



Australian Government

Comcare

Welcome to Comcare's Mental Health Community of Practice

Wellbeing initiatives: Finding what fits

**Wednesday 7 September 2022
2:00 pm – 3:30 pm AEST**

Housekeeping

Audio issues:

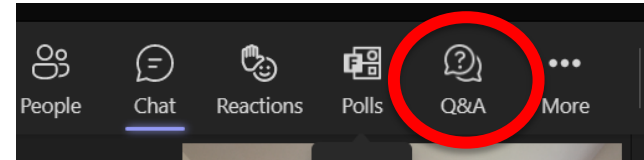
- Leave the session and log back in
- Use a different browser
- Check your speaker settings

Recording:

- This event will be recorded and available on the Comcare website

Questions and comments:

- Will be moderated
- Submit your questions and comments by selecting the Q&A icon



Health & Wellbeing at Medibank: Feel Good Your Way

Erin Gooley. Head of Health Safety & Wellbeing
Comcare's Mental Health Community of Practice

September 2022

medibank
For Better Health

Everything you want is inside of you. Health just lets it out.

You're only human....and what an **incredible** human you are.

Health & wellbeing inside Medibank isn't about us, it's about you.

Just like we do for our customers, we offer everyone who works with us choice.

So you can pick the health mix you want to feel good and live better – in the way that works for you.

It's feel-good, your way.



WHY WE EXIST

Our purpose

Better Health for Better Lives

We remain committed to helping Australians improve their health and wellbeing to lead a better quality life.



2030
VISION

The best health and wellbeing for Australia

We connect people to a better quality of life in every moment.

We create access, choice and control for everyone, and together lead change for a stronger health system.

OUR COMMITMENT TO EACH OTHER



Feel Good

We know that fulfilling our purpose starts with our people. We are dedicated to their health and wellbeing; that they feel heard and valued for who they are.



IMPACT
BIGGER

We create culture that is rewarding and challenging so that our people are inspired to do meaningful work that makes a real difference to our customers and communities.



STEP IN
Step Up

We innovate to find better ways of working for our people so they feel empowered to be at their best. We are committed to strengthening our performance edge in striving to deliver our purpose.

Our FeelGood Pillars of Wellbeing

eat



The truth is that sugar tastes good and life is busy. Eating right isn't always the easy choice – but what makes you feel good right now may not be great for your overall health. Even small steps, like drinking more water or cutting soda, can make a difference.

move



Here's the thing, most of us don't move enough. Even if you hit the gym on the regular, chances are you sit down at work for extended periods of time. And that's not good for anyone. Just a few extra stretches or taking a turn around the block can make you feel great.

feel



When you're busy looking after other people – whether they're our members or someone closer to home – it's easy to forget about yourself. Emotional and mental self-care is an important part of being healthy and living your best life. It's a big part of feeling good.

