

PSYCHOLOGICAL

HEALTH

& SAFETY

AN ACTION GUIDE FOR EMPLOYERS



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INTRODUCTION

Poor mental health can present serious concerns for workplaces across Australia, no matter their size or activity. Given the impact workplace mental health can have on an organisation's productivity, profit and workplace culture, effectively managing the mental wellbeing of employees should be a priority. Addressing mental health challenges within the workplace, however, is made difficult without clear guidance on the strategies and actions that can be taken to improve staff wellbeing. A lack of information means a lack of support for employees—and employers— whose psychological health deserves attention.



Mentally Well Workplaces (MWW) is committed to creating positive, productive and mentally healthy work environments.



MWW recognises that poor mental health has impacts both within and outside the workplace and a practical approach is needed to deal with these concerns. We are pleased to provide this evidence-based framework to assist you in promoting mental health and preventing psychological harm among your employees. The Action Guide, based on NSW's recently developed Code of Practice for workplace mental health, presents the much-needed model to guide your organisation in initiating and sustaining a psychologically healthy workplace. We deliver it with the same values that guide our mission— to protect the psychological health and safety of all employees. Creating a company culture that values mental health is the way for workplaces to thrive.

OUR MODEL

The MMW model has been successfully implemented in many organisations throughout Australia as well as internationally, and we endeavour to ensure that all organisations feel prepared to implement an action plan for workplace mental health.

Following our acclaimed model, this Action Guide is designed to:

- assist your organisation in reducing risks related to mental health.
- reduce liabilities related to employee mental illness.
- promote productivity and engagement.
- ensure your organisation is developing and continuously improving.

Our thorough approach focuses on teaching employees about mental health, destigmatising mental illness, and increasing awareness so that workplace behaviour promotes psychological safety.

The promotion of physical health and safety in the workplace has long been part of successful business practices in Australia. Now, an evolving understanding of mental health across all sectors means workplaces are directing focus towards psychological health and safety. Just as organisations have worked to reduce physical health risks, so too are they beginning to identify and reduce the risk of psychological injury in the workplace. Like protecting physical health, recognising the importance of mental wellbeing also has benefits for employers and employees:

- Reduces costs associated with worker absence and high worker turnover. According to a [submission](#) prepared for The Australian Government Productivity Commission in 2019:
 1. The total cost of depression to Australian employers through presenteeism and absenteeism is estimated to be approximately \$6.3 billion per annum.
 2. Workers with severe depression took 20 times more sick days per month and had a 270 % higher performance loss than those without depression.
 3. Depressed workers cost employers, on average, between \$2791 per year (mild depression) to \$23,143 per year (severe depression).
 4. Workers experiencing psychological distress took four times as many sick days per month and had a 154 % higher performance loss at work compared to those without psychological distress. This equates to an average cost of \$6309 per annum.
- Achieves greater staff loyalty and a higher return on training investment.
- Minimises stress levels and improves morale.
- Improves productivity resulting in greater financial performance. because:
 1. By taking effective actions and investing in a workplace mental health initiative, organisations could expect an average [return on investment](#) (ROI) of 2.3.
 2. A recent [research report](#) conducted by Deloitte found that wellness programs are more likely to achieve positive ROI when they support employees along the entire spectrum of mental health—from the promotion of well-being to intervention and care.
- Lower workers compensation claims and insurance premium costs, because:
 1. According to the 2020 Australian Government Productivity Commission report, the typical cost of a mental health related claim was \$25,650 (compared with \$10,600 for all other claims), while the typical time off work was 16.2 weeks (compared with 5.7 weeks for all other claims). You can download the full report here: [Mental Health Inquiry Report](#)
- Protects the organisational reputation.
- It's the right thing to do for your employees.

ABOUT

THE

GUIDE

This Action Guide provides you with a systematic approach, so your organisation has the tools to proactively manage work-related psychological health and safety. While every effort has been made to map this guide to the recently released NSW Code of Practice: Managing Psychosocial Hazards at Work (May 2021), we encourage you to review the code for yourself and go through the Workplace Health and Safety (WHS) Act 2011 while you're at it.

