions often place limits on the coverage provided for chronic stress. For example, Ontario requires a mental health diagnosis and adjudication is based on the balance of probabilities that the work-related stressor arose out of and in the course of employment and was the predominant cause of the diagnosed mental stress injury. Other jurisdictions, including Alberta and Quebec, have similar requirements.

These jurisdictions generally do not provide coverage for normal work pressures or reasonable decisions or actions taken by an employer in relation to a worker's employment. This would include, as examples, disciplinary action or performance management, termination of a worker's employment, changes in the work being performed or labour management issues.

Coverage for Workplace Harassment Across Canada

Seven workers' compensation systems provide coverage for workplace harassment, of these:

- Four (AB, BC, ON, QC) include harassment as a significant or substantial work stressor under their coverage for chronic stress, and the harassment does not need to meet the definition of a traumatic event.
- Two (NT/NU, SK) list harassment or specific types of interpersonal incidents as examples of traumatic events that would be eligible for coverage.
- One (MB) provides coverage if it meets the definition of harassment contained in their policy.

The other five (NB, NL, NS, PE, YK) provide coverage for harassment if it is determined to be associated with a traumatic event or events.

See Annex A for a detailed summary of each jurisdiction.

Financial Impacts Across Canada

Most jurisdictions that provide coverage related to chronic stress from workplace violence and harassment have only recently started to track the financial impact. Therefore, it is difficult to assess the impact across the country.

For example, British Columbia reported a consistent increase in psychological injury claims since 2013 when coverage for workplace harassment began. They also reported a notable increase starting in 2018 when the presumption for mental disorders was included in their Workers' Compensation Act. They reported 5,914 psychological injury claims in 2022, up from 2,596 in 2014. However, the percentage of these claims related to stressors (i.e., workplace harassment) decreased, as 27 per cent of claims had elements of workplace harassment in 2022, down from 44 per cent in 2014.



Questions

We appreciate your feedback on the following questions:

1. Should Policy EN-18 Traumatic Mental Stress be expanded to include chronic stress resulting from workplace violence and harassment? Why or why not?
2. What types of cases involving workplace violence and harassment do you think should be covered and not covered?
3. What additional measures can the OHS Division and WorkplaceNL take to ensure employers are aware of their responsibilities under the OHS Regulations to implement a harassment prevention plan?
4. What can WorkplaceNL do to further help prevent chronic stress as it relates to workplace violence and harassment?

Annex A: Jurisdictional Scan of Coverage for Chronic Stress and Workplace Harassment

Canadian jurisdictions vary in their approach to providing coverage for workplace stress. This scan provides an overview of how stress is considered and referenced in workers' compensation policies across Canada.

Newfoundland and Labrador

Coverage is considered under the Traumatic Mental Stress policy when stress is a reaction to a traumatic event or events that arose out of and in the course of employment.

Does not include:

- mental stress that develops gradually over time due to general workplace conditions or work-related stressors that do not fit the definition of a traumatic event;
- "burn out" from usual duties, workplace change, or performance demands; or
- an employer's work-related actions such as employment termination, demotion, disciplinary or investigative processes, transfers or performance expectations.

Nova Scotia

Coverage is considered under the Psychological Injury Policy when traumatic onset stress is a result of an acute response related to one or more traumatic event(s), which involves witnessing or experiencing an event or events that are objectively traumatic and arose out of and in the course of employment.

A bill was tabled on October 13, 2023, to amend the Workers' Compensation Act to allow gradual onset stress for workers who have experienced significant workplace stressors over time to be considered an injury eligible for compensation.

Does not include:

- mental or physical conditions when caused by labour relations issues such as a decision to change the worker's working conditions;
- a decision to discipline the worker or terminate the worker's employment; or
- routine employment-related matters such as interpersonal conflicts, performance management and work evaluation.