medibank
For Better Health

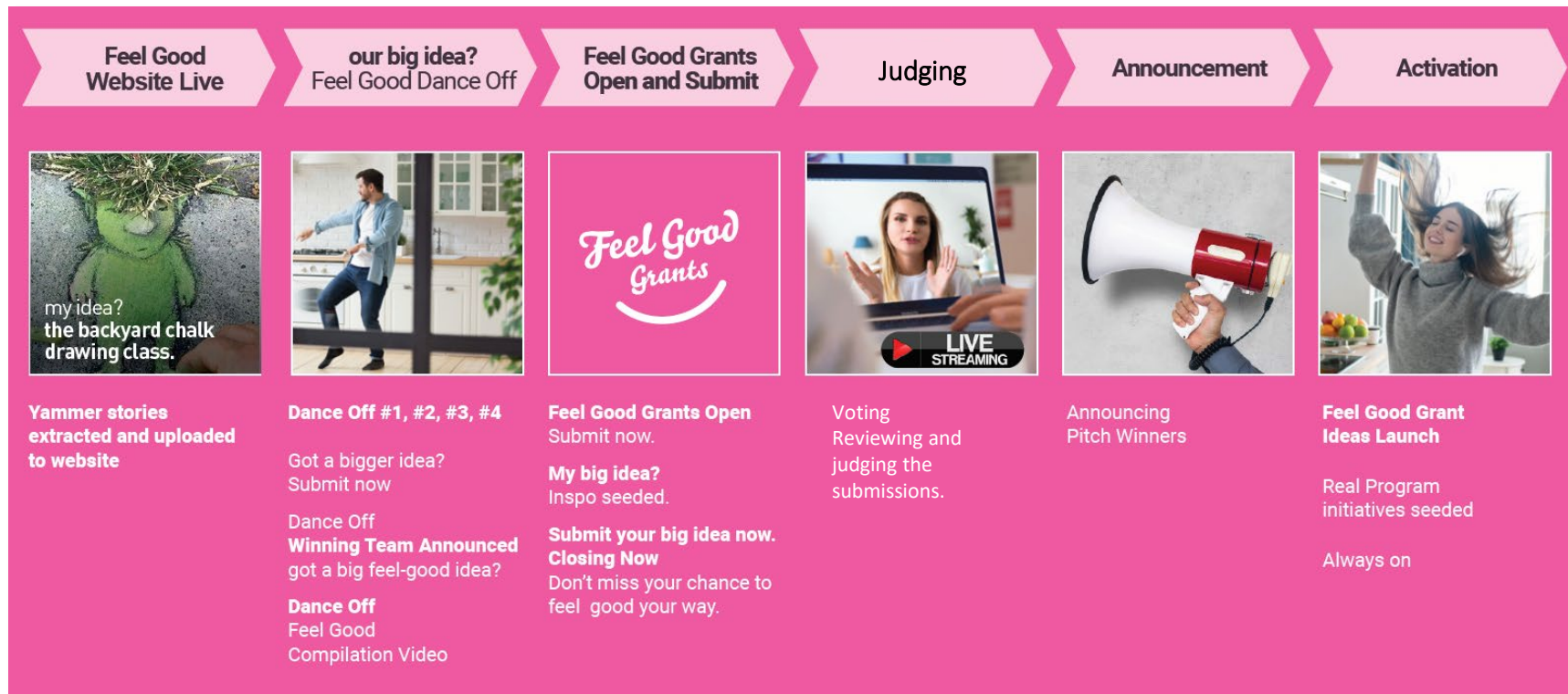
Feel Good Grants

Feel Good Grants



This is our big idea, what's yours?

Feel Good Grants – Big ideas for the long term



April 2020

May

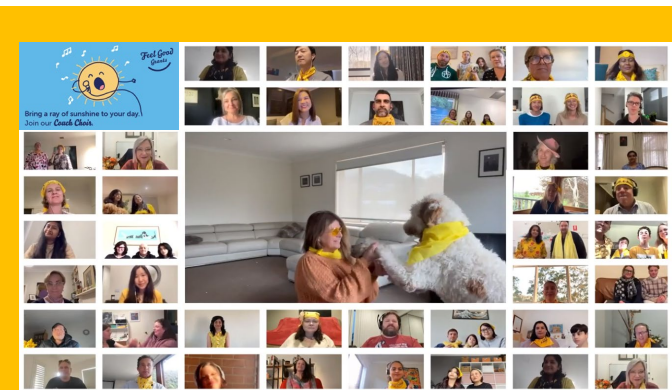
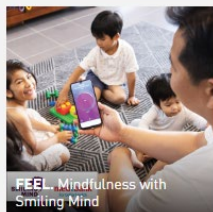
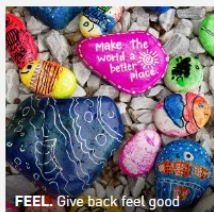
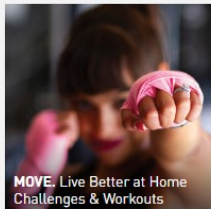
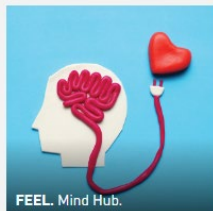
June

July

August 2020

2021 - 2022

Wellbeing Ideas for our people by our people



Here comes the sun, do-un-do-do 🎵

MindHub

MindHub – For a healthy mind

Supporting you and your mental health to impact bigger

To live better and healthier lives and practice what we preach we need to put our individual mental health first. To support you to prioritise your health and wellbeing here in MindHub you will find a collection of mental health tools, programs, and initiatives designed to help you live your best life. We also offer eligible employees' access to a selection of free mental health services.



Information & Resources

With so many different symptoms and signs of mental health issues, it's sometimes hard to know when things aren't quite right with work or home life. If you, or someone you know are experiencing internal struggles with any aspect of life, here you'll find information on common mental health issues and practical tips on how to tackle these.

Do you need more information about mental health? >



Healthy Habits

These proven mood-boosters will have you equipped to face whatever challenges life throws your way. Here you can learn how to support your everyday wellbeing with simple lifestyle habits. To eat better, move better, and feel better – your way!

Do you want to learn more about healthy habits? >



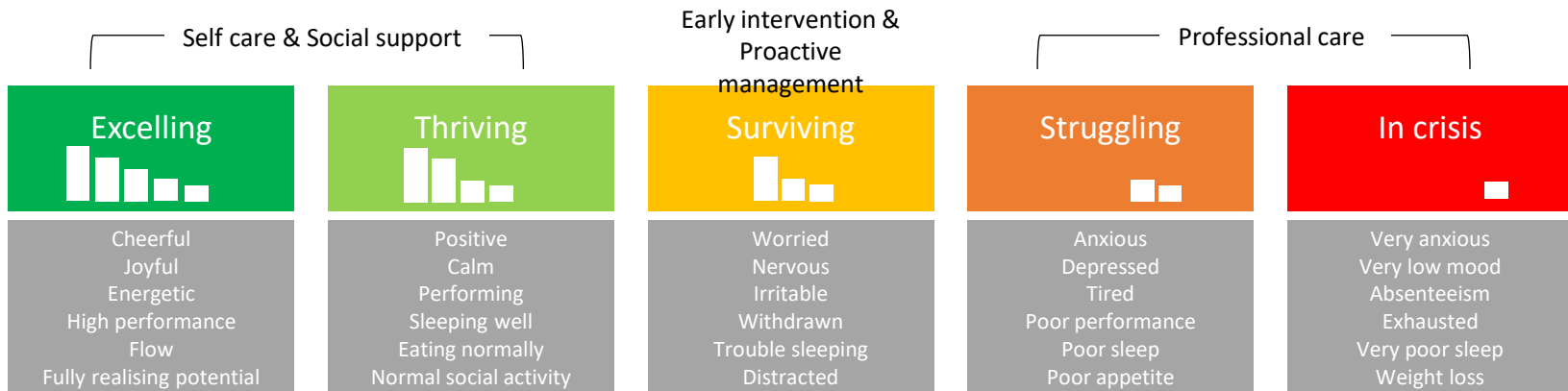
Finding support


The resources, programs and support here are intended to help you to strengthen your mental health and improve your overall wellbeing. We can also connect you with specialised support and give you advice on how to seek guidance for you or your loved ones.