In this guide, you'll be presented with practical steps to guide the planning, implementation and ongoing evaluation of strategies to protect the mental health and wellbeing of all workers. Whether you're starting on your journey to a mentally well workplace or searching for tools to expand on existing frameworks, you may find this guide useful to inform your process.

For more information on the NSW Code of Conduct and to view the full document, [Click Here](#)

For a full copy of the WHS Act 2011, [Click Here](#)

ONE SIZE DOESN'T FIT ALL

Here at MWW, we understand that every organisation is unique. The approach to establishing and maintaining a mentally well workplace should respect the needs and resources of the individual organisation. After all, we know how to address workplace mental health concerns, but you know what's going to work best for your business—and your employees.

DISCLAIMER

The information in this guide is not designed as a treatment for individuals experiencing a mental health condition. Nothing in this guide should be viewed as a substitute for professional advice, including—without limitation— medical advice. If you are suffering from mental health concerns, you should seek assistance from a health care professional when interpreting these materials and applying them to your individual circumstances. If you have any concerns about your health, consult your general practitioner.

A MENTALLY WELL WORKPLACE

WHAT IT LOOKS LIKE

A mentally well workplace is one that understands how work can play a significant role in an individual's mental health. It recognises that mental health problems can have a huge impact on an individual. Mentally well workplaces promote education and adopt policies and practices that create a culture of care, where employees are encouraged to talk openly about mental health (MHFA Aust).



FIGURE 1: WORKPLACE MENTAL HEALTH, BEYONDBLUE HEADSUP CAMPAIGN



WHO'S RESPONSIBLE?

PBCU: PRIMARY DUTY OF CARE

If you're a person conducting a business or undertaking (PCBU), you have a primary duty of care. What this means is that you have an obligation to ensure, so far as is reasonably practicable, the health –including psychological health– and safety of your workers who are engaged, caused to be engaged, influenced, or directed by you, the PCBU, while they are at work in the business or undertaking.

It's up to PCBUs to make certain that psychosocial hazards at work are effectively managed by first trying to eliminate these psychosocial hazards and, only if that is not reasonably practicable, to then minimise any remaining risks so far as is reasonably practicable (WHS Act 2011 s19(1) Primary duty of care to workers).

As a PCBU, you also have a duty to consult, as far as is reasonably practicable, with all workers who carry out work for the business or undertaking and who are likely to be directly affected by a health and safety matter. What's important to keep in mind is that consultation is required when PCBUs are conducting risk management activities as required by its section 19 duty, and when it proposes any changes that might affect the health and safety of workers (WHS Act 2011 s47 Duty to consult workers).

It can be a lot to process, so if you're unsure what your obligations may be, or want further clarification, then check out the [Safe Work Australia site](#).

EMPLOYEE RESPONSIBILITIES

Employees also have a role to play. While at work, all workers share a responsibility to follow their organisation's psychosocial health and safety policies, procedures and standards of behaviour.



That's why it's important for workplaces to have clear strategies in place, and to ensure that all your staff fully understand their responsibilities.



The organisational leaders at your workplace are ideally positioned to support any efforts to protect and enhance psychological safety in the workplace. As leaders, they'll be the ones most equipped to send clear—and support-driven—messages regarding the importance of psychological safety, they can allocate adequate resources for meaningful interventions, and they'll certainly know how to drive change if reluctance or resistance forms a barrier.



EMPLOYER ACTION GUIDE

To assist those with the primary duty of care in implementing strong workplace mental health initiatives and achieving compliance with the Code and WHS Act, we have created a systematic approach.

The approach follows a five-step process: **commitment from leaders, adequate planning, a strong assessment process, proactive implementation, and evaluation of outcomes.**

Think of it as a wheel, with five spokes working together to create a system where positive mental health can thrive.



