

Healthy Minds, Healthy Workers Project

Final Report

June 2016



SACOSS

*South Australian Council
of Social Service*



The Retail and Network Exemption Framework: Emerging Issues for Consumers

Report on the growing concern with consumer protection arrangements for exempt consumers. December 2015

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Project Summary

Background

The Healthy Minds, Healthy Workers Project (HMHWP) followed on from SACOSS' work on the Commonwealth-funded Healthy Workers, Healthy Futures Initiative. This previous work aimed at improving the physical health and wellbeing of workers in the health and community services sector. This project highlighted the need for increased attention to be paid to stress and mental health in the sector.

Methodology

As a result of this outcome from the Healthy Workers, Healthy Futures Project, SACOSS developed a Healthy Minds, Healthy Workers Training Package in conjunction with six community services organisations. The package included two day training for managers and ten "workplace wellbeing champions", and a "train the trainer" program that was designed to be delivered by the trainers to the entire organisation over a period of time. Additional resources were also developed and provided to support Wellbeing Champions to embed wellbeing policies and practices into their workplaces. Throughout the project ongoing advice and support was provided in the setup of committees, development of action plans and the delivery of training. Participating organisations were asked to complete pre and post intervention surveys and workshop evaluations. This data was analysed to produce the findings and recommendations for this report.

Outcomes & Issues

Twelve organisations applied to be a part of the project but, unfortunately, SACOSS only had the capacity to work with six. Only two organisations completed the entire project. This was due to several factors which included staff changes and inability to get buy-in from management.

All six organisations contributed to the final results and recommendations made in this report. Organisations that were unable to complete the program played a vital role in highlighting the challenges that can arise when attempting to make a workplace mentally healthy and resilient. Creating a culture of wellbeing requires a multipronged approach and can be complex depending on current practices and attitudes among workers.

While the issues mentioned prevented the completion of the training by four out of the six organisations, they highlighted a valuable learning opportunity and insight and can help guide future work in this area.

Findings

It was identified that effective leadership, governance and commitment were necessary to ensure that the pilot intervention was successful. Organisations that made these investments in time and resources saw a greater benefit from the pilot intervention and had more success in embedding wellbeing practises.

The project found and used a number of valuable external resources which were readily available. However, it is important to note that a 'one size fits all' approach is not likely to be effective for all organisations. The pilot found that some organisations needed considerable tailored support in order to create a culture of wellbeing within their workplace and in developing a workplace wellbeing program. Other workplaces who were further advanced still reported a 'value add' from building upon existing wellbeing programs.

A comparison of pre and post intervention survey data demonstrated an increased awareness amongst participants of the prevalence of mental health issues and how and where to seek help for staff experiencing poor mental health. The data also indicated that participants reported an increased feeling of being valued by their employer after the intervention and were better able to identify practices and systems that were not supportive of worker mental health and wellbeing.

Recommendations

1. WHS

The introduction of the educational unit at SafeWork SA provides an opportunity to encourage organisations to address both the physical and psychological health of its employees. Organisations can be supported by the educational unit in a variety of ways. This includes supporting organisations to conduct audits that help identify psychological hazards and to help implement some prevention strategies. The members of the new unit who visit workplaces would be in an ideal position to provide resources and referrals to services such as Heads Up or one of the organisations associated with the Healthy Workplace Alliance.

2. Training

Evidence based training in psychological safety for managers are vital as well as their continual participation creating a healthy workplace culture. Manager's attitudes and behaviours have a significant impact on the wellbeing of the whole organisation.

3. Cultural specific resources

Culturally specific resources for Aboriginal and Torres Strait Islander organisations are needed. While many issues around psychological health are consistent across workplaces, there are extra complexities and protocols that need to be considered. A training package that has been developed by, or at least in considerable consultation with Aboriginal organisations is recommended including the employment of an Aboriginal project officer to help with development and consultation.

Healthy Minds, Healthy Worker Report 2015-16

SACOSS would like to acknowledge the assistance of the WHS Innovative Practice Grant from the South Australian Government in the production of this material

1. Introduction

The South Australian Council of Social Service (SACOSS) is the peak non-government representative body for health and community services in South Australia. With a strong membership base of around 300 people and organisations from a broad cross-section of the social services arena, SACOSS is committed to supporting the community sector to develop a cohesive, mentally healthy and resilient workforce.

The Healthy Minds, Healthy Workers project (HMHWP) built on the learnings from Healthy Workers Healthy Futures Project. The latter was an SA Health Initiative, funded under the National Partnership Agreement on Preventative Health. It was a change management project that aimed to work with organisations to create policies and practices that support healthy lifestyles and prevent chronic diseases such as diabetes and heart disease. SACOSS was one of eight successful organisations in South Australia to receive funding for a project officer (Healthy Workers Adviser) to provide strategic leadership and support to organisations to embed these health-based policies and practices.

Unfortunately in the May 2014 Federal Budget the National Partnership on Preventative Health was abandoned. As a result, the Healthy Workers Project was defunded 18 months earlier than planned. However, it is important to note that consistent feedback received from the organisations involved in this project indicated a need to focus on mental health and wellbeing. Stress and stress-related injuries are common in the community services sector as well as high rates of burnout and/or fatigue and issues related to ageing. The WHS Innovative Practice Grant from the South Australian Government provided the opportunity for SACOSS to run a short pilot project to respond to these concerns regarding mental health in the workplace and to build on the important work the Healthy Workers Project started.

This project also aligned with SACOSS' strategic plan and aspirational goal that "South Australia has a strong, cohesive community services and health sector" and our key capacity objective that "SACOSS ensures the sector is well resourced to meet the needs of disadvantaged South Australians". The HMHWP has been a key sector development opportunity for SACOSS.

This report details the findings of the project. It is informed by the surveys, questionnaires and evaluations that were undertaken during the project, as well as insights from the SACOSS Project Officer and management and staff from the participating organisations.

2. The Mental Health of the Community Sector

The Healthy Minds, Healthy Workers Project targeted an industry at high risk of psychological injury, with the aim to improve mental health and resilience in all South Australian workplaces. This project also addressed South Australia's Strategic Plan Target 21: a 50% reduction in workplace injury from 2012 to 2022. The HMHWP addresses the following action areas outlined in this plan.

- "Healthy and safe by design" by establishing organisation wide policies and processes to support wellbeing;
- "Leadership and culture" by encouraging a cultural shift towards providing an open conversation about mental health disorders in the workplace;
- "Improved work health and safety capabilities" of all staff in the workplaces that participate in the pilot project.