Do you need help and support? >


Medibank Employee Mental Health Support Roadmap


Medibank recognises that an individual's mental health is not fixed or in a static state, and we can move back and forth along this scale at different times during our lives. To support and enhance the health and wellbeing of our employees, we offer resources, tools and support options to assist employees right throughout the mental health continuum



Smiling Mind  Employee Mental Health advice line

EAP counselling & crisis support  

Wellbeing coaching and information & microlearning 

Uprise call back function 

PL Resources: Team wellbeing guideline

PL Resources: Wellbeing conversations Guide

PL Resources: Suicide and self harm*

Early intervention, Injury Management, Workers Compensation

Salary Continuance

*Under construction

Support and resources available

Also:
[MH Intranet page](#)
[Map My Plan](#)
[Eat/Move/Feel](#)
[Live Better App](#)
 Campaigns



Thank you



High impact strategies to promote peak wellbeing and performance

ATO Burnout and Fatigue reduction initiatives



Our environment



4 in 5 Australians suffered burnout in 2021¹

Australian office workers are among the most burned out in the world²



Globally, 50% of all office workers feel burned out at least 'some of the time'³

1 in 3 workers worldwide feel burned out 'very often or always'³

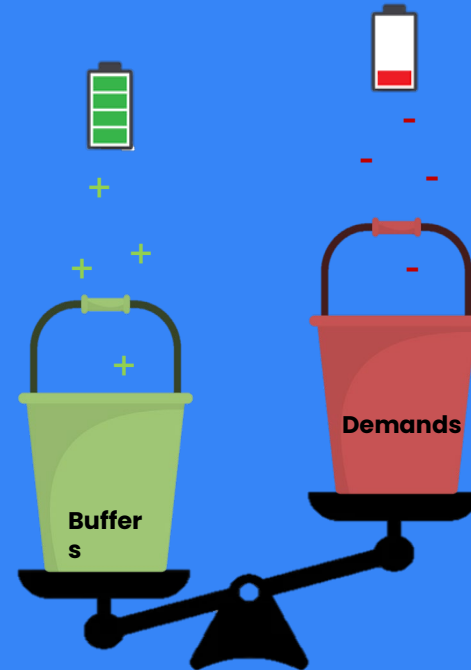


Overall, burnout has increased approximately 30% from 2020 to 2021⁴

Burnout impacts job performance, productivity, can lead people to make more mistakes and have trouble thinking critically and clearly.

Balancing demands

- Simple, research based techniques
- Reduce workplace demands
- Creating space for physical and mental rest and recovery
- Supporting people to return to the office



Wellbeing initiatives

Demands



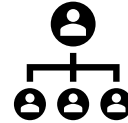
Deep work



Meeting manners



Email etiquette



Manager check-ins

Buffers



Flex your way



Social support

Findings



want to continue the initiative after the pilot period

63% said the pilot **improved** their wellbeing at work



“Workload **is well above** capacity”
23% pre pilot → **16%** post pilot
(strongly agree)



Before the pilot, 35% of staff felt burnt out. This reduced to **18%**.



“**Often/Always** find my work stressful”
remained consistent

Comment

- Participants felt able to **complete tasks more quickly**, and with **greater focus**.
- They felt **calmer**, more **organised** and in **control**.
- People were **more mindful of their use of time** and **respectful of other peoples time**.
- The pilots also created opportunities to **open a discussion about wellbeing**.



Barriers to participating:

Some participants felt that their **workload** or **type of work** were not compatible with the pilot activities.

Similarly, **unexpected or urgent tasks** that came up made it difficult to participate, as well as **office noise and distractions** for those on site.

Ongoing support



Contact us:
ThrivingMinds@ato.gov.au

- Mental Health awareness
- Thriving Minds online mental health resource portal
- Targeted business area support
- Learning products
- EAP support



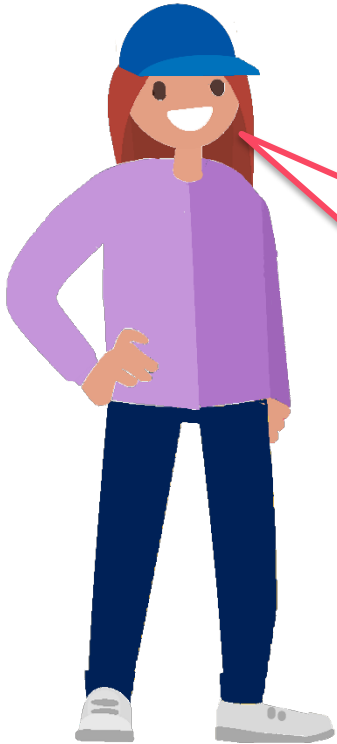
Thrive at Work Lessons in Maturity

Comcare Mental Health CoP 07.09.22

Karina Jorritsma | Professor of Practice
Future of Work Institute | Curtin University



Presentation Overview



- Brief overview of FOWI and the Thrive at Work initiative
- Observations around maturity in wellbeing strategy development
- Suggested criteria to evaluate and mature practice



Curtin University

FUTURE OF WORK INSTITUTE



CENTRE FOR
**TRANSFORMATIVE
WORK DESIGN**

Support thriving
people & organisations
in the digital age



Understand the role of
work design in generating
healthy & productive work

Implement, evaluate & support change

Transformative
work design

Work capabilities
and motivation

Human systems
integration

Public policy in the
digital age

Data analytics and
decision making

Ageing and work

The Thrive at Work initiative

Approach

- Evidence-based
- Integrative
- Consultation with government, industry, and leading mental health bodies.