FIGURE 2: THE COMPONENTS OF PSYCHOLOGICAL HEALTH AND SAFETY IN THE WORKPLACE.

LEADERSHIP COMMITMENT

Leadership commitment is fundamental in creating a mentally well workplace for your employees. Leaders and managers need to take the first step by sending a clear message that employee mental health is valued, and that people can feel confident that disclosure will lead to support. Feeling comfortable and supported in the workplace means happier employees!



Of course, MWW knows that leaders need support too— and we don't expect them to take these steps alone.



Creating a mentally well workplace requires employee engagement and participation. That's why we suggest that organisational leaders identify 'Mental Health Champions' and appoint industry experts to assist with the development of strategies and to support—and encourage—employee engagement.



A COMMITMENT TO POLICY

A visible, clearly stated commitment by leaders is an important step in creating a mentally well workplace. A policy assists in demonstrating—and gaining—commitment.

For many organisations, we know that addressing mental health problems within the workplace will begin with the development of a policy.

The key to success here is to focus on aligning your mental health strategies with the mission, vision and values of your organisation. Another piece of advice—work on developing your strategies to link with the short- and long-term objectives you want ticked off. Importantly, the policy should state your organisation's commitment to developing a systematic approach for managing psychological safety in the workplace. This indicates you're envisaging a mentally healthy workplace and, most importantly, are taking practical steps to get there.

Once the policy has been agreed upon, it needs to be communicated to all employees. A clear and concise statement of policy—that has been approved by the organisational leaders—is a powerful way to communicate to workers that you're committed to creating a mentally well workplace. Plus, it shows you take their mental health seriously!

Without policy direction, you run the risk that a lack of coordination and fragmentation will reduce the impact of any workplace mental health strategies you do implement.


PLAN

A well-developed mental health strategy will help your organisation identify potential hazards that could impact the psychological health of employees. It is a proactive approach that assesses your workplace's practices and identifies areas of concern. When this is done, it's easier to see where preventive measures are needed to address these concerns. Who doesn't appreciate an effective strategy, right?

In the process of planning, engaging employees in discussions will be of immense value. When they're asked for their input, employees feel heard. Engaging your staff in the decision-making process may mean a greater all-round commitment to creating a mentally well workplace (because your employees will feel a sense of ownership!). Another consideration—think about how you will support ongoing employee engagement throughout the planning and implementation stages.

When establishing your objectives and targets, you do need to consider the time, money and people you can commit to it. Don't be afraid to be realistic! Provide a truthful representation of your available resources. Keep in mind that it's preferable to stick with a smaller number of achievable objectives, as opposed to having too many objectives that you may struggle to manage effectively.

When it's time to develop your mental health strategy, there are a few questions you might like to consider:

- 
- THINK ABOUT WHO WILL BE INVOLVED. WILL IT BE LEADERS, EMPLOYEES, CHAMPIONS, WHS REPRESENTATIVES AND INDUSTRY EXPERTS? (MAYBE A COMBINATION OF ALL?) CONSIDER THE RESPECTIVE ROLES THEY MAY TAKE IN THE PROCESS.
 - WHAT HUMAN, TECHNOLOGICAL, OR FINANCIAL RESOURCES WILL BE PROVIDED TO ESTABLISH AND IMPLEMENT AN EFFECTIVE MENTAL HEALTH STRATEGY? WE MEAN THINKING ABOUT THINGS LIKE THE ORGANISATIONAL POLICIES AND PROCEDURES WHICH ARE ON-HAND TO SUPPORT THE RISK MANAGEMENT PROCESS.
 - DO YOU CURRENTLY CONDUCT A RISK ASSESSMENT?
 - IN YOUR ORGANISATION, WHO WILL BE RESPONSIBLE FOR COMMUNICATING THE OUTCOMES? AND HOW AND WHEN WILL THIS BE DONE?
 - IS YOUR ORGANISATION MEETING LEGAL OBLIGATIONS?
 - DO YOU HAVE AN EMPLOYEE ASSISTANCE PROGRAM?
 - DO YOU CONDUCT MENTAL HEALTH WORKPLACE TRAINING?
 - A SUSTAINABLE APPROACH IS AN EFFECTIVE APPROACH, SO THINK ABOUT WHAT WILL BE REQUIRED TO SUSTAIN THESE EFFORTS OVER TIME.
 - HAVE YOU MEASURED YOUR ORGANISATION'S PERFORMANCE AGAINST INDUSTRY BENCHMARKS? HOW DOES IT COMPARE IN REGARD TO ABSENTEEISM, WORKERS COMPENSATION CLAIMS, TURNOVER RATES, OR WORKPLACE PRODUCTIVITY REPORTS?
 - HAVE YOU CONSIDERED CONFIDENTIALITY, DIVERSITY, AND STAKEHOLDER PARTICIPATION?

