



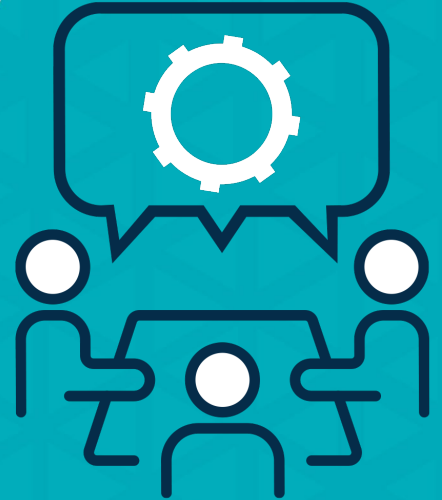
Australian Government

Comcare

Mental Health Community of Practice

Approaches for a Thriving Workplace

Monday 3 April 2:00 – 3:30pm (AEST)



House Keeping

Audio issues:

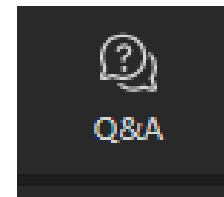
- Leave the session and log back in
- Use a different browser
- Check your speaker settings

Recording:

- Parts of 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





Indicators of a Thriving Workplace 2022 Early Insights

Superfriend[®]

What we will cover today

The 2022 Indicators of a Thriving Workplace Survey

- What's new
- 5 Domains
- Actionable insights

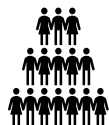
Psychosocial Hazards

- Impact of workload
- Remote work

Actionable Insights

- What do workers say?
- What does the evidence say?