The community sector has an ageing workforce with a predominance of women workers. It faces ongoing challenges including uncertain funding, low remuneration and high turnover. Due to the high-stress nature of the work, with clients usually reporting to services in crisis, sector leaders report high stress and mental health claims. Often the work can be isolated and workers have little supervision and have to cope on their own.

Data from the Work-Related Mental Disorders Profile 2015 supports these observations and lists Welfare and Community Workers as one of the most at risk occupations. There is a strong business case for maintaining a healthy workforce. Work-related mental stress claims cost more due to increased periods of absence when compared to other claims.

According to the National Heads Up Campaign, support by Beyond Blue and Mentally Healthy Workplace Alliance, at any given time one in five employees are likely to be suffering from a mental health condition. Furthermore, 50% of these people will not seek help. The high prevalence of people living with mental illness and the lack of help-seeking highlights the important role organisations can play in the prevention of mental health issues and in someone's recovery.

3. The Pilot Project

The objective of the HMHWP was to trial an organisation-wide approach to developing mentally healthy and resilient workplaces. It aimed to improve staff and manager perceptions, knowledge and understanding of stress and mental health conditions and their prevalence in the community.

3.1 Scope

The scope was six non-government health and community services sector organisations in South Australia which were chosen through an application process (see 3.2). The findings of this project will have benefits beyond these organisations and this report, and the resources developed will be made freely available.

3.2 Recruitment

SACOSS asked for expressions of interest to be involved in the HMHW Pilot Project. This was followed by an application process. SACOSS received 12 applications from a variety of organisations.

Two SACOSS staff members reviewed the submitted applications assessing them against the following criteria:

- Management commitment
- Sustainability
- How it would benefit the organisations
- How much they needed the program
- What existing structures the organisation had to support the program

There was additional weighting if the applicant agency was an Aboriginal-controlled or multicultural organisation, or if the applicant agency was located in a regional or remote area. An additional consideration was to recruit and work with a diverse sample of agencies with regard to their size.

The six organisations selected were: Uniting Care Wesley Bowden, Life Without Barriers, Uniting Care Wesley Country, Pangula Manamaurna, Port Lincoln Aboriginal Health Care, and AC.Care. See Appendix 1 for basic information about each of the organisations recruited.

4. The Training Package

The Healthy Minds, Healthy Workers Training Package included two days of training for management and Healthy Minds Wellbeing Champions, a train the trainer program and an “All of Staff wellbeing workshop” (to be delivered by the Champions).

4.1 The Management and Leadership Two Day Training

The objective of the two day training was to provide information and education about four main topics. While the general format of the two days remained the same, some of the content and group activities changed based on feedback and organisational need.

4.2 Session One – Psychological Safety

“Health” is defined in the WHS Act as “both physical and psychological health”. However, workplaces until recently have focused on preventing physical injury to their employees. Recent legal cases have highlighted the responsibilities organisations have when preventing psychological injury. The main objective of the first session was to explain organisational responsibility and identify the areas of concern that affect someone’s psychological wellbeing, and what organisations can reasonably do to prevent a psychological injury. This session also discussed the ‘Return to Work’ process. For someone with a psychological injury, staying away from work may not be the best thing because there is a chance this could worsen their condition.

4.3 Session Two – Resilient Organisations

Work Resilience: The capacity to manage the everyday stress at work and remain healthy, to rebound and learn from unexpected setbacks, and prepare for future challenges proactively.

Team Resilience www.workingwithresilience.com.au

Given the nature of community services work, resilience is key, both at an organisational level and an individual level. Kathryn McEwen, an organisational psychologist who specialises in building team resilience, states that team resilience and individual resilience are two different things. An informed manager will help build both aspects of resilience.

The main objective of this session was to enhance people’s understanding and strategies that build individual resilience, but also how they as leaders and workplace champions can support colleagues and teams to build resilience. It was also an opportunity to explore what a ‘culture of wellbeing’ would look like in their workplace.

The last part of the session began discussions about the role of the wellbeing champion as one objective of this role is to increase organisation resilience.

4.4 Session Three – Embedding Wellbeing

From absences to lost productivity and compensation claims, the hidden cost of poor mental health in Australia’s workplaces has been valued at \$10.9 billion a year. But a small investment could change all that. For every dollar spent in this area, your business could see a ROI of \$2.30

Heads Up Campaign

This session focused on the importance of embedding wellbeing practices into the workplace. It also provided some information on mental health illnesses and their prevalence. Stigma is one of the main reasons that people don’t seek help, and workplaces can play an important role in the destigmatising of mental illness, and promoting resources and options for help.

The Four Steps to a Healthy Workplace is a resource developed by SA Health and provides a detailed guide to implementing workplace health and wellbeing. This was provided to participants and was referenced throughout this session.

The Four Steps to a Healthy Workplace

Step 1 - Getting started

- Management commitment
- Propose a business case
- Create a charter/strategy/policy
- Identify resources
- Engage employees

Step 2 - Needs Assessment

- Identify needs
- Workplace audits
- Staff surveys

Step 3 - Action

- Develop an action plan
- Address identified needs
- Promote the plan

Step 4 - Monitor and review

- Record keeping
- Review your program
- Maintain freshness
- Incentives and rewards
- Celebrate achievements

This session provided participants with the opportunity to develop a wellbeing strategy, or charter, and begin the process of a 12 month action plan that addresses issues that are affecting staff wellbeing relevant to their organisation.

4.5 Session Four – Having a conversation

The management survey showed that 55% of managers felt that a staff member would not feel comfortable talking to them about their mental health condition. (see 5.1) This highlighted the need to encourage management to become educated about mental health and how to address someone they may be concerned about. Too often people with a mental health condition are thought of as unproductive and in need of performance management. This can further exacerbate someone’s problem. All workplaces felt that the wellbeing champion role could offer support and guidance for colleagues who wish to discuss with management issues that might be affecting their ability to work. All participants at this session recognised that managers and champions are not counsellors and should not give out advice; however they could play an important role in encouraging someone to seek help.

The final part of session four looked at how to have motivating conversations with colleagues, either to encourage help-seeking behaviour or to participate in workplace wellbeing activities. This was based on motivational interviewing techniques and was a reminder to listen, reflect and encourage, rather than advice and suggest.