Key goals

- Enhance the conversation
 - Full spectrum of mental health
 - Prevention through good work design
 - Good health is good business
- Answer the question: “Where to start?”



There are numerous lenses applied to workplace mental health and well-being...



Each lens views mental health differently...



Ill-health



Legislation



Future of work



Mental Ill Health

- Excessive anxiety, easily enraged, depression
- Unable to fall/stay asleep
- Exhaustion
- Unable to perform duties, absenteeism
- Isolation

Injured

- Anxiety, anger, pervasive sadness
- Disturbed sleep
- Fatigue
- Decreased performance and presenteeism
- Social avoidance

Reacting

- Nervousness, irritability, sadness
- Trouble sleeping
- Tired/low energy
- Procrastination
- Decreased social activity

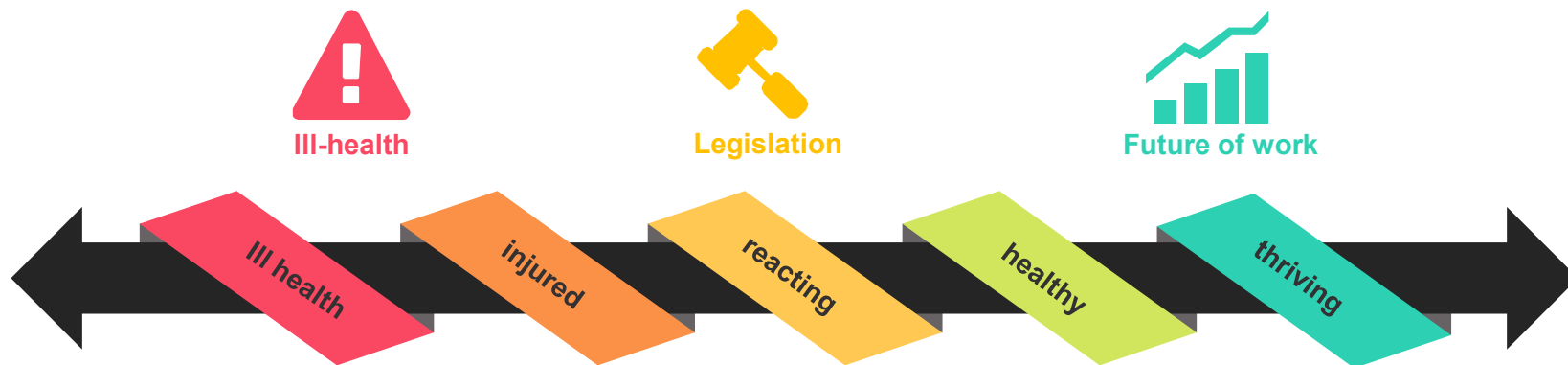
Healthy

- Normal fluctuations in mood
- Normal sleep patterns
- full of energy
- Consistent performance
- Socially active

Thriving

- High productivity
- Engagement
- Empowered
- Appetite for learning & growth
- Connection & meaning

Thrive at Work: An integrative approach



Equip organisations with the knowledge and resources to:





Pillar	Building Block	Key Strategies
 Mitigate Illness Monitor, accommodate, and treat illness, ill-health and injury.	 Detect Illness	<ul style="list-style-type: none"> → Build capacity to monitor & identify illness → Create HR systems for monitoring and detection
	 Support and Accommodate Illness	<ul style="list-style-type: none"> → Provide appropriate support → Remove barriers to support → Manage crisis & injury → Provide effective return to work processes
	 Increase Individual Resources for Managing Mental Ill-health	<ul style="list-style-type: none"> → Raise awareness of personal mental health → Build individual willingness to seek help → Build individual capacity to recover
 Prevent Harm Minimise harm and protect against risk.	 Increase Job Resources	<ul style="list-style-type: none"> → S Provide stimulating work → M Provide mastery resources → A Provide agency → R Foster relational resources
	 Ensure Tolerable Demands	<ul style="list-style-type: none"> → T Create tolerable job demands: load & time, emotional, role, cognitive, environment & physical, and relational → Create tolerable organisational demands: organisational change, organisational justice & job security
	 Increase Personal Resources for Preventing Harm	<ul style="list-style-type: none"> → Foster resilience and coping → Support job crafting & other strategies to prevent stress → Support appropriate after-work strategies
 Promote Thriving Optimise well-being and generate future capabilities.	 Promote Purpose & Growth	<ul style="list-style-type: none"> → Provide visions & foster purpose → Foster confidence & learning → Support career progression & lifelong development
	 Promote Connection	<ul style="list-style-type: none"> → Value connections & diversity → Foster work connections & linkages → Enable diversity and inclusion
	 Increase Personal Resources for Thriving	<ul style="list-style-type: none"> → Support job crafting for personal growth → Foster positive psychology practices → Support community engagement