Aim: provide a national benchmark for workplace mental health



9947 respondents



19 industries



Weighted using latest ABS statistics to
represent Australian workforce

Domains of a Thriving Workplace

SuperFriend's 5 Domains



CONNECTEDNESS

78.5

SAFETY

76.1

LEADERSHIP

71.4

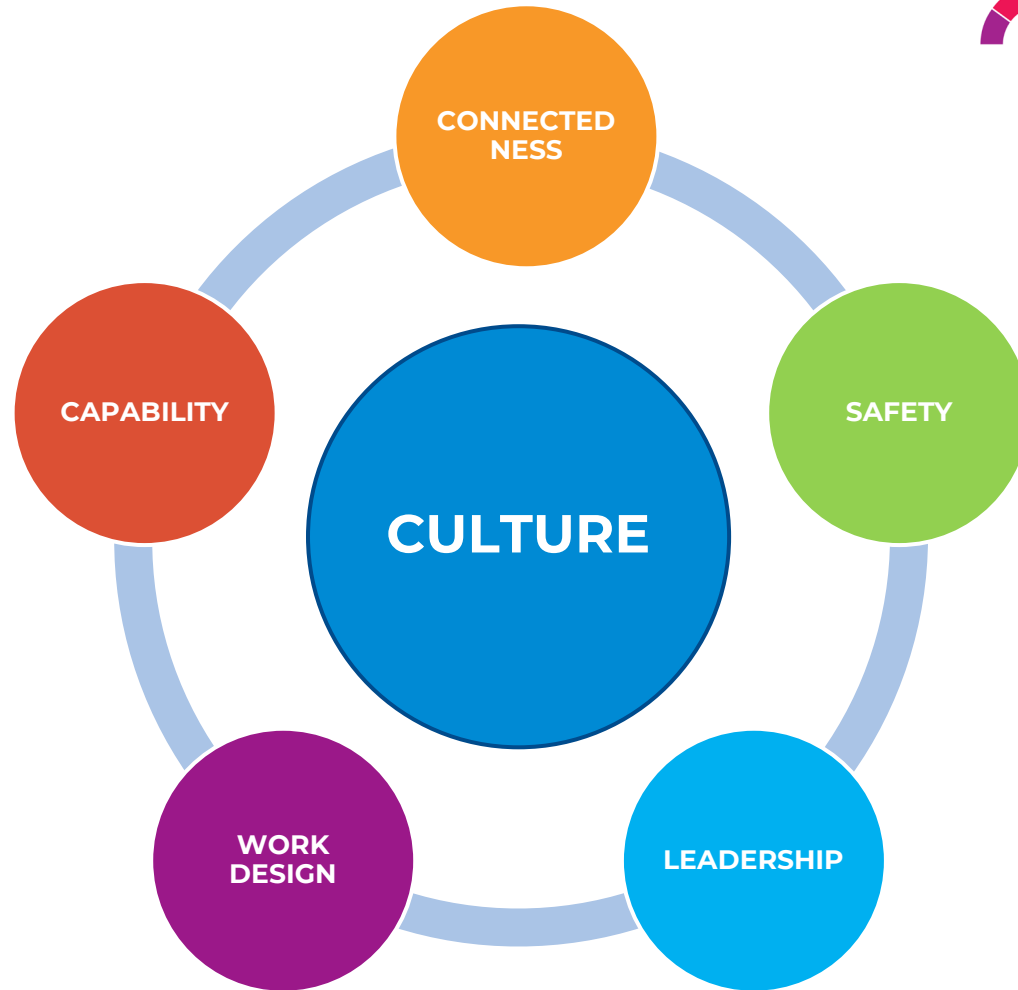
WORK DESIGN

70.1

CAPABILITY

67.9

Insights to guide action



Thriving Workplace Scores by Industry

Industry	Score
Information Media and Telecommunications	77.8
Arts and Recreation Services	77.0
Financial and Insurance Services	76.4
Manufacturing	75.8
Electricity, Gas, Water and Waste Services	75.6
Construction	75.5
Professional, Scientific and Technical Services	74.9
Agriculture, Forestry and Fishing	74.7
Rental, Hiring and Real Estate Services	73.0
Transport, Postal and Warehousing	73.0
Administrative and Support Services	72.9
Retail Trade	72.8
Wholesale Trade	72.7
Mining	71.5
Public Administration and Safety	71.2
Accommodation and Food Services	70.6
Health Care and Social Assistance	70.2
Education and Training	70.2
Other Services	69.1

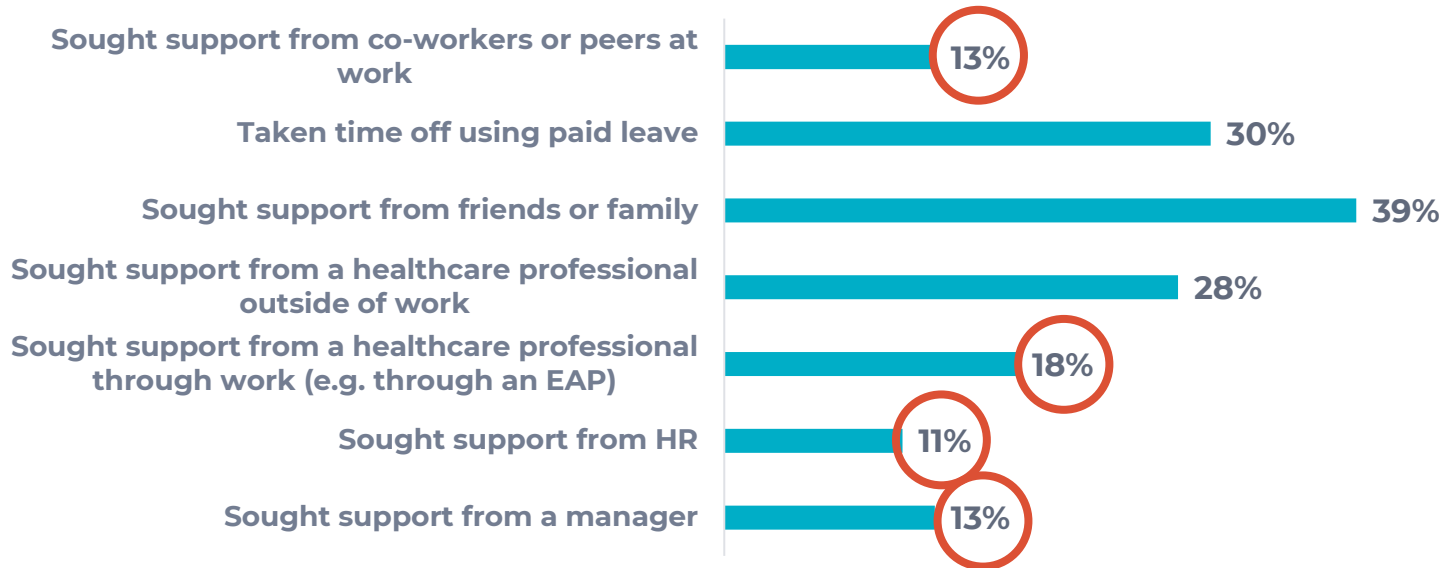
72.8

CONNECTEDNESS

CONNECTEDNESS refers to the quality of interpersonal relationships in the workplace.

High quality connections are characterised by mutual respect, trust and collaboration. This can be seen when workers support each other to succeed and there is a sense of belonging.

Actions taken to support mental health over the past 12 months



CONNECTED
NESS

Actionable insights

We have a very supportive workplace and all employees and employers are connected and open. Mental health days are allowed and encouraged to support everyone's mental health.

Allowing people to talk. Sounds silly but only 10 years ago No one at my workplace would even consider saying they had a problem for fear of ridicule or the bosses thinking you were skiving. And an increased social interaction with workmates sometimes even during work hours has eased relationships at work