4.6 The Train the Train and All of Staff Training

After leadership and wellbeing Champions completed the two day training they were invited to be a part of the “all-of-staff wellbeing training program”. They would then support the development and delivery of a wellbeing workshop to all the staff in the organisation over a period of time. The train the trainer session would better be described as an interactive workshop where we looked over the topics that had been identified as areas of importance at the two day training. A wide variety of areas were identified that impact wellbeing. These topics were included as options for the “all of staff training”

- What is a mentally healthy workplace?
- Basic information on stress and mental illness in the workplace
- Stigma
- How to disclose to your employer that you have mental health condition
- Workplace bullying
- Respecting your colleagues
- The social determinants of health
- Building resilience
- Recognising symptoms and talking about mental health

- Being more organised to reduce stress
- Lifestyle – get the basics right
- Individual wellbeing plans

As well as providing education and resources on the topics above, the “all of staff training” was also a strategy to communicate the wellbeing plans to the whole of the organisation and provided staff from all levels an opportunity to contribute to the future direction of the wellbeing program. Trainers used this opportunity to promote the wellbeing champion role, activities and opportunities to improve wellbeing, and counselling services offered by the organisation, such as an the Employee Assistance Programs. This has proven to be an effective strategy to communicate with all the staff.

5. The Resources

5.1 The Health & Wellbeing Workplace Audit

5.2 Workplace Champion Fact Sheet

5.3 Workplace Wellbeing Strategy Worksheet

5.4 12 Month Action Plan

5.5 Individual Wellbeing Plans

All resources are available at <https://www.sacoss.org.au/>

6. Findings

6.1 The Management Survey

Previous research into best practice addressing mental health and improving staff wellbeing indicates that management engagement and training are top priority if organisations are going to successfully embed wellbeing policy and practice. The management survey was sent to all six organisations with a total of 103 responses. The full results are attached in Appendix 2. The results indicated there is an inconsistent understanding about mental health and the role of the workplace. While 60% agreed that the organisation had a culture of wellbeing, 60% also reported that they themselves had a poor work- life balance and 50% said they had poor stress management techniques. Over half (55%) also indicated they did not feel confident in talking to a staff member who they thought may be experiencing a mental health condition.

Managers were also asked to describe how they perceived the general attitude of staff towards health and wellbeing in the workplace. There was a wide variety

of responses even within the same organisations. This highlights the importance of management engagement and consultation in wellbeing activities and the need for all managers to be ‘on the same page’ when it comes to the organisations approach to health and wellbeing.

“The general attitude towards health and wellbeing varies across staff groups. There are people employed here who have a view that they do not have to do any work or meet any KPIs that makes them feel ‘stressed’. Unfortunately those people have a negative impact on the wellbeing of staff around them. As a Manager I find that the people who are quietly taking on extra work from their colleagues are more stressed and less likely to speak up about it. These are the ones the managers need to watch and ensure that they are not taking on too much”

Organisation Manager

6.2 The Two Day Leadership & Champion Training

The participants of the two day leadership and champion training completed a pre and post survey. The full results are attached in appendix 3.

6.2.1 Significant Improvement (Dark Green in Appendix 3)

There was significant improvement in the understanding of several areas, including what the term psychological safety means in a workplace, and the legal requirement around this. There was an increase in understanding the attributes of a resilient individual and what healthy stress-coping strategies are.

There was also a significant understanding of how the role of the wellbeing champion might operate, and what a mentally healthy workplace looks like as well as a positive increase in confidence among leaders and champions to support someone to make better lifestyle choices.

6.2.2 Small improvement (Light Green in Appendix 3)

Most areas saw a small improvement, which indicates more time and clarity of information is needed. This is an indication that the training package needs to be either longer or topics need to be removed.

6.2.3 No improvement (Yellow in Appendix 3)

There were a few topics that saw no improvement. The training may have brought attention to areas of the organisation that needed more work that had participants had not previously been aware of.

6.3 The Leadership and Champion Two Day Training Evaluation

The participants of the Leadership and Champion training completed an evaluation at the end of two days. Here is a consolidation of those results.

Consistent feedback, which would inform any further development of the Healthy Minds Training Package, was that participants liked the interactive structure of the two days. There were many comments that indicated that people found it valuable to listen to and share ideas with their colleagues.

Here are a few comments from participants when asked what they liked most about the training in the evaluation

- Just the opportunity to be involved is appreciated and a positive step forward for the organisation
- I enjoyed the pace of the training and the balance between the group work and the presentation
- Conversations with colleagues

Here are a few comments from participants on aspects that could have been improved

- We got waylaid a bit so we probably could have been on task better
- Clear guidelines from HR and organisational development about roles, delegations, responsibilities and next steps
- Clarity of the role of the champion

Opportunities for future work would require more time and clearer objectives for the two days. While the training became more concise, there is a need to either reduce the topics covered or extend the two days.

Participants were also asked about what they would implement when they first got back to work. Here is a selection of their responses which also provided valuable insight for the package development process

- Putting wellbeing on the team meeting agenda
- Mindfulness exercise at team meeting
- Letting people know I am a Wellbeing Ambassador (Wellbeing Champion)
- Discuss with my team how they can access information
- Learn more about and promote EAP (employee assistance program)
- Look at staff changes, could it be anxiety, depression, stress rather than an issues that need to be performance managed

Finally participants were asked what would make them more confident in implementing a health and wellbeing program. Some of the comments included:

- Clear guidance from management
- Time
- Once we have the roles and policies defined
- Overarching framework/ commitment from broader organisation
- Supportive management and peers

Appendix 4, 5, & 6 provides the individual organisations evaluations and comments

6.4 Train the trainer and the “All of Staff” Wellbeing Training

The purpose of the all-of-staff training was to trial an organisation-wide strategy for providing health and wellbeing information, and also to promote the wellbeing action plan and the role of the wellbeing champion. It also provides an opportunity to consult staff about wellbeing plans and get feedback. The Project Officer provided support to the wellbeing champion trainers at the first few sessions. Something that wasn't reflected in the training evaluations was the enthusiasm from participants who appreciated the opportunity to discuss the challenges of their work. For example one session was with support workers who in isolation from the rest of the organisation. It was insightful for the trainer to hear about how the organisation could involve them more and address their needs.