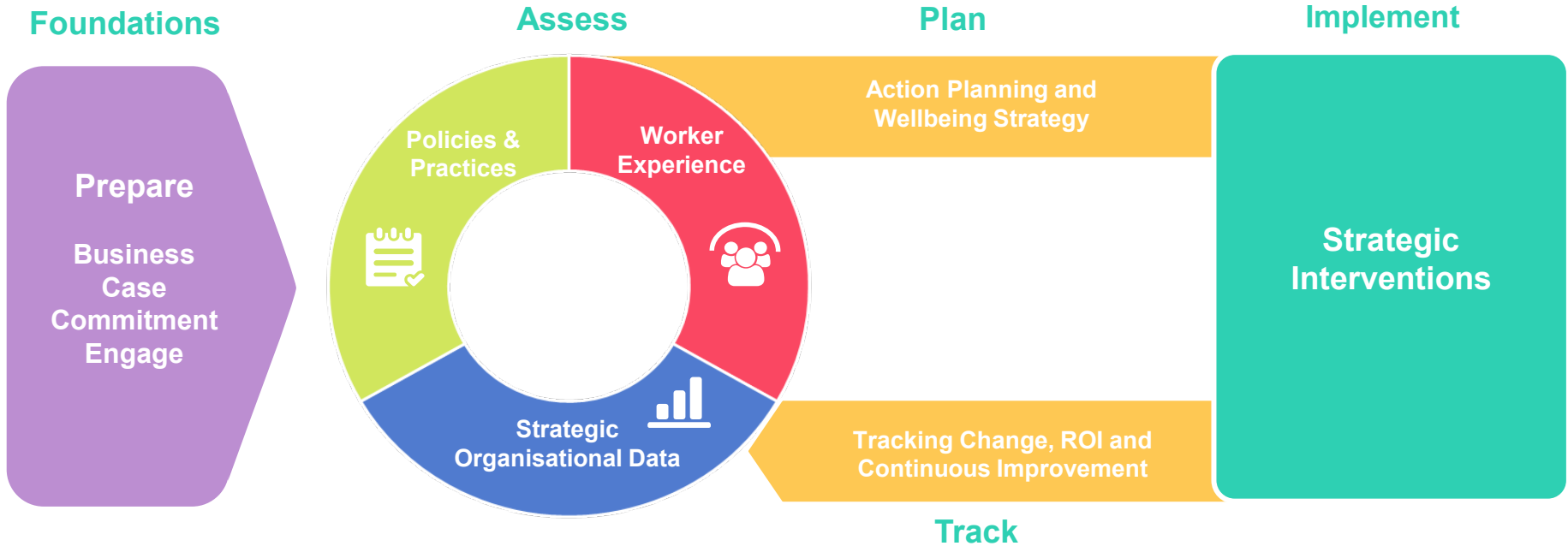
‘A holistic, prevention-orientated, and proactive approach to mental health at work.’

- ✓ Full spectrum of mental health
- ✓ Multiple disciplines & perspectives from across the organisation
- ✓ Multilevel strategies (primary, secondary, tertiary; individual & systems)
- ✓ Evidence-based & industry-grounded
- ✓ Good health is good business

Parker S.K., Jorritsma K., Griffin M.A. (2021) Shifting the Mental Health Conversation: Present and Future Applications of the “Thrive at Work” Framework. In: Brough P., Gardiner E., Daniels K. (eds) Handbook on Management and Employment Practices. Handbook Series in Occupational Health Sciences. Springer. https://doi.org/10.1007/978-3-030-24936-6_37-1

Thrive Implementation Process

What to do / where to start

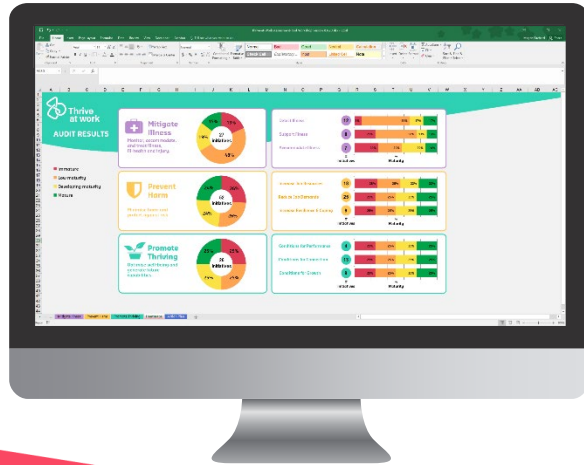


Worker participation is key in all aspects of the process

Thrive Assessment Process

Policies & Practices (Audit)

Strategically assess the full range of policies & practices currently in place that potentially affect mental health & well-being.

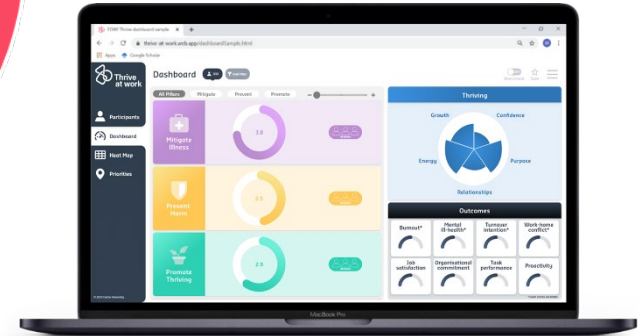


Strategic Data

Collect, analyse & link relevant strategic HR & business data.

Worker Experience (Survey &/or Focus Groups)

Understand how employees feel about key components of work that are known to impact on employee well-being.