SAFETY

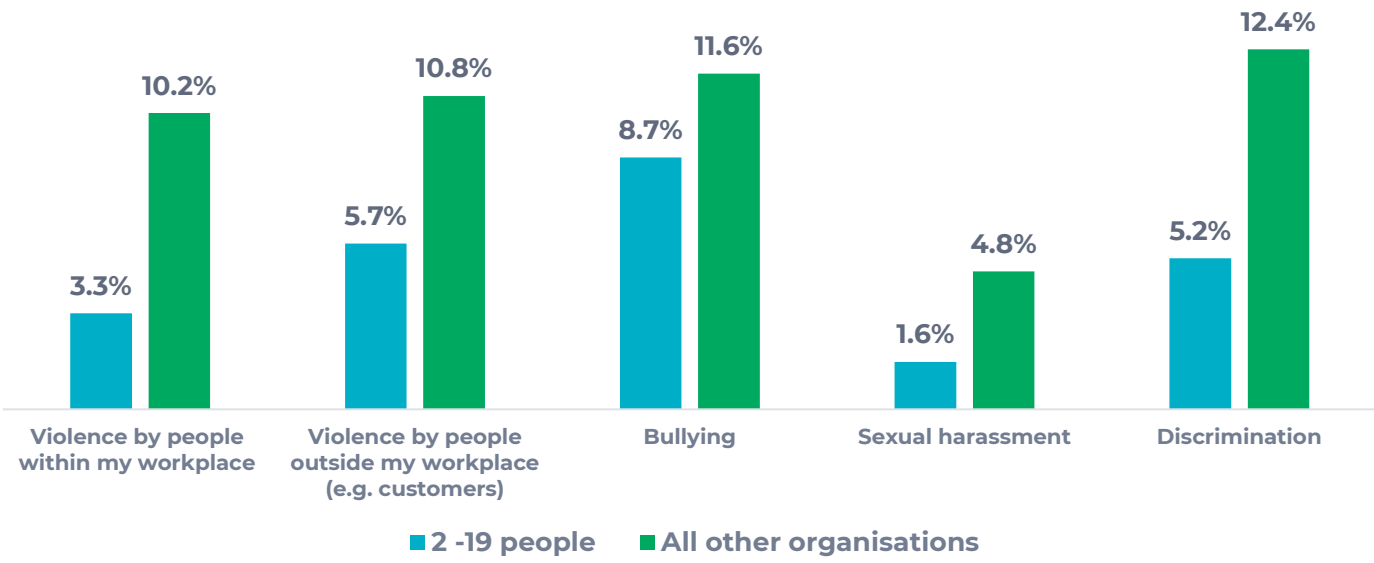


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SAFETY describes the processes put in action to protect personal safety so that workplaces are free from harassment, bullying, discrimination and violence.

These processes provide proactive support and promote positive social interactions.

Experience of Negative Events



SAFETY

Actionable insights

We get plenty of paid time off to recoup following a post traumatic event, we have therapists available to talk and work through stress. Also on site we have pre-condition management talks. We have a clear plan in play and we look after one another to keep safety a priority

A recent worker who was off work for mental health issues was basically called a bludger and comments were made that he was faking it. His supervisor kept hassling him to find out when he was coming back to work as there were urgent jobs that only he could do. Only 2 people from the company bothered to even contact him to see how he was. It's quite sad that our company has so many written policies and procedures / training videos / PPE to help with physical safety, but mental health is not even talked about.



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LEADERSHIP

LEADERSHIP comprises how managers enable their teams to achieve shared organisational goals.

This includes modelling positive behaviours, providing feedback for growth and nurturing a culture where workers can utilise their strengths.



LEADERSHIP

Actionable insights

We had a good leadership team that continually would call us and check in with us to see how we were coping and make sure we were ok and not talk about work. They created virtual events to keep us connected, and sent home care packages for the family just to say that they understand.

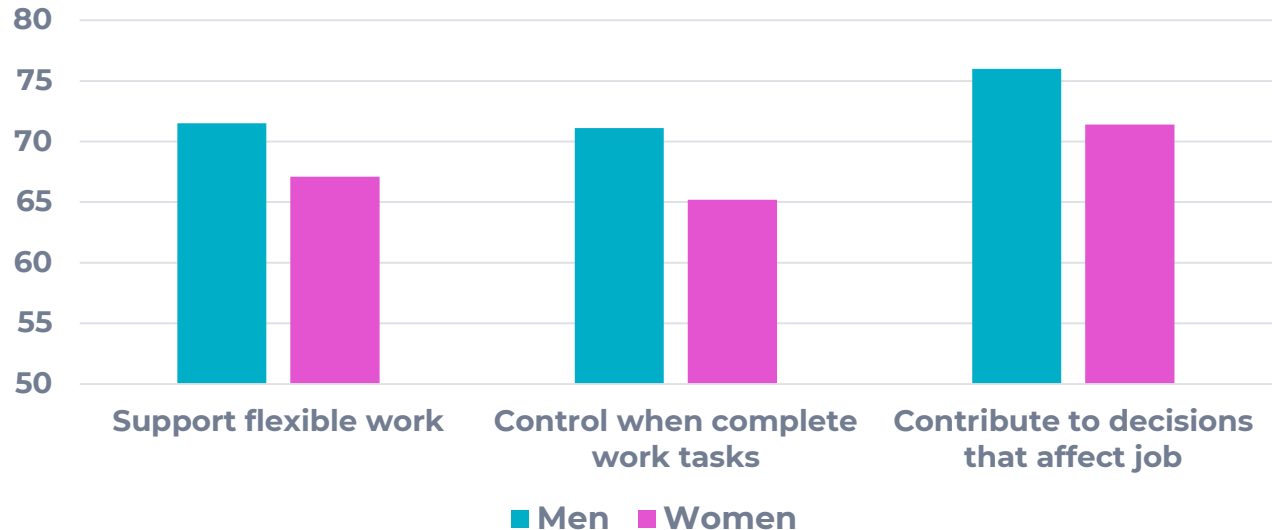
They have replaced the previous management team but then proceeded to do very little to restore the mental health of previous workers, or to maintain that of the current workers. Very little thought has been given to the mental health of the workers who have been through many leaders and excessive workload and stress for a significant period of time. There has been no best thing, simply a good thing in replacing previous leaders.