Once the leadership and champion training was completed, two of the organisations decided that they were not ready to deliver an “all of staff training. All organisations were clear that addressing staff wellbeing was important but two identified several reasons to delay the staff training. These reasons included organisation governance and structure issues that would affect the success of any interventions, timing (other demands such as accreditation and auditing requirements) and uncertainty about CEO and Board buy-in.

All organisations recognised, mainly from their own experience, that it would be counterproductive to deliver training without clear direction and purpose. One of the most unproductive and dangerous things you can do is communicate something to staff that is then not delivered. Therefore, it was felt that it would be more productive to spend a half day of planning with those two organisations. This provided an opportunity to address some of the overarching issues and discuss some strategies. The outcome of one of these workshops was that work was needed at a board level. There were also some cultural issues that needed addressing and

this which was outside the scope of this project. This finding is outlined in detail in the recommendations and would be an important project for future consideration

The remaining two organisations participated in the train the trainer session and created a unique session for their staff.

Topics that were identified as most important were: the role of the workplace champion, building resilience, and recognising signs and symptoms of mental illness in colleagues.

The topics rated least important were: the social determinants of health, being more organised to reduce stress, healthy lifestyle behaviours, and individual wellbeing plans.

The other important finding from this survey was that 100% of people felt that the “all-of staff” Wellbeing Training was an effective strategy to deliver health and wellbeing information to all of the staff within an organisation.

7. Challenges & Learnings

7.1 The Future of the Healthy Minds Training Package

The resources developed as part of this package are available on the SACOSS website. www.sacoss.org.au/

The Healthy Minds, Healthy Workers Training Package is still a work in progress and not ready for dissemination at this point. The package needs restructuring and more time is needed to engage managers. SACOSS recommends that the findings of the project help inform further work and training in this area.

7.2 Management Engagement

Managers are often supportive of health and wellbeing initiatives within the workplace, as were the managers who signed off on the organisations participating in the HMHWP. However, managers also need to understand that they must participate in the development of policy and model workplace practices. The manager survey (see Appendix 2) highlights the need for managers to start to model healthy workplace practise. Until they start taking breaks, paying attention to their health, and practicing stress reduction strategies themselves, it is unlikely that staff will feel comfortable to do those things themselves. Staff members repeatedly reported throughout the project how they had observed their managers never taking breaks, working long hours and being hard to communicate with. Until managers fully grasp their influence, positive or negative, any culture shift is impossible.

7.3 Management Training

While we had management representation at all leadership and champion training sessions, it was clear that training for all managers was needed from executive managers to team leaders. As previous research indicates, and supported by observations during the HWHWP there is a considerable difference in the way the manager’s address mental health issues with in the workplace. Furthermore, there are inconsistencies in the way managers would address someone who they are concerned about. During the training, participants were often unsure about the effectiveness of policy development and action plans because they were not sure of what managers would support.

7.4 Identifying priorities

It was difficult for participants of the Champion Training to prioritise what the main issues were that were contributing to worker stress and how to develop targeted strategies to overcome them. There were often disagreements on priorities due to factors such as location of work, work roles (office, client support, management) and responsibilities.

7.5 Supporting Champions

Further long term analysis is needed to determine the success of the wellbeing champion role. While all organisations made some headway in looking at developing a role description, the need for more management involvement in the process was identified. Two organisations reported feeling confident that managers would support the role description and be supportive of investing a small amount into the program. However, the other two felt that there were some other issues around governance and structure that needed to be addressed first. It was clear no previous thought had gone into having wellbeing champions in the workplace.

7.6 Cultural Specific Training

The opportunity to work with an Aboriginal health organisation provided an insight into the differences and similarities with non-Aboriginal organisations. While there were some consistent issues across all the participating organisations, it was clear there were no resources available that specifically addressed issues that are unique to Aboriginal organisations.

7.7 Creating a culture of wellbeing

Individual and organisational resilience is a complex issue that needs a clear explanation and strategies. Organisations then need time to discuss how this information can be applied to their workplace.

Resilience and creating a culture of wellbeing is a topic that cannot be covered in a half day. This important topic requires the trainer to clearly explain resilience and what it means for both an individual and an organisation. Unfortunately this topic was not covered adequately in this training package.

8. Recommendations

8.1 WHS

The introduction of the new educational unit at SafeWork SA provides an opportunity to ensure that the workplaces understand their responsibilities in regards to both physical and psychological health. Currently a lot of attention is given to identifying physical hazards and putting measures in place to prevent injury. The same attention should be paid to identifying psychological hazards. SACOSS recommends that “educators” have training in psychological safety in a workplace and can provide resources to support workplace to be mentally healthy. This includes the destigmatising of mental health conditions and the promotion of help-seeking behaviours. It is recommended that the educators be well-versed in a variety of strategies that can be used to create a culture of wellbeing, and that they can support a workplace to implement them.

8.2 Management Training

Management Training is a priority and an “all-of-management” training component is needed for better outcomes from the training package. Training would include introducing the role of the workplace champion, supportive evidence of their success in driving change, and how management can support them. Other topics would include the legalities of psychological safety and an organisation’s responsibility in preventing and supporting recovery. Managers also need to have more awareness of their influence as leaders and how their behaviours and attitudes affect the health and wellbeing of the workplace. Research done by Safe Work Australia highlights that socio-psychological factors influence staff and their attitudes towards work health and safety, and these findings should also inform the training in workplace wellbeing and culture.

8.3 Culturally Specific Resources

SACOSS recommends the funding of research and subsequently a training package for Aboriginal organisations. This should be done in partnership with all Aboriginal organisations and include the employment of an Aboriginal project officer, who is supported by a reference group which is made up from managers and workers from Aboriginal Organisations.

While SACOSS did not work with multicultural service organisations, it would be appropriate to do similar research and work with these workplaces.

9. Conclusion

The Healthy Minds, Healthy Workers Project (HMHWP) aimed to address the identified need to create mentally healthy and resilient organisations in the community services sector. The HMHWP built on SACOSS’s experience delivering the Healthy Workers-Healthy Futures project. A training package was designed to train, educate and raise awareness about organisations role in the prevention of mental health disorders and how they can encourage wellbeing. This has benefits both for the staff members and the organisation’s bottom line.

Addressing psychological safety in the workplace is a legal requirement under the WHS Act and it is important that organisations (both Management and individual staff) understand the law and how it supports and protects all employees. But, beyond that, we are asking organisational managers, in every sector to start to care about the wellbeing of their staff. It has many benefits and it makes good business sense. Having wellbeing champions or similar provides an opportunity for organisations to have a “working party” whose purpose is to keep wellbeing on the agenda and be a direct link from staff to managers. This group, whether a single identity of part of the WHS group, should be as formal as any other workplace committee and report directly to necessary people or departments.