PLAN FOR RISKS: SUCCESSFUL RISK MANAGEMENT

So, you've thought about the above pointers. Now, the next step—and the second part of your planning—is to identify the psychological health and safety hazards in your workplace. Think about what hazards may currently exist in your organisation that could be sources of potential psychological harm to your workforce.

The [Code Of Practice](#) developed by SafeWork NSW provides practical guidance on how to achieve compliance with the work health and safety standards required under the WHS Act and the Work Health and Safety Regulation (WHS Regulation), including effective ways your organisation can identify and manage risks.

Per the Code, effective risk management is a four-step process: **identify, assess, control and review.**



FIGURE 3: RISK MANAGEMENT PROCESS (NSW CODE OF PRACTICE)

WorkSafe QLD provides a useful risk assessment tool designed to help employers meet their legal obligations in managing risks associated with psychological injury. We want all workplaces to be mentally healthy workplaces, so we've made it easy for organisations. This document will work you through the entire process.

Keep in mind that you may need to consider other risk factors unique to your organisation - these factors can be added to the 'additional factors' sections of the risk assessment tool.

Want to check out the interactive tool? [Click Here](#)

ASSESS

Assessing the status of mental health in your workplace will help ensure you're providing a mentally healthy, supportive and positive environment for all staff members. Assessment techniques will help identify where risks may exist and lead to better implementation of effective risk management processes.

SURVEY YOUR EMPLOYEES

A survey or consultation is carried out with your employees to find out how mental well-being and workplace stress factors can be improved. It will dive in and discover how those experiencing mental health problems perceive the working and employment conditions. It can also reveal valuable insights around any existing issues or attitudes towards workplace mental health. The survey involves gathering information from employees about psychological safety issues. It's a convenient, ten-minute survey that can be delivered confidentially and carried out independently.

Your employees are invaluable sources of information, providing important data about the risks and protective factors related to psychological safety within your organisation. This is information they might not openly share—for various reasons—but remember, they are at the coalface of your organisation. Because employees have direct experience with the real issues, it is critical they are given the opportunity to have input. And this benefits you, as you'll likely gain a deeper understanding of issues that may be negatively impacting the psychological safety of your employees.

Conducting a survey involves asking employees questions about psychological safety. These questions can be added to surveys you may already conduct, or [Mentally Well Workplaces](#) can provide you with a tool designed specifically for this purpose.

It's good for you and your staff to know that survey data is anonymous and reported in aggregate only; individual-level data will not be released or shared. If you choose to conduct workplace surveys, ensure your workers understand that it is anonymous. By allowing staff to undertake the survey anonymously, you should improve the response rate and quality of the information you receive.

Seeking employee input also sends a strong message that the employee is valued and that their psychological health is a shared responsibility.

REVIEW EXISTING RECORDS

Information related to psychological safety may be available in documentation from exit interviews, staff meetings, WHS committee meetings, staff appraisals and employee career development plans.