Prince Edward Island

Coverage is considered under the Psychological or Psychiatric Condition policy when:

- stress is an acute reaction to a traumatic event; or
- stress is an acute reaction resulting from the cumulative effects of multiple work-related events, which:
 - o individually, may not be emotionally shocking and unexpected in comparison to the work-related events or stressors experienced by a worker in the same or similar occupation;
 - o the worker was able to tolerate before; and
 - o in any other occupation, would be considered traumatic.

Does not include:

- usual work pressures;
- an employer's employment decisions or actions, including:
 - o interpersonal relationships and conflicts;
 - o health and safety concerns;
 - o decisions to change work being performed;
 - o decisions to change working conditions;
 - o decisions to discipline or terminate the worker's employment;
 - o routine workforce management actions made by the employer including work evaluation, performance management, transfers, lay off, demotions and reorganizations; or
- ongoing personal circumstances or regular workplace duties.

New Brunswick

Coverage is considered under the Conditions for Entitlement – Traumatic Mental Stress policy when stress is an acute reaction to a traumatic event that arose out of and in the course of employment.

Does not include:

- normal work pressures; or
- an employer's decisions relating to the management and monitoring of the worker's employment.

Quebec

Coverage may be considered for chronic stress and workplace harassment as a psychological injury. There must be an established link between the work and the diagnosis, and the events or stressors must go beyond the normal scope of work, considering the work environment, and they usually occur over a period of time, often in an escalating context.

Ontario

Coverage may be considered for chronic stress under the Chronic Mental Stress policy. Coverage is provided for a substantial work-related stressor that arises out of and in the course of the worker's employment. A work-related stressor will be considered substantial if it is excessive in intensity and/or duration in comparison to the normal pressures and tensions experienced by workers in similar circumstances. Workplace harassment will generally be considered a substantial work-related stressor.

A mental health diagnosis is required. Adjudication is based on the balance of probabilities that the work-related stressor arose out of and in the course of employment and was the predominant cause of the diagnosed mental stress injury. Jobs with high degrees of routine stress may qualify as a substantial work-related stressor and would typically involve responsibility over matters involving life and death, or routine work in extremely dangerous circumstances.

Does not include:

- an employer's decisions or actions relating to the worker's employment; or
- interpersonal conflicts, unless the conflict amounts to workplace harassment or results in conduct that a reasonable person would perceive as egregious or abusive.

Manitoba

Effective May 1, 2023, a new provision was introduced to cover workload over a prolonged period of time that is excessive or unusual in intensity as a traumatic event under their Adjudication of Psychological Injuries policy. Claims for psychological injuries caused by harassment or bullying may also be considered under this policy and may involve a single event or a series of events.

The instances of harassment or bullying must be of sufficient severity that a reasonable person would suffer an injury. The injury must arise out of and in the course of employment. A diagnosis is generally not required before accepting a psychological injury claim, but may be necessary in some cases to establish that the worker suffered a personal injury.

Does not include:

- daily pressures of work and life; or
- everyday workplace events between an employer and a worker involving actions such as discipline, transfer, demotion, or any other change in a worker's employment situation unless a reasonable person would perceive it as egregious or abusive.

Saskatchewan

Coverage for a psychological injury is considered under the Psychological Injuries Policy. The worker must have been exposed to a traumatic event, the traumatic event must have arose out of and in the course of employment and a confirmed psychological or psychiatric diagnosis must be provided. Workload or work-related interpersonal incidents that are excessive and unusual in comparison to pressures and tensions experienced in normal employment may be considered traumatic events.

Does not include:

- any reasonable action taken by an employer relating to management that is considered a normal part of employment and is not considered a traumatic event, such as:
 - o hiring and firing employees;
 - o performance evaluations and/or performance corrective actions;
 - o staff assignments, transfers or restructuring;
 - o promotions, demotions and lay-offs;
 - o periodic workload fluctuations and/or assignment changes;
 - o timeline pressures;
 - o work environment; or
- interpersonal incidents unless the incidents result in behaviour that is considered aggressive, threatening or discriminatory.