The outcomes of the project highlighted the necessity of not only management sign-off but, even more so their engagement in the process of developing mentally health workplaces. Management support is important but without them actively participating from the development to the implementation of policy and procedure, projects like the Healthy Minds, Healthy Workers Project have little traction and no sustainability. Therefore, the likelihood of creating any change in attitude, awareness and culture is unlikely. Commitments from management through policies demonstrate to staff that they are serious about improving staff health and wellbeing. Modelling these practices themselves provides a visible example to all staff who will feel empowered

to follow leadership's example. Management training which is vital so there is consistent handling of mental health conditions which isn't dependant on the individual managers understanding of mental health or their feelings of empathy.

The Healthy Minds, Healthy Workers Project provided an interesting insight into embedding wellbeing into the workplace. Stress and mental health conditions have a significant impact on the workers in the community services sector and the process of addressing stigma and encouraging help-seeking behaviour is ongoing. However, the qualitative evidence provided to SACOSS indicates that when organisations make an effort to inform their staff they want to support and encourage wellbeing there are several important outcomes. This includes improved staff satisfaction, feelings of my connectivity to the organisation, reporting concerns to doctors and more positive conversations with friends and family.

It is an organisation's responsibility to manage the wellbeing of its staff and promote mental health awareness and to provide education and support. This was iterated though out this project. Unfortunately suicide rates in Australia are double the national road toll and people are suffering in silence, afraid to get help. Job pressures, coupled with other life issues and the fear of being judged stop people getting the help they need. This is devastating when most people will recover from a mental illness if they get the help they need.

Mental health conditions will continue to be prevalent in our society and workplaces can play an important role in the prevention and management of these conditions. Staying employed and contributing to the community, while stressful at times, can play a bigger role in someone's overall wellbeing. Keeping people engaged in employment can be the biggest player in someone's recovery.

A final point that should be highlighted is the difficulty in capturing the full extent of the effectiveness of addressing mental health in the workforce. The clarity in measuring physical injuries does not translate to addressing psychological injury. Evidence suggests that most people will not disclose that they are taking time off work for a mental health disorder, and, furthermore, over 50% of people will not seek the support they need. A few managers who participated in the Healthy Minds, Healthy Workers Project reported that they had been told about people who, because of the participation in the training, had sort help through their GP and EAP (employment assistant program) service. It is hard to measure this anecdotal evidence and who can say who else sought help after attending the Healthy Minds training.

Appendices

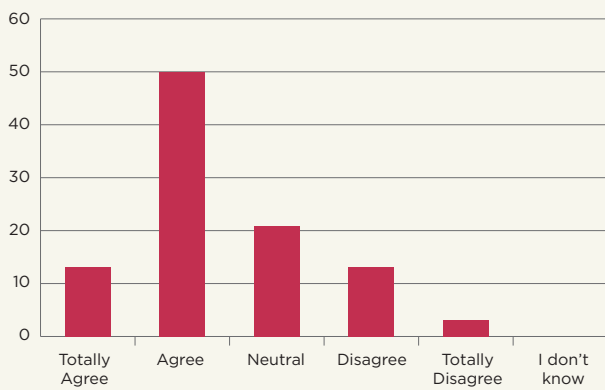
APPENDIX 1: Healthy Minds, Healthy Workers

Organisation profiles

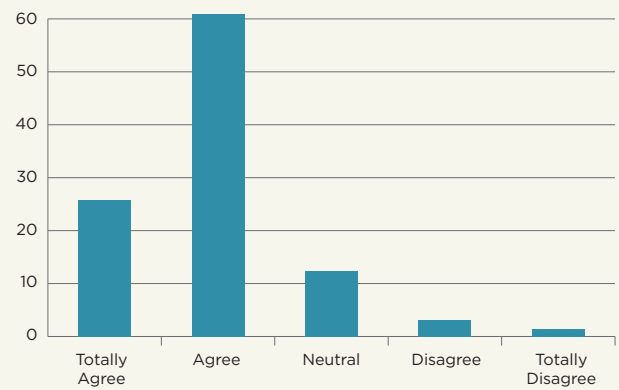
Life Without Barriers	
Number of sites	7 Office locations (multiple client residences across SA)
Number of staff	330 (head count)
Service type	Community Services (multiple programs)
Pangula Mannamurna	
Number of sites	1
Number of staff	30
Service type	Aboriginal Health and Wellbeing
Port Lincoln Aboriginal Health Service	
Number of sites	1
Number of staff	Up to 30
Service type	Aboriginal Health and Well being
Uniting Care Wesley Country	
Number of sites	19
Number of staff	250
Service type	Community services (multiple programs)
Uniting Care Wesley Bowden	
Number of sites	3
Number of staff	180
Service type	Community Services (multiple programs)
Anglican Community Care Inc	
Number of sites	14
Number of staff	191
Service type	Community Services

APPENDIX : Management Survey Results

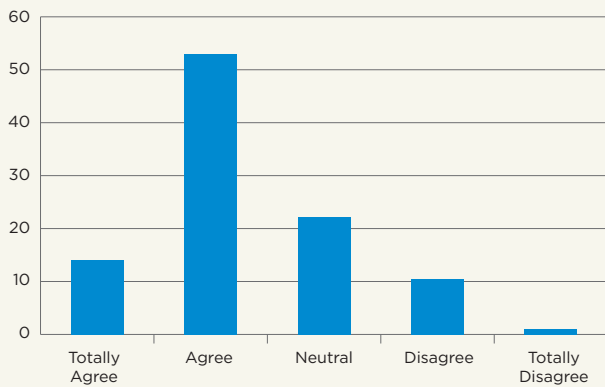
This organisation has a culture of wellbeing