OBSERVE

Observe and regularly communicate with your employees! As we've noted, your staff members are usually aware of which aspects of their work are creating or likely to create hazards and may have practical solutions on how these can be better managed.


IMPLEMENT

Good planning will lead to a more successful implementation of workplace mental health and safety programs. When it comes to implementing the control measures—or actions—to address psychological hazards, you should bear in mind those things that make your organisation unique. The size of your business, the type of work you carry out and the diverse needs of your workers should be taken into account, as they will affect your implementation strategies.

A TAILORED PROACTIVE PLAN

An implementation strategy can be broken down into several smaller plans or components, with details, roles, and responsibilities outlined, financial and human resources determined, and timelines and milestones established. Once all these components are added together, you have a strong and thorough strategy to implement. Remember, your approach does not need to be overwhelming. Think of a systematic approach to psychological safety as being no different to other management systems, and something which can be embedded into existing policies and processes. What you develop and implement should fit the unique needs, influences and demands of your organisation.

Your senior leadership will also have a strong role to play in implementation. Use the following questions to help guide your strategy:

- 
- HAVE YOU ESTABLISHED YOUR OBJECTIVES AND TARGETS? CONSIDER TIMELINES, ROLES, RESPONSIBILITIES, AND RESOURCE REQUIREMENTS.
 - HAVE YOU GATHERED DATA?
 - HAVE YOU ESTABLISHED A PROCESS TO IMPLEMENT PREVENTIVE AND PROTECTIVE MEASURES?
 - HAVE YOU IDENTIFIED YOUR TRAINING REQUIREMENTS AND ESTABLISHED YOUR TRAINING PLAN?
 - HAVE YOU DEVELOPED YOUR COMMUNICATIONS PLAN?
 - HAVE YOU CONSIDERED CONFIDENTIALITY, DIVERSITY, STAKEHOLDER PARTICIPATION AND LEADERSHIP COMMITMENT AS PART OF YOUR STRATEGY?
 - HAVE YOU IDENTIFIED YOUR PSYCHOLOGICAL HAZARDS?

EVALUATE

THE KEY TO ONGOING SUCCESS

Reviewing your progress is a key part of your action plan. It gives you a chance to assess how you are getting on, what is working well and where to focus your efforts! Decide the purpose of the evaluation.



Ask yourself, what are the commitments that are being measured? **These could be accountability, quality improvement, specific outcomes, cost-effectiveness, update, and sustainability.**



Evaluation is important, and feedback and communication will be essential to the success of your workplace mental health strategy.

Make sure your organisation is:

- Determining who will provide the input and how often. This should include relevant stakeholders at all levels: corporate decision-makers, supervisors, and workplace health and safety employees' consultants.
- Establishing and sharing early successes to help improve morale and commitment to the long-term process.
- Using short-term outcome evaluation results to revise the plan. This will tell you what is working well and what may need to be adjusted.
- Evaluating longer-term outcomes such as absenteeism, presenteeism, staff turnover, stigma, compensation claims, productivity, use of EAP services and exit interview feedback.



EARLY IDENTIFICATION: TRAINING AND AWARENESS

Mental health training that equips your employees with the skills required to initiate conversations about mental health is crucial in the creation of a mentally well workplace.

There is well-established evidence that Mental Health First Aid (MHFA) training is successful. This form of training is associated with improved knowledge of mental illnesses and their treatments, knowledge of appropriate first aid strategies, and confidence in providing first aid to individuals with mental illness, benefits which are maintained over time.

[Peer reviewed summaries](#) have been conducted around the world and show that individuals trained in the programs:

- Grow their knowledge of signs, symptoms and risk factors of mental illnesses and addictions.
- Can identify multiple types of professional and self-help resources for individuals with a mental health or substance use challenge.
- Increase their confidence in and likelihood to help an individual in distress.
- Show increased mental wellness themselves.