WORK DESIGN

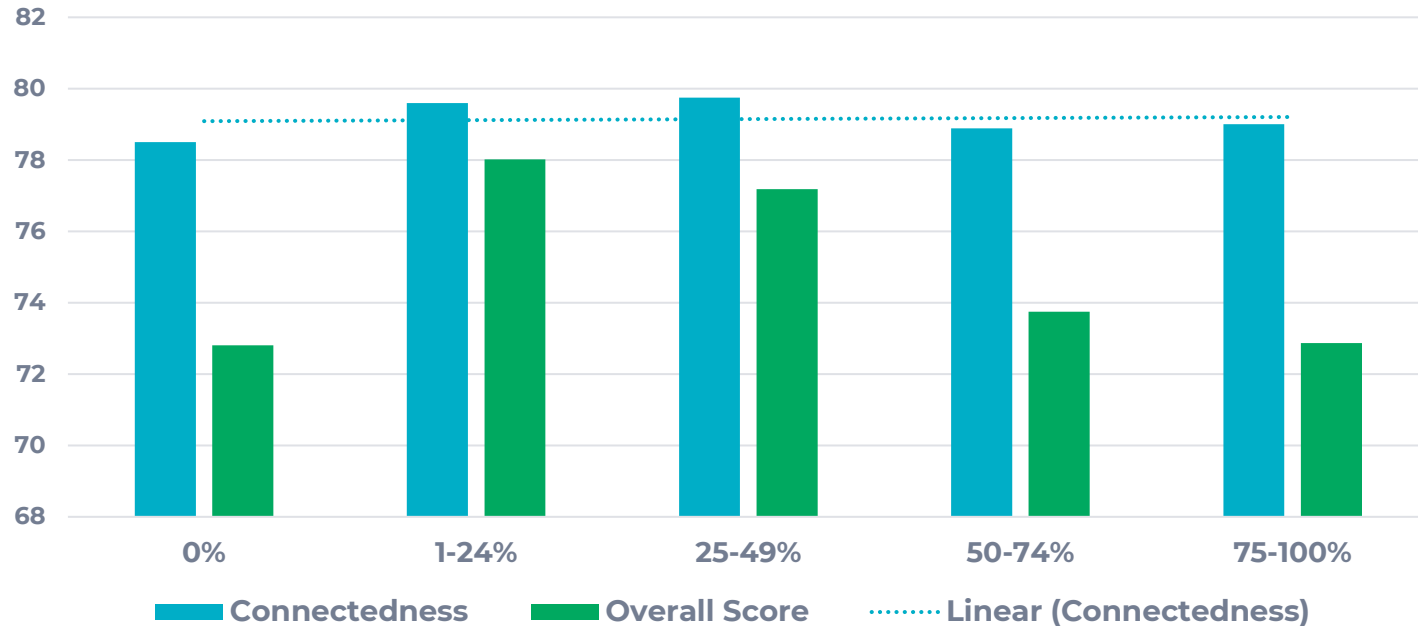
WORK DESIGN is the way that roles, tasks and responsibilities are organised.

Stronger engagement occurs when workers are empowered to shape the way that they work. This promotes a balance between work and individual preferences.

Elements of work design



Proportion of time working from home didn't impact connectedness but did impact overall Thriving



WORK
DESIGN



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Actionable insights

Remote work has been reduced and many benefits that once made them a provider of choice have been removed. What was once a caring and connected organisation is fast becoming a corporate, profit chasing business.

While they haven't specifically done anything to acknowledge mental health, they're very committed to ensuring we have a healthy and safe working environment. They're also very flexible when it comes to shifts, as long as you don't abuse it. Having a sense of control over the time you work does take away a lot of stress.