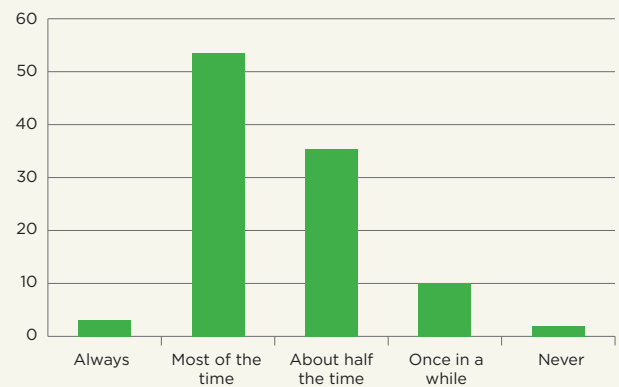
This is a physically safe workplace



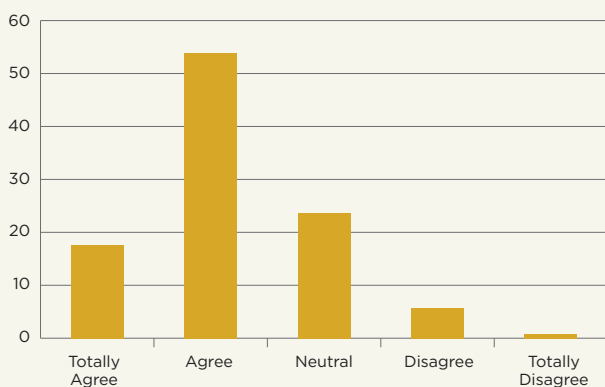
This organisation has good processes and policies that support worker wellbeing



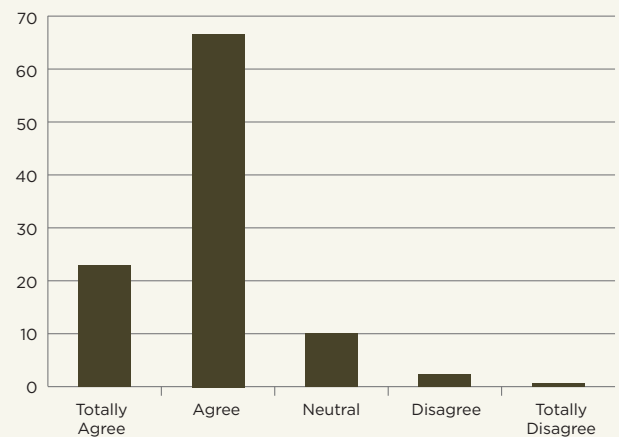
People are honest about stress



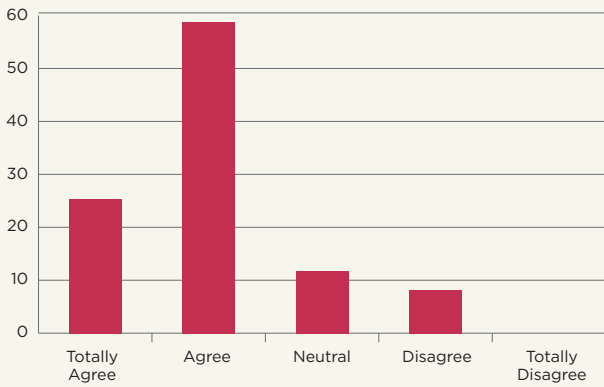
This Organisation Promotes Wellbeing



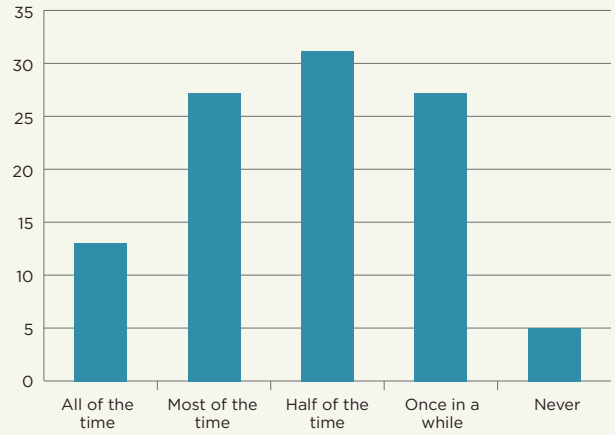
I feel confident that if a staff member is stressed at work they would feel comfortable discussing this with me



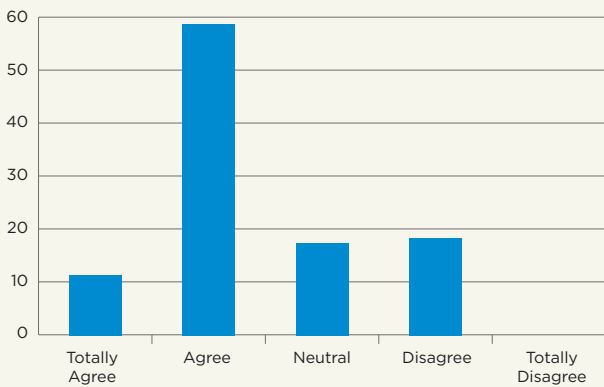
I am aware of all the services and support options for staff who are experiencing stress or other mental health conditions



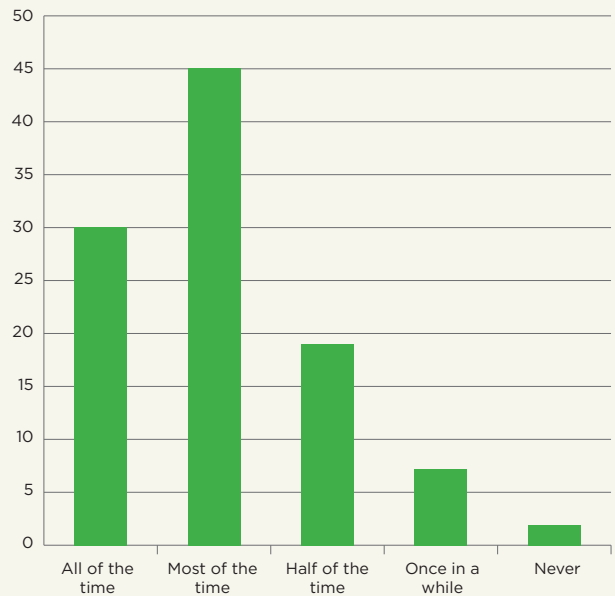
In a typical week, how often do you feel stressed at work?