Unfortunately, stigma around mental health remains an issue within workplaces. Mental health training can also help to reduce this stigma; it gets us talking about mental illness and improves mental health literacy – meaning the knowledge and beliefs surrounding mental illnesses— which aids in their recognition, management and prevention. This training has proven effectiveness which extends to online interventions— essential in our increasingly digitalised world! Evidence indicates that Internet-based educational programs can reduce the stigma associated with mental illness.

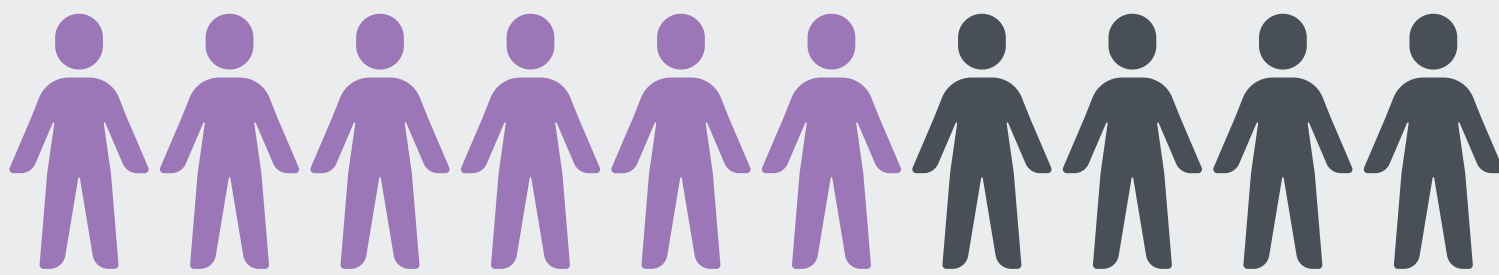
Workplace mental health training typically targets leaders, human resources teams, managers, and supervisors— in other words, those employees who regularly handle issues related to employees. However, these people may not be who your employees initially approach. It is important, therefore, to be aware that fear and associated stigma can prevent your employee from speaking with their manager or leader. In turn, this could prevent your employee from receiving effective treatment. More often than not, an employee will talk with a close colleague, who may not understand how to respond because he/she has not been trained in mental health awareness.

TRAINING: WHY IT'S IMPORTANT

Recognising the warning signs of mental illness, and being aware of signs or symptoms, is an important skill for all employers and employees. If mental health issues can be identified as soon as possible, your employees are more likely to receive timely treatment.

There are many reasons why employers should make mental health training in the workplace a priority. The mental health of employees is an important health determinant. In today's global economy, it is also an important driver for a successful business. Mentally Well Workplaces has seen more and more companies realising that the commitment of employees is crucial for the success of the organisation. Looking after the mental health of your employees leads to increased staff engagement and productivity.

Mental illness in Australia has a major impact on our personal, social and economic levels. [The Australian Bureau of Statistics](#) revealed that approximately one in five Australian adults aged 16 to 85 years will experience at least one common form of mental illness in any given year. Adding to this, a whopping 45% will experience a mental health or substance-use disorder in their lifetime.



A survey of over 5000 workers indicated that 25% took time off each year for stress-related reasons. These figures have a massive impact on our economy, with the estimated costs of health expenses, reduced workforce participation and decreased workplace productivity ranging from \$10 to \$15 billion annually (The Department of Health, Fourth National Mental Health Plan, 2009).

Mental illness affects people differently, and there's no one size fits all approach. For these reasons, it is important for all your employees to be educated on potential contributing factors to mental health issues. Equally important is ensuring they are informed of strategies to help maintain a positive pathway to mental health and encourage early reporting of symptoms.

Supporting the mental health of your employees isn't as difficult as it might sound. Mentally Well Workplaces offers two different types of evidence-based training.