WORK
DESIGN



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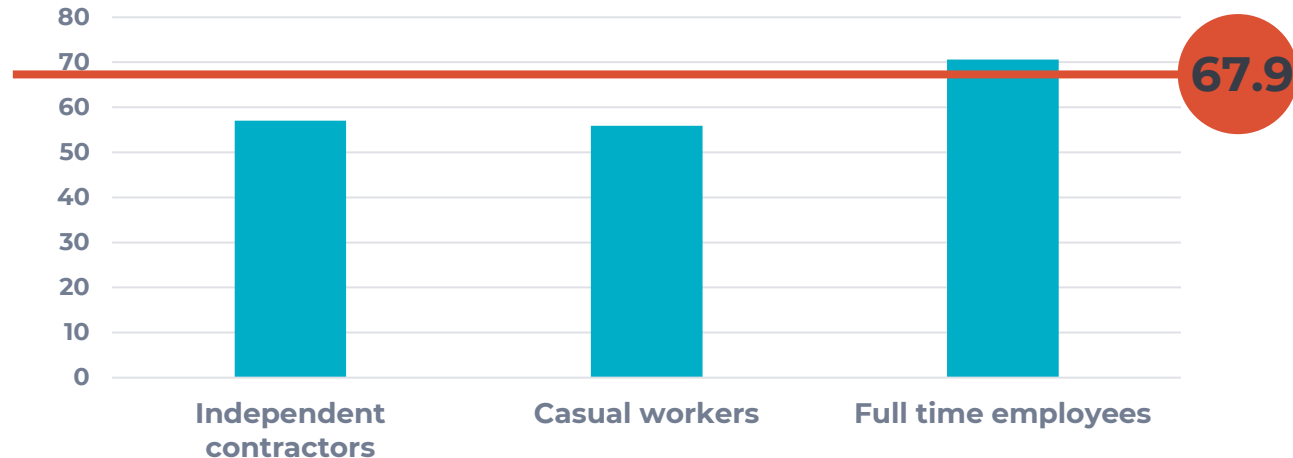
CAPABILITY

CAPABILITY is about equipping the workplace with skills and resources to support mental health.

It involves putting policies into action to minimise risks, respond to harm, and promote the positives that support good mental health and wellbeing for all.



Capability score



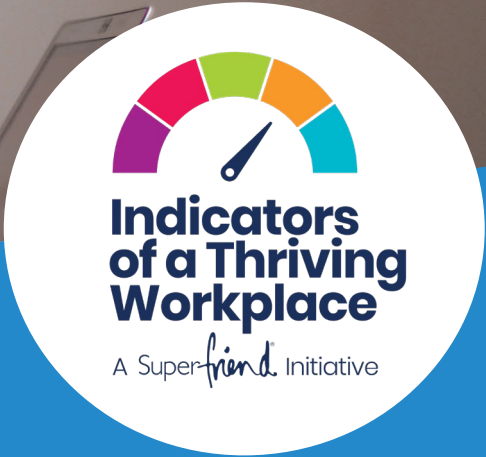


Actionable insights

When we go to jobs that are traumatic or suit a certain criteria we are placed on a mental health watch where a supervisor will check in on us and make sure we are doing okay and have a but of an interview/meeting about the incident, how we coped with it and how we are going since.

Employees are only directed to helplines and reporting services rather than offered actual help. Traumatic events are undermined and overlooked. No support provided for stress related issues





