

Julia Ryan Psychology

EMPOWERING YOUR MENTAL HEALTH



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EMPLOYER RESOURCES



"Inclusivity in design is not just a noble goal; it's smart business. By making products and services accessible to persons with disabilities, companies can tap into a wider market and create solutions that benefit all members of society."
— Dr. Kalyan C. Kankanala

INCLUSIVE WORKSPACES

A few weeks ago, I joined the Lancaster House Labour Law Conference as a panelist for the workshop, "Designing for Inclusivity: Supporting and accommodating mental health and neurodivergence at work". I'm pleased to see these topics gain traction in more professional spaces as awareness for neurodiversity and mental health grows.

Inclusion does not only apply to children in schools or at organized activities; it also applies to work environments, where everyone deserves an opportunity to succeed and reach their potential.

For neurodivergent adults, accommodations can make the difference between thriving and merely surviving. Accommodation doesn't need to be complicated. It can mean offering written instructions instead of verbal ones, allowing flexible scheduling, or simply creating space for open conversation about what helps someone do their best. At its core, accommodation is about respect, collaboration, and recognizing that people aren't one-size-fits-all.

Did you know this is reflected in Canadian law? [Page 5](#) contains more information about employers' duty to accommodate and plenty of resources for employees and employers!

Dr. Julia Ryan

SERVICE UPDATES

THERAPY

[REGISTER NOW](#)

Immediate availability for ages 16+ (may vary depending on presenting issue).

GROUPS & WORKSHOPS

EMPOWER PARENTS

[LEARN MORE](#) 

Are you the parent of a tween or teen who has recently received an autism diagnosis? Looking for information, tools, and connections with other parents to navigate next steps? This workshop covers concrete strategies for meeting the emotional needs of autistic teens using established techniques to enhance emotional connection (e.g. emotion coaching, EFFT principals) from the lens of the unique strengths and differences of the autistic brain. Co-facilitated by Dr. Julia Ryan (C. Psych) and Joanne Doucette (MSW), this two-day workshop is planned to maximize learning and connection among group participants.

SOCIAL GROUPS

[LEARN MORE](#) 

Our community-building groups bring together neurodivergent people and those who care for or support them — youth, adults, parents, and caregivers — to connect, share, and grow. No diagnosis required; just an interest in being part of a supportive community that understands and supports neurodivergent experiences. Whether you're looking to make new friends, find community, or simply spend time with people who get it, there's a group for you.

SERVICE UPDATES

ASSESSMENT

We are **closed** for new requests for all ages while we work to serve clients on the waitlist and re-open with a shorter wait time and more efficient intake procedures.

Update: We will work through the fall to shorten our waitlist and will likely re-open in January 2026.

Please consider seeking services with one of our **recommended** colleagues or checking back in the fall, as we anticipate reopening for new assessment requests in September.



ASSESSMENT OPTIONS

- [Neurodevelopmental and Psychological Services](#)
- [Connections Psychology \(child, adolescent, adult\)](#)
- [Jeremy Doucette \(child, adolescent, adults\)](#)
- [Dr. Marc Bedard at CFIR \(adults\)](#)
- [Dr. Lyndsay Evraire \(child, adolescent\)](#)
- [Sherwood Psychology \(child, adolescent\)](#)
- [Ivanova and Associates \(adults\)](#)
- [Centre Dimensions \(adults\)](#)
- [Dr. Melodie Lemay-Gaulin \(adults, virtual\)](#)
- [Dr. Gayle Goldstein \(adults, virtual\)](#)

INCLUSIVE WORKSPACES AND WORKPLACE ACCOMMODATIONS

DUTY TO ACCOMMODATE

The duty to accommodate is a legal and ethical obligation requiring employers and unions to make reasonable changes that enable neurodivergent and disabled employees to fully participate and succeed in the workplace.

Human rights legislation such as (the Ontario Human Rights Code and the Canadian Human Rights Act) prohibit discrimination based on mental health and neurodevelopmental conditions such as ADHD, autism, and learning disabilities.

KEY PRINCIPLES

1. Individualization

- Accommodations are tailored to the individual's actual needs, not assumptions or stereotypes.

2. Collaboration

- Accommodation is a collaborative effort between:
 - The employee, who provides information about their functional needs and participates in problem-solving.
 - The employer, who explores options and implements reasonable changes.
 - The union, if applicable, supports the process and facilitate accommodations through collective agreements.

INCLUSIVE WORKSPACES AND WORKPLACE ACCOMMODATIONS

3. Privacy and Medical Information

- Employees do not need to disclose a diagnosis unless it's essential.
- Employees must show:
 - The existence of a disability or functional limitation.
 - The limitations that exist at work.
 - The accommodations that could help.
- Employers can request clarification, but not a detailed medical history.

4. Undue Hardship

- Employers must accommodate to the point of undue hardship—meaning they must make every reasonable effort unless doing so would cause: Excessive financial cost, serious health or safety risks, or disruption so significant it prevents the organization from functioning.
- Minor inconvenience, cost, or coworker resentment are not undue hardship.