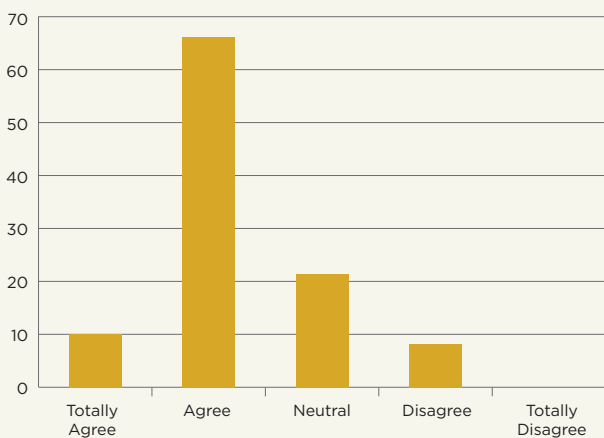
I have good work/life balance



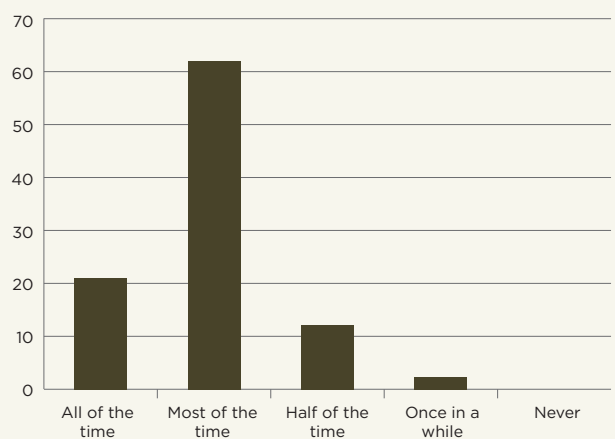
I have good work/life balance



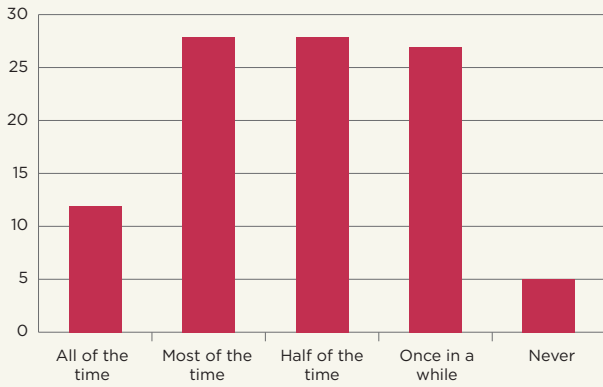
I have effective stress management skills



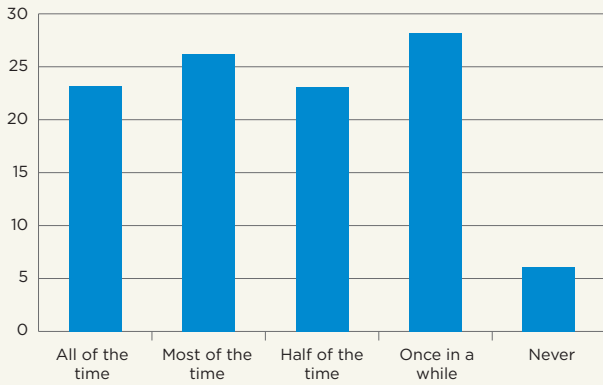
I eat healthy



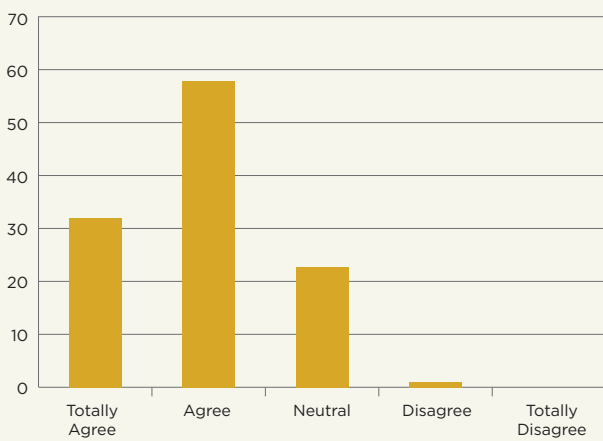
I do enough exercise



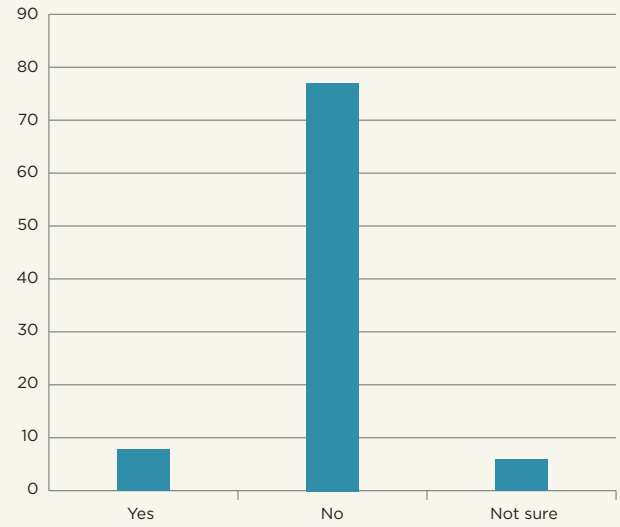
I take a break for lunch



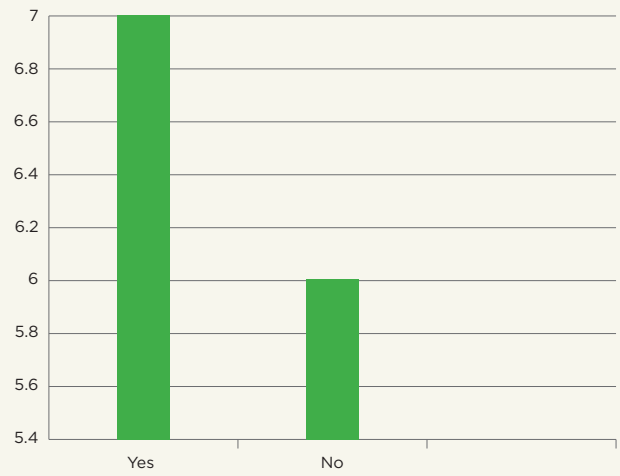
I have a good support network



I have experience mental illness in the last 12 months



Did you seek help?