ONLINE INDUCTION TRAINING

WE UNDERSTAND IT'S NOT ALWAYS POSSIBLE TO SEND EACH AND EVERY EMPLOYEE TO COMPLETE IN-PERSON MENTAL HEALTH TRAINING COURSES DUE TO COSTS AND TIME CONSTRAINTS. MENTALLY WELL WORKPLACES OFFERS AN [ONLINE MENTAL HEALTH INDUCTION TRAINING](#) COURSE THAT EDUCATES YOUR EMPLOYEES ON THE ABOVE TOPICS.

This MWW Mental Health Induction is a **30–40-minute** evidence-based course where your employees can learn:

- Heightened awareness about the impact of mental illness in the workplace to themselves and colleagues.
- The common and less common mental illnesses employees may experience.
- How to identify, ask, listen, and respond to colleagues who may be suffering from a mental illness.
- To develop a greater understanding of the support avenues available, levels of accountability and links to workplace health and safety.

Mentally Well Workplace has successfully inducted over 12,000 employees globally in evidenced mental health, ranging from Australia and New Zealand to the USA, UK, China, Italy and throughout Southeast Asia.



MENTAL HEALTH FIRST AID (MHFA)

Workplace leaders should aim to have an equal amount of Mental Health First Aiders as they do physical first aiders.

That's why Mentally Well Workplaces delivers [Mental Health First Aid \(MHFA\)](#), an evidence-based training course that teaches participants how to assist people who are developing a mental health problem, experiencing a worsening of an existing mental health problem or in a mental health crisis, until appropriate professional help is received, or the crisis resolves.

Our Mental Health First Aid training can be conducted in your workplace (12 hours) or 100% online in a blended format.

- **Course Component 1** is a self-paced eLearning component (we estimate it takes from 5-7 hours to complete).
- **Course Component 2** is our instructor-led component using video conferencing (2 sessions of 2.5 hours each including set up time).



TAILORED WORKSHOPS

Mentally Well Workplaces also provides in-house or online workshops from our qualified team of mental health trainers.

We understand the diversity of each workplace, so our workshops are tailored to each client's unique workforce, industry and location. They provide you and your employees with information on various topics, including:

- Increased awareness and knowledge for all employers and employees about mental illnesses and mental health conditions in the workplace.
- Up-to-date statistics surrounding the prevalence of mental illnesses, as well as data on the impact these illnesses have on both employers and employees.
- An overview of more common and less common mental illnesses, including strategies so you and your staff can identify, ask about, listen, and respond to mental health concerns. We'll also help you develop the tools to follow up with employees and colleagues who may be experiencing a mental health issue.
- Detailed strategies for everyone on how to create and maintain a mentally well workplace, because we know practical and specific support is best.
- We also focus on providing all employees with information on how to support recovery at work, inclusive of avenues for professional support.
- Knowledge on accountability of employers and employees surrounding mental health in the workplace.



EMPLOYEE ASSISTANCE PROGRAM

Other awareness programs your organisation can implement include **Employee Assistance Programs**. An Employee Assistance Program (EAP) is a confidential counselling service offered by employers to their employees to support staff well-being in the workplace and in their personal lives. Depending on the employer's arrangement, EAP may also extend to immediate family members.

An employee should be able to access support without fear of their privacy being breached. While an organisation will typically receive general reports from their EAP provider regarding volume, no personal identifiers should be included.



Checklist for a Mentally Well Workplace

The leadership team support and are committed to protecting the psychological health and safety of all employees.

Mental Health Champions have been identified.

Objectives and targets, including timelines, roles, responsibilities and resource requirements, have been established.

A policy that outlines your organisation's commitment to the development of a systematic approach for managing psychological health and safety in the workplace has been developed and circulated to all employees.

A staff survey has been completed and results analysed.

Data has been collected and analysed, including exit interviews, staff meetings, WHS committee meetings, staff appraisals and employee career development plans.

A risk mitigation process including hazard identification, risk assessment and preventive and protective measures has been carried out.

Mental health awareness training has been organised for employees.

An Employee Assistance Program has been made available to all your employees.

A process to evaluate the effectiveness of the system and implement changes as necessary has been established.

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