5. Flexibility and Ongoing Review

- Accommodation is not a one-time fix as needs may change over time.
- Employers and employees should review and adjust accommodations as necessary.

EXAMPLES OF ACCOMMODATIONS

- Flexible scheduling or remote work options
- Use of noise-cancelling headphones or quiet rooms
- Extended deadlines or adjusted workload expectations
- Use of assistive technology or communication supports
- Modifying performance metrics to focus on outcomes rather than style

INCLUSIVE WORKSPACES AND WORKPLACE ACCOMMODATIONS

DUTY TO ACCOMMODATE - SUMMARY

For Neurodivergent Employees

- You have the right to request accommodations for barriers linked to ADHD, autism, learning disabilities, or mental health conditions.
- You do not need to prove you have a specific diagnosis—what matters is showing functional impacts.
- The employer's role is to explore how to make the work environment work for you, not to judge your condition.
- The process should feel collaborative, respectful, and affirming of your strengths and challenges.

Core Takeaways

- The duty to accommodate:
 - Creates equitable access and inclusion, not special treatment.
 - Recognizes that fairness sometimes requires flexibility, not identical treatment for everyone.

References

- Ontario Human Rights Commission (OHRC), Policy on ableism and discrimination based on disability (2016) and Policy position on medical documentation when requesting accommodation (2017).
- Accessibility Standards Canada, CAN-ASC 11:2024 (Rev. 2025) – Employment Standard – Section 11: Culture, Engagement, and Education.

Want to learn more? Keep scrolling for more resources!

INCLUSIVE WORKSPACES AND WORKPLACE ACCOMMODATIONS

FOR EMPLOYEES

SELF-DISCLOSURE & ACCOMMODATIONS

CLICK HERE

SELF-DISCLOSURE TOOL

CLICK HERE

ACCOMMODATION PLANNING TOOL

CLICK HERE

WORKPLACE ACCOMMODATIONS VIDEO

CLICK HERE

EXECUTIVE FUNCTIONING

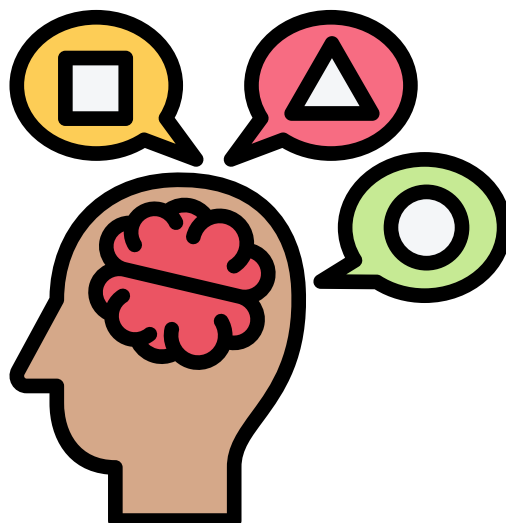
CLICK HERE

ADHD ACCOMMODATIONS

CLICK HERE

LIVE WORK PLAY

CLICK HERE



INCLUSIVE WORKSPACES AND WORKPLACE ACCOMMODATIONS

FOR EMPLOYERS - WORKPLACE DESIGN

INCLUSIVE CULTURE

CLICK HERE

AUTISM-AFFIRMING WORKSPACES

CLICK HERE

NEURO-INCLUSIVE SUPERVISORY STYLES

CLICK HERE

BREAKING DOWN BARRIERS

CLICK HERE

JOB POSTINGS

CLICK HERE

INCLUSIVE RECRUITMENT

CLICK HERE

BUILDING INCLUSIVE ORGANIZATIONS

CLICK HERE



INCLUSIVE WORKSPACES AND WORKPLACE ACCOMMODATIONS

DUTY TO ACCOMMODATE - LEGAL PRECEDENCE

- P.L. v. ADGA Group Consultants Inc., 2007 HRTO 34 (CanLII) – Duty to accommodate to the point of undue hardship; upheld on appeal in 2016 FCA 249.
- RG v. Method Integration Inc., 2014 HRTO 1718 (CanLII) – Failure to accommodate ADHD in performance expectations.
- NS v. Treasury Board (Canada Border Services Agency), 2022 FPSLRB 3 (CanLII); upheld 2023 FCA 14 – Accommodation of an employee with Asperger's syndrome.
- Canadian Union of Public Employees, Local 41 v. Covenant Health, 2025 CanLII 5818 (AB GAA) – Failure to accommodate anxiety disorder.
- HP v. Alberta Health Services, 2023 AHRC 30 (CanLII) – Failure to collaborate effectively in the accommodation process.
- Blakely v. Queen's University, 2012 HRTO 1177 (CanLII) – Learning disabilities considered permanent; updated medical information not required.
- Dawson v. Canada Post Corporation, 2008 CHRT 41 (CanLII) – Disclosure and documentation of autism diagnosis.