Psychosocial Hazards

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PSYCHOSOCIAL HAZARDS

WORST
RATING



BETTER
RATING

Psychosocial Hazard

Inappropriate workload

Low recognition

Poor change management

Poor management support

Low job control

Traumatic events

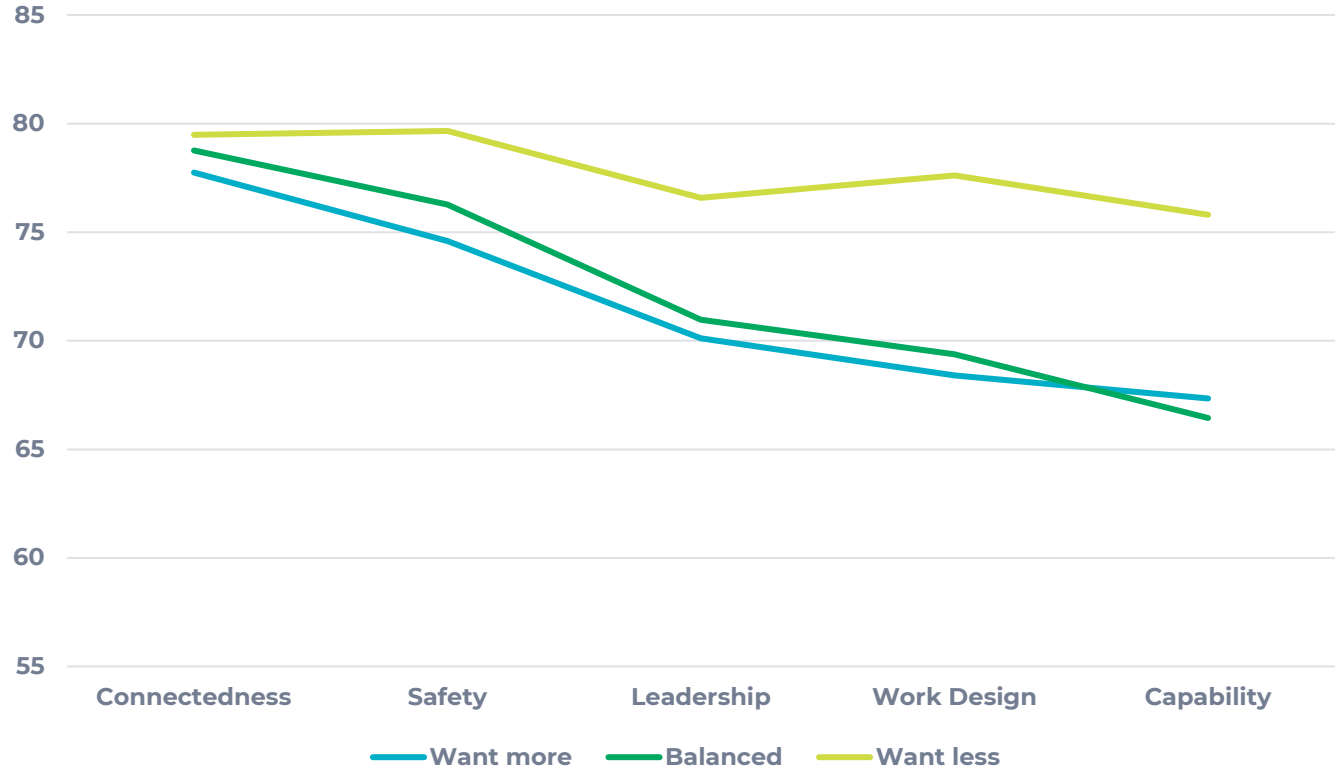
Poor role clarity

Poor working environment

Poor workplace relationships

Remote work

Working from home and Domain scores





Workplace actions

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What the most mentally healthy workplace would look like

More people would be allocated to shifts in busy hours of the day, there would be often held team meetings discussing any changes, discussing how the previous week or fortnight went, there would be proper introduction of resources and open chats about mental health. It would make everyone feel more heard and comfortable

I imagine, my future employer to offer the following:

- 1) the management is honest, transparent and provides clear reasoning behind their decisions;
- 2) health and safety at workplace is the priority, and sufficient resources are allocated to facilitate that;
- 3) opportunities to participate in trainings to gather novel knowledge are available to everyone;
- 4) post-pandemic flexibility of working hours becomes a permanent feature

1) The ability to receive mental health consultation during and after working hours. 2) The ability to have open conversations about workplace struggles without any repercussions. 3) Where colleagues are friendly towards one another and able to talk about things that are non work related.

Access to councillors, mental health days off. Training associated with supporting staff with their mental health. Ability to work hours/location where you feel the best/most convenient Enough staff to cover the work so people aren't stressed about deadlines Would feel amazing & not tired due to mental fatigue on your days off

How does this fit within existing research?

Our Domains align with system-level approaches advocated by LaMontagne et al (2007) , Cotton (2008) and Dollard (2012)

Information from our Domains can feed into the “Prevent harm” and “Promote the positive” components of the Integrated Approach established by LaMontagne et al (2014-2019)

We have direct measures of the psychosocial hazards and risks described in WHS legislation and policy documents from multiple jurisdictions

Summary



SuperFriend has conducted our widest ever survey of Australian workplaces

Our Domains provide an interpretable summary of a wide range of information

The Domains reflect the shift from defining the problem to taking action

This presentation has briefly touched the surface of the insights available

Don't be afraid to look beyond compliance!

Contact SuperFriend

Stay in the loop about SuperFriend's research updates and/or contact us for more info:

- Website: www.superfriend.com.au
- LinkedIn:
www.linkedin.com/company/superfriend/
- Email: info@superfriend.com.au

References

LaMontagne, A. D., Keegel, T., Louie, A. M., Ostry, A., & Landsbergis, P. A. (2007). A systematic review of the job-stress intervention evaluation literature, 1990-2005. *International Journal of Environmental Health*, 13(3), 268-280

Dollard, M. F. (2012). Psychosocial safety climate: A lead indicator of work conditions, workplace psychological health and engagement and precursor to intervention success. In C. Biron, M. KaranikaMurray, & C. L. Cooper (Eds.), *Managing psychosocial risks in the workplace: The role of process issues* (in Press). Psychology Press.

Cotton, P., & Hart, P. M. (2003). Occupational wellbeing and performance: A review of organizational health research. *Australian Psychologist*, 38, 118-27.



Australian Government
Department of Foreign Affairs and Trade

SFO – Enhanced Service Model

Anna Britton
Principal Psychologist
Staff and Family Support Office
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Staff and Family Support Office

Provide psychological services to

- Staff (A Base and LES)
- Managers
- Divisions and Posts
- DFAT Families



Our journey

- 1993 DFAT employed first psychologist and grew over a number of years
- 2000 Partnered with EAP to provide counselling to staff
- Review of service by Independent Contractor recommended shift from tertiary care to primary health care model
- 2021 Secretaries Board endorsed the Mental Health Capability Framework
- 2021 The Executive Committee approved the SFO Enhance Service Model of Care in October, 2021
- 2022 DFAT launched Mental Health Wellbeing Strategy 2023-2026



SFO Proposed Model of Care to Enhance Current Service Provision

Key service pillars to provide comprehensive care and manage mental health and psychosocial risks in the workplace