5 Foundational Elements

How to mature

Consider the
full spectrum
of mental
health

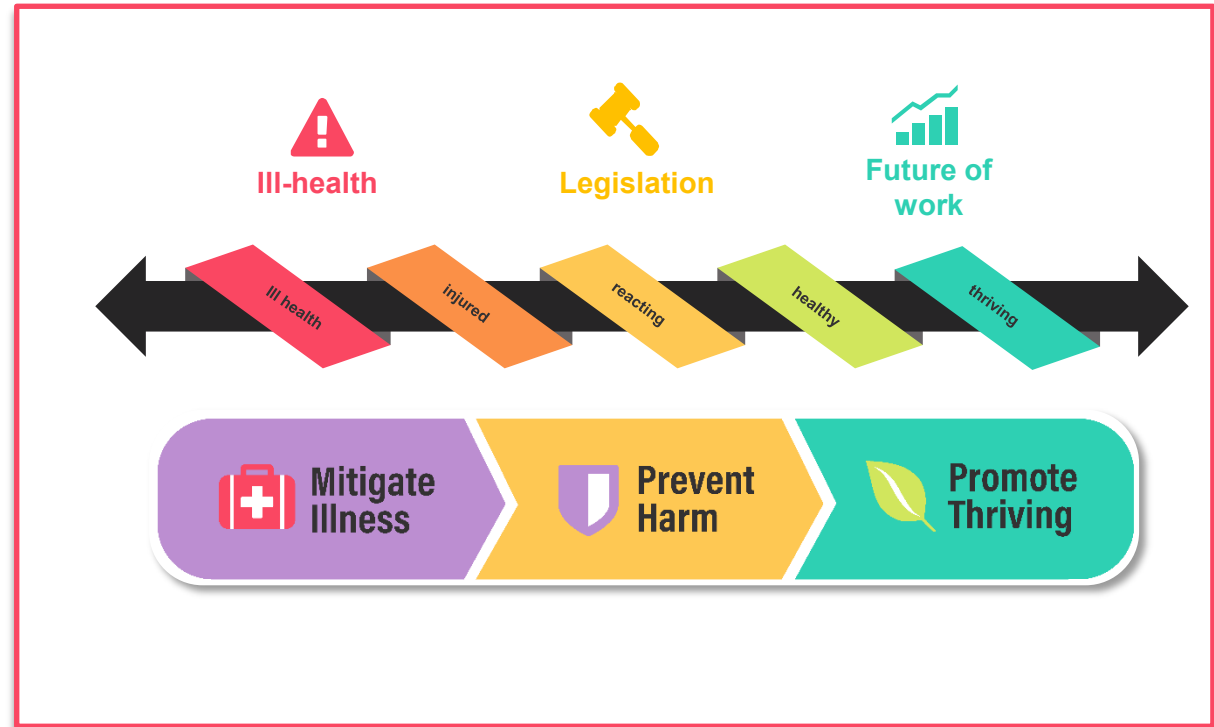
Take an
integrated &
coordinated
approach

Ensure
leadership
support and
capability

Ensure
engagement
and
inclusivity

Mature data
and
evaluation
systems

Consider the
full spectrum
of mental
health



Reflection Questions

Do you consider the full spectrum?

What is the focus of your activities?

Does this match your strategic intent?



Is there an overarching strategy?
Are initiatives clearly linked to
MHWB?



Strategy – Policy –
Awareness and Comms –
Training –
Accountability/Governance

Take an
integrated &
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approach

Strategic Intent

Coordination

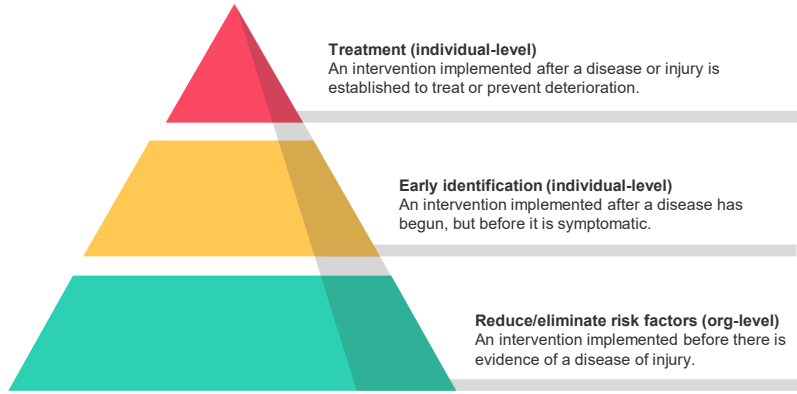
Integration

Business Owners
Centralised vs. Local
Formal vs. Informal
Planning - Push (Strategic)
vs. Pull (Ad-hoc)