APPENDIX 3. Champion Survey Results

Champion Training Pre Survey

	Totally Agree	Agree	Neutral	Disagree	Totally disagree
I understand the term psychological safety (PS)	4	14	9	2	2
I understand the legal requirements in relation to PS		10	6	6	3
This organisation addresses the ps of its workers	2	10	12	7	1
I understand what resilience means	15	15	2		
I understand what attributes you need to be resilient	6	17	6	3	
I know about healthy coping strategies	6	18	6	2	
I know about unhealthy coping strategies	9	17	5		1
I have clear ideas about how to make this organisation more resilient		13	14	5	
I can recognise where this organisation can be more resilient	1	15	16		
I can recognise how resilient this organisation has been/ is?		15	16	2	
I am clear about the role of the workplace champion	1	11	18	2	
I am clear about financial allocations for champions & wellbeing of staff	1	14	15	11	1
I am clear about how much time is dedicated to the champion role		3	17	12	
I feel confident as a leader or workplace champion in driving change	3	12	17	1	
I have a clear understanding about what a mentally healthy organisation "looks" like	2	23	7	1	
This organisation has a plan to improve wellbeing in 2016	7	14	9	2	1
This organisation addresses stigma attached to mental health	5	10	15	2	
I know where to get resources to create a mentally healthy workplace	1	15	13	3	
I feel confident I could talk to someone about their mental health	7	17	6	2	
I feel like I can support someone to make positive lifestyle changes	6	22	3	1	
I am confident at motivating people	7	16	9	1	

Champion Training Post Survey

	Totally Agree	Agree	Neutral	Disagree	Totally disagree
I understand the term psychological safety (PS)	12	19			
I understand the legal requirements in relation to PS	10	21	1		
This organisation addresses the ps of its workers	3	14	12	3	
I understand what resilience means	20	12			
I understand what attributes you need to be resilient	18	13			
I know about healthy coping strategies	19	13			
I know about unhealthy coping strategies	20	10	2		
I have clear ideas about how to make this organisation more resilient	8	18	6		
I can recognise where this organisation can be more resilient	7	20	5		
I can recognise how resilient this organisation has been/ is?	8	17	6	1	
I am clear about the role of the workplace champion	17	13	1		
I am clear about financial allocations for champions & wellbeing of staff	8	7	7	7	2
I am clear about how much time is dedicated to the champion role	7	10	7	5	1
I feel confident as a leader or workplace champion in driving change	14	19	3		
I have a clear understanding about what a mentally healthy organisation "looks" like	14	16			
This organisation has a plan to improve wellbeing in 2016	15	8	7	1	
This organisation addresses stigma attached to mental health	8	13	7	3	
I know where to get resources to create a mentally healthy workplace	15	14	2		
I feel confident I could talk to someone about their mental health	19	9	2		
I feel like I can support someone to make positive lifestyle changes	17	12	2		
I am confident at motivating people	12	16			

APPENDIX 4. Two Day Workplace Champion Evaluations

Organisation One

	Strongly	Agree	Neutral	Disagree	Strongly disagree
The training was interesting & relevant	6	7			
The content was organised & easy to follow	6	5	2		
The resources distributed were helpful	10	3			
I will be able to apply what I learnt to my workplace	9	4			

What did you like most about the training?

- We had covered a lot of the content in previous wellbeing training
- Easy to understand, a professional level of ability that made it very easy to follow
- The trainer!
- Motivating and encouraging
- Informal & relaxed
- Loved colouring in it helped me concentrate
- Learning more and refreshing areas of great interest to me
- Conversations with colleagues
- The discussion around mindfulness & planning
- Action Planning
- Reinforced current knowledge
- Motivational Interviewing – open conversations it generates
- Relaxed atmosphere
- All of it was relevant
- Great facilitators
- The pace and interaction
- Good balance of information (verbal and handouts), interaction and breaks
- Nice to have handouts to refer to later
- Group discussion, new information, resources, colouring

What aspects could have been improved?

- Handouts marked clearly
- Set time for group sessions & give a 5 minute warning
- Somethings weren't explained very well
- More structure to Wednesday morning session. We went off track
- As discussed the first one – so things will improve

- We got waylaid a bit so we could have probably been on task better
- More time for group discussions

What will you implement first when you are back at work?

- Action Plan
- Apps
- Mindfulness activity into leadership/ team meeting
- Mindfulness – already spoken to co-workers re mindfulness start to site meetings
- More observations and active listening
- Getting the wellbeing ambassador role description finalised and education
- Letting people know I am a wellness ambassador
- Self-care plans
- To discuss a plan to support my workers who are ambassadors
- Discuss with team how they can access information
- Start working on mind jogger that works for me around self-care/ mindfulness/ stress level etc and discuss learning with my team

What would help you feel more confident in implementing a health & wellbeing program?

- Offer support & empathy
- Yes I think it would be great!
- Supportive management & peers
- Having local resources at hand. Knowing what is in the community
- Further training
- Already confident
- Not sure

Organisation Two

	Strongly	Agree	Neutral	Disagree	Strongly disagree
The training was interesting & relevant	3	4			
The content was organised & easy to follow	2	4	1		
The resources distributed were helpful	3	4			
I will be able to apply what I learnt to my workplace	1	6			

What did you like most about the training?

- I enjoyed the pace of the training and the balance between the group work and the presentation, also discussions
- Excellent trainer very knowledgeable and experienced
- Enjoyed the positive energy
- Time out from workplace to discuss issues
- Well presented
- Materials, video, nice food
- Realistic examples
- The bringing together of multiple points of view around mental wellbeing in the workplace in a sharing and learning environment
- Working on the champion role profile
- I feel this is an important area to focus on, so it is good that this training can be run to improve these areas

What aspects could have been improved?

- Handouts with yellow writing hard to see
- Need to work more on plan so you leave with a more tangible resource
- Scenarios and practising conversations
- Clear guidelines from HR and organisational development about roles, delegations, responsibilities and next steps
- Case scenario for group to work through
- I think the session could have been shorter
- Almost two days are challenging at the best of times when trying to manage multiple commitments
- Morning tea and lunch to be earlier in the day

What will you implement first when you are back at work?

- The five positive things in life exercise
- Getting people talking – communicating what wellbeing champions are all about
- Sharing information with staff about workplace champions
- Learn more about and promote EAP
- Look at staff changes, could it be anxiety, depression, stress rather than an issue that needs to be performance managed
- I will likely continue doing things as I currently do: However, I have always been a strong advocate for mental wellbeing in the workplace
- Look for areas to improve psychological wellbeing to discuss with the group when we meet next

What would help you feel more confident in implementing a health & wellbeing program?

- Clear guidance from