PRIMARY INTERVENTION ORGANISATIONAL HEALTH

Prevent Harm and Promote Mental Healthy Workplace

- Identify and reduce psychological risks at enterprise level
- Improve job design to minimise psychological harm
- Staff selection / Screening
- Improve psychological assessment for high risk/value positions
- Promote mentally healthy work environments
- Monitoring and early detection of at risk cohorts
- Undertake annual wellness checks
- Develop programs to promote Mental Health and Well-being initiatives

SECONDARY INTERVENTION – CAPACITY BUILDING

Build Literacy and Develop Mental Health Capability

- Increase organisational capability to respond to mental health issues
- Develop and provide competency based training programs
- Provide leadership training
- Provide mental health training for managers/staff
- Enhance early detection programs to identify and respond to issues at the earliest stage
- Provide stress reduction and resilience training
- Supporting Mental Health Leads/networks
- Develop post outreach and support programs

TERTIARY CARE – PROVIDING CLINICAL CARE & TREATMENT

Support Recovery and Treatment of Mental Health Conditions

- Crisis management
- Mental health triage “ using “no wrong door” principles
- Provide clinical assessments to staff and family
- Counselling and coaching
- Conduct Pre, mid and post briefing for staff
- Engaging with health service partners to support recovery of staff
- Provide advice to managers on mental health issues
- Provide critical incident management/trauma recovery
- Post visits
- Manage and provide oversight of EAP services

SERVICE SYSTEM ENABLERS AND RESOURCES

Leadership and Clinical Governance

- Monitor and manage psychological risk at enterprise level
- Improve data capability to improve decision making
- Increase practice-based research
- Assist to develop policies that to promote mental health and reduces harm
- Increase clinical governance to improve practice and systems
- Evaluate and support the implementation of Mental Health Strategy
- Engage in regular clinical supervision to promote best practice
- Engage in professional development to maintain SME

30/03/2023

The mental health continuum of care from prevention to early detection, intervention and clinical support



Enhanced Service Model

SFO service structure to support the enhanced model of care by FTE

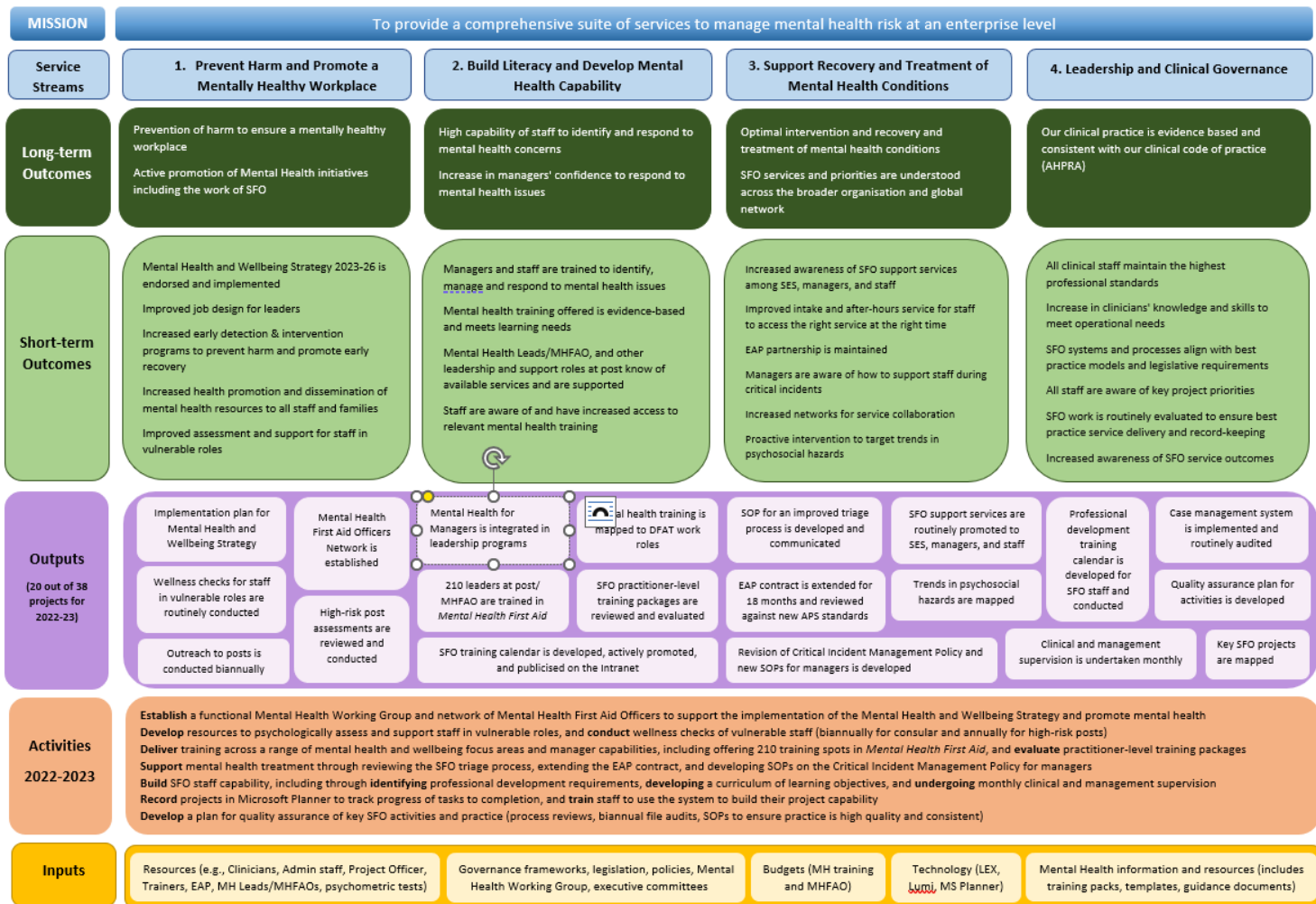
The SFO currently have 9 FTE clinicians. The Principal Psychologist, Practice Manager and Project Manager are not included in the service delivery model