Tertiary

Secondary

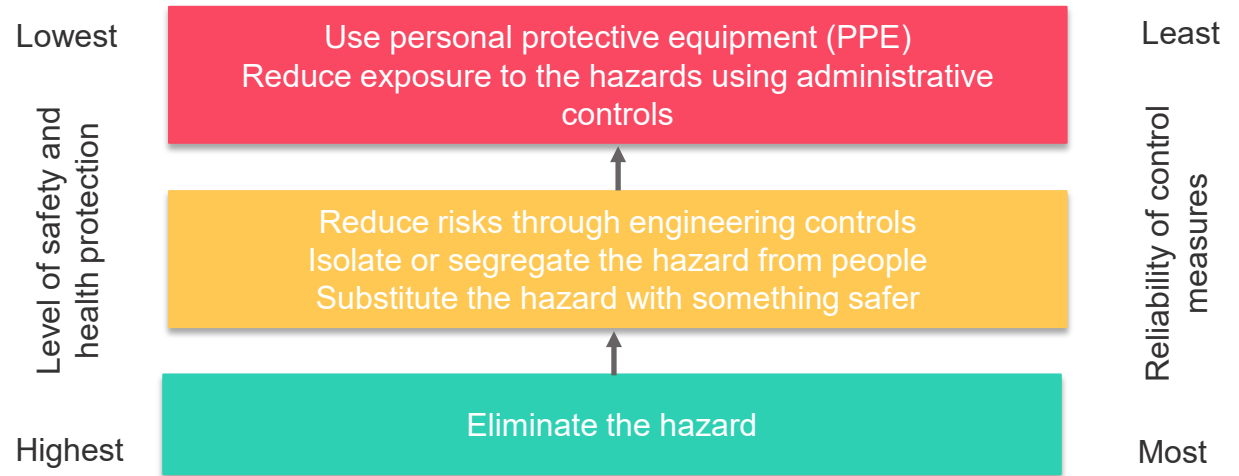
Primary



Take an integrated & coordinated approach

Health, Safety, and Risk Management Hierarchies of Control

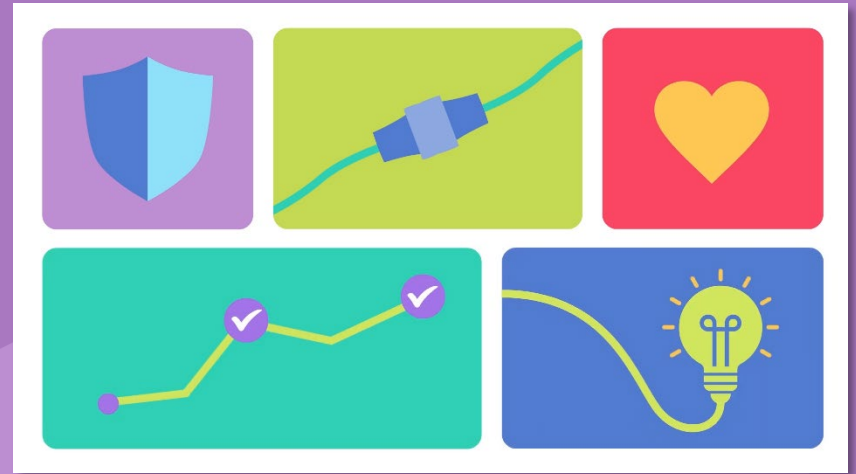
Public Health Prevention Intervention Levels



How do you integrate and coordinate your mental health and wellbeing initiatives?

Do you have an integrated strategy?

Who owns the initiatives? Who owns the data? How are they connected? Where is the oversight?



Endorsement/Visible Support
Financial Support
Adequate Resourcing

Clear KPIs

Ensure leadership support and capability

Leader Support

Leader Capability

Leader Accountability

MH Literacy/Duty of Care
Identify and Detect Risk
Support and Intervene



Are leaders set up to enact and support your strategy?

Is there adequate capability development?

Are there adequate resources?

Are there adequate incentives?



Ensure
engagement
and
inclusivity

Engagement

- Awareness – consultation – decision-making?

Inclusivity

- Accessible for everyone?
- All roles and areas?

Perceptions

- Intended HR versus perceived HR?

The importance of gathering evidence and consultation



Principles of Good Work: Safe Work Australia



Preparing the organisation

- Secure commitment
- Appoint Champion
- Communication strategy
- Set up steering group

1. Identify the risk factors

- Demands
- Control
- Support
- Relationships
- Role
- Change

2. Who can be harmed and how

- Gather quantitative data using HSE Indicator Tool

3. Evaluate the risks

- Gather qualitative data
- Focus Groups
- Talk to employees

4. Record your findings

- Collate quantitative and qualitative data
- Develop action plan

5. Monitor and review

- Implementation plan
- Feedback
- Continuous improvement



Australia

Risk Management Approach to Work-Related Stress

UK



45003:2021

- 4.2 Understand the needs and expectations of workers
- 5.4 Consultation and engagement of workers

What is the experience at the coalface?

What is the lived experience of work?

Who is considered?

How are initiatives perceived?



Informed
Decisions

- Most activity selection is based on external validation or anecdotal feedback, rather than driven by internal data.

Associated
Metrics

- Currently pockets of data exist around various activities, such as participation or usage rates, but rarely are activities/controls evaluated against outcomes.

Continuous
Improvement

- There is a lack of ability to monitor the internal efficacy of activities due to gaps in data collection.

Mature data
and
evaluation
systems

Recommendations:

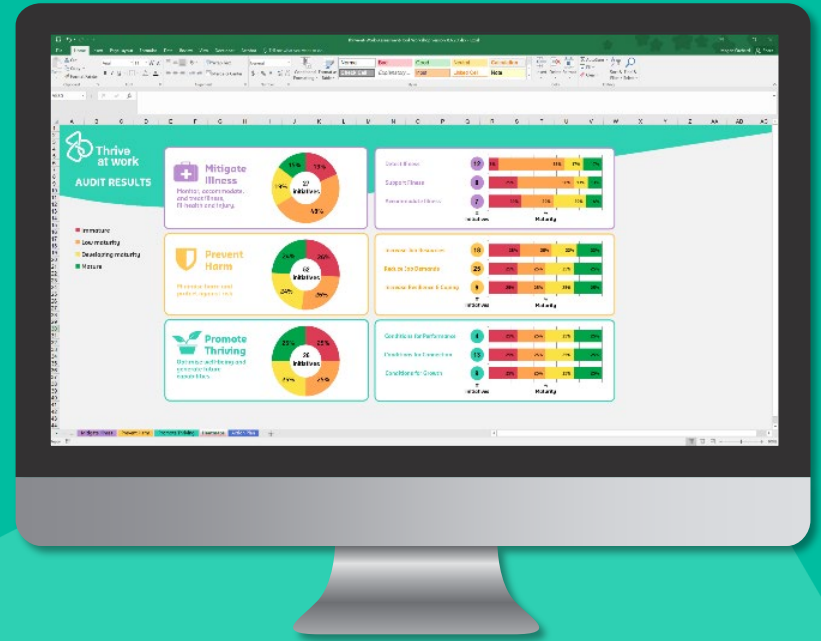
- Utilise internally collected data to drive strategic focus*
- Internally evaluate the efficacy of key activities and initiatives.
- Continuously monitor outcome data and evaluate the efficacy of controls.

*Communicate this to employees.

Is your strategy guided by data?

What type of data?

Does data guide continuous improvement?



5 Foundational Elements

How to mature

Consider the
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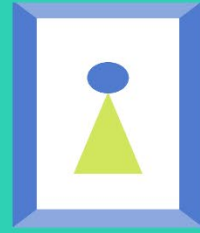
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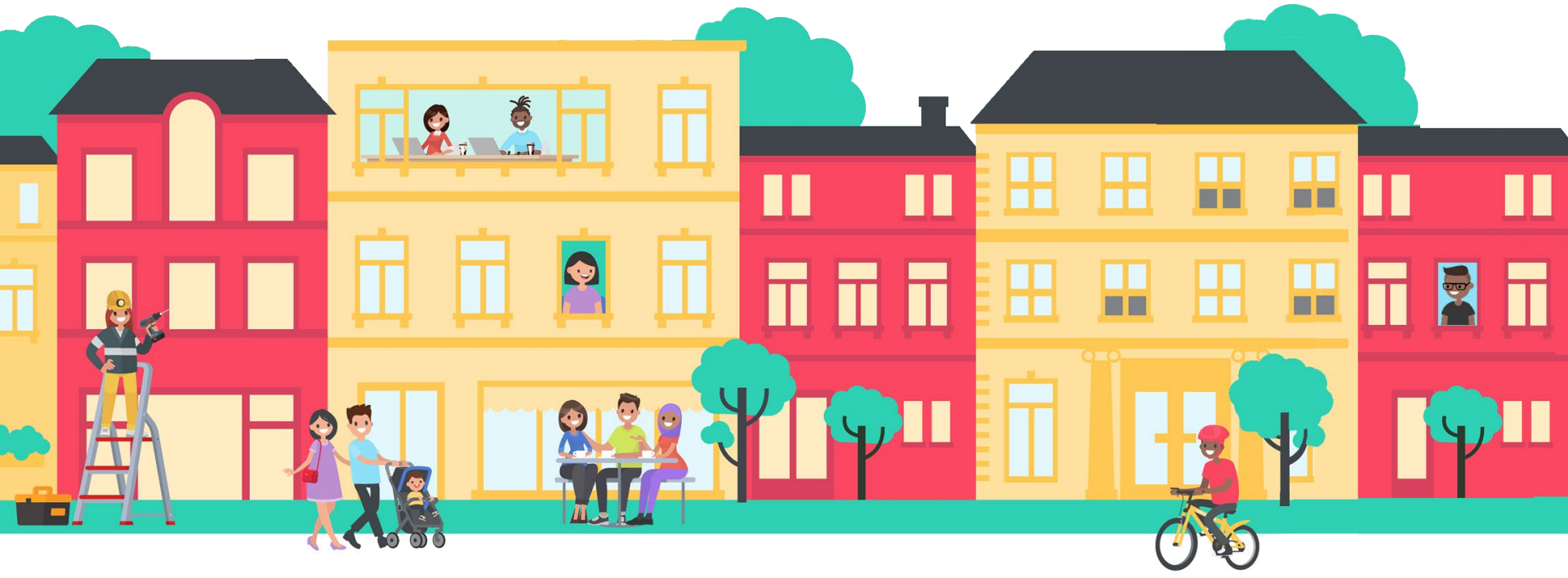
Mature data
and
evaluation
systems

Final Reflections



Thank you!

karina.jorritsma@curtin.edu.au
thriveatwork.org.au
futureofworkinstitute.com.au



National Safe Work Month

- Comcare will soon be launching National Safe Work Month activities
- Webinars will cover:
 - Creating healthy and safe workplaces
 - Resilience and mental health
 - WHS management systems and the future of work
- Keep up to date by subscribing to Comcare's eNews

Workplace Mental Health Stigma Awareness Program

- Psychological injury claims are often more complex and on the rise
- Stigma is a barrier to seeking help
- This project aims to:
 - Raise awareness of mental health and stigma (awareness)
 - Provide knowledge and skills to offer support and reduce stigma (education)
 - Encourage support and help seeking behaviour early (behaviour change)
- Resources include: Manager toolkit, guidance, editable creative assets - posters, screensavers, signatures, etc.
- Launch planned for World Mental Health Day (10 October 2022)

**Thank you for attending the
Mental Health Community of Practice**

www.comcare.gov.au