Alberta

Coverage for chronic stress is outlined by the Adjudication of Psychological Injury Claims policy. Coverage exists for a chronic stress psychological injury when it is an extreme emotional reaction to:

- an accumulation, over time, of a number of verifiable work-related stressors that do not fit the definition of traumatic event;
- significant work-related stressor that has lasted for a long time and does not fit the definition of traumatic event; or
- bullying or harassment, defined as a repeated incident of objectionable or unwelcome conduct, comment, or action intended to intimidate, offend, degrade or humiliate a particular person or group.

To be covered, the work-related events or stressors must be:

- the predominant cause of the injury;
- excessive or unusual in comparison to the normal pressures and tensions experienced by the average worker in a similar occupation
- objectively confirmed to have occurred; and
- accompanied by a psychological or psychiatric diagnosis.

Does not include:

- the duties reasonably expected by the nature of a worker's occupation; or
- normal employment expectations, such as:
 - o hiring employees;
 - o performance evaluations and/or performance corrective actions;
 - o staff assignments, transfers or restructuring;
 - o promotions, demotions, lay-offs, and terminations;
 - o workload fluctuations and management and/or assignment changes;
 - o timeline/deadline pressures
 - o work environment, including health and safety concerns; and
 - o union issues.

British Columbia

Coverage for chronic stress may be considered under the Mental Disorders policy. Coverage exists when a mental disorder is predominantly caused by a significant work-related stressor, or a cumulative series of significant work-related stressors, arising out of and in the course of the worker's employment.

To be covered, the work-related stressor must be:

- excessive in intensity and/or duration from what is experienced in the normal pressures or tensions of a worker's employment, including bullying or harassment; and
- accompanied by a psychological or psychiatric diagnosis.

Does not include:

- a mental disorder caused by an employer's decision relating to employment, such as:
 - o a change in work or working conditions;
 - o discipline;
 - o termination of employment;
 - o workload and deadlines;
 - o work evaluation;
 - o performance management; or
 - o transfers, lay-offs, demotions, and reorganizations.

Northwest Territories and Nunavut

Coverage does not exist for chronic stress; however, workplace harassment is included as a traumatic event under their Psychiatric or Psychological Disorders policy. Examples of a traumatic event related to harassment include:

- being the object of harassment that includes physical violence or threats of physical violence (e.g., the escalation of verbal abuse into physical abuse);
- being the object of harassment that results in severe psychological harm; and
- being the object of harassment that includes being placed in a life-threatening or potentially life-threatening situation.

To be eligible for coverage:

- the injury must be an emotional reaction in response to a sudden, single, traumatic, work-related incident that is frightening or shocking to the worker, and has a specific time and place, or an emotional reaction to an accumulation of work-related traumatic events over time;
- information must be available to verify the event occurred; and
- a mental health diagnosis must be provided.

Does not include:

- usual work pressures or mental stress arising out of labour relations between the worker and employer, such as:
 - o interpersonal relations and conflicts which do not constitute workplace harassment;
 - o mitigated health and safety concerns;
 - o union issues; and
 - o routine labour relations actions taken by the employer including workload and deadlines, work evaluation, performance management (discipline), transfers, changes in job duties, lay-offs, demotions, terminations, and reorganizations.

Yukon

Coverage does not exist for an injury, disablement or disorder that results from mental stress, other than post-traumatic stress. Coverage for other psychological injuries may be considered under the Adjudicating Psychological Injuries policy.

Claims are considered for other psychological injuries when:

- the evidence shows that the injury arose out of and in the course of the worker's employment;
- the worker's employment was a significant causal factor of the injury; and
- the worker is diagnosed by a psychiatrist or psychologist with a disorder as defined in the most recent edition of the Diagnostic and Statistical Manual of Mental Disorders.

Does not include:

- mental stress;
- the duties reasonably expected by the nature of the worker's occupation;
- injuries that occur as a result of normal pressures and tensions of employment; or
- reasonable actions taken by an employer relating to management of work and employees that are considered a normal part of employment (e.g., hiring, promoting, demoting or terminating employees, transfers, workload fluctuations or assignment changes, timeline pressures, performance evaluation or discipline, burnout or dissatisfaction with the work environment).



Health | Safety | Compensation

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