Group by Focus area	Positions	Total FTE	Prevent Harm and Promote Mentally Healthy Workplace	Build Literacy and Develop Mental Health Capabilities	Support Recovery and Treatment of Mental Health Conditions	Leadership and Clinical Governance
			% FTE	% FTE	%FTE	% FTE
1. Prevent Harm and Promote Mental Healthy Workplace	EL2	1.0	60	10	20	10
	EL1	1.0	30	10	50	10
2. Build Literacy and Develop Mental Health Capability	EL2	1.0	10	60	20	10
	EL1	1.0	10	40	40	10
	EL1*	1.0	10	40	40	10
3. Support Recovery and Treatment of Mental Health Conditions (supporting MH Strategy)	EL2	1.0	10	20	60	10
	EL1	1.0	10	20	60	10
4. Support Recovery and Treatment of Mental Health Conditions (managing EAP and service partners)	EL2*	1.0	10	20	60	10
	EL1	1.0	10	20	60	10
	Total clinical staff	9.0	1.6FTE	2.4FTE	4.1 FTE	0.9 FTE

- * Currently vacant
- 28/03/2023 Anna Britton, Principal Psychologist



Program Logic for SFO Projects 2022-2023



Where To From Here

- **Currently still in the implementation phase**
 - Need to get ongoing buy-in from leaders/managers
 - Increase our assessments and health surveillance measures
 - Embed self care plans into the PDAs
 - Develop a mental health promotion strategy
 - Supporting our DFAT families
 - Building effective partnerships to improve collaboration, innovations and outcomes
 - Continuous service evaluation to assess and improve our model of care
- **Make mental health and wellbeing part of our everyday practice (BAU)**
eg “its just the way we do things here”





Australian Government

**Department of
Foreign Affairs and Trade**





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Comcare Updates

Good Work Design

- Videos and written resources to build manager and supervisor capability in designing good work
- Some topics covered include:
 - Building trust in your team
 - Effective communication
 - Addressing work demands
 - Managing change at work

Amendments to WHS Regulations

- [New webpage](#) to provide further information and guidance on how to eliminate or minimise 14 psychosocial hazards:

[Psychosocial hazards | Comcare](#)

- [Keep up to date](#) by subscribing to our eNews

The screenshot shows the Australian Government Comcare website. The header includes the Australian Government logo and the text 'The national work health and safety and workers' compensation authority'. Navigation links include 'News', 'Training', 'Events', 'Forms', 'Careers', and 'Contact us'. A secondary navigation bar contains 'Your role', 'Safe & healthy work', 'Claims & rehabilitation', 'Service providers', 'Scheme & legislation', 'About us', and 'Search'. Below the navigation is a 'Share this page' section with social media icons and a 'Listen' button. The main heading is 'Psychosocial hazards'. The introductory text states: 'Psychosocial hazards are aspects of work which have the potential to cause psychological or physical harm. The [Model Code of Practice: Managing psychosocial hazards at work](#) identifies 14 psychosocial hazards. This section provides information on what they are, the risks they pose and how to eliminate or minimise them in your workplace.' Below this are four content cards: 1. 'Job demands' (dark blue background): 'Job demands are one of the most common sources of workplace stress and psychological harm.' with a 'Learn more about job demands' button. 2. 'Low job control' (light blue background): 'Low job control can be defined as when workers have little control over how or when their job is done, or if their work is tightly managed.' with a 'Learn about low job control' button. 3. 'Poor support' (white background): 'Poor support includes not providing workers with adequate support including practical assistance and emotional support from managers and colleagues to complete a task or job.' with a 'Learn more about poor support' button. 4. 'Lack of role clarity' (light blue background): 'Lack of role clarity, which can include unclear, inconsistent or frequently changing roles, responsibilities or expectations and a lack of important job-related information can be a mental health risk for workers.' with a 'Learn about lack of role clarity' button.



Comcare
National Work Health
and Safety Awards

Nominations open
1 March – 30 April 2023

Finalists announced in August

Winners announced on
Thursday 9 November at The
Boat House Canberra

www.comcare.gov.au/whs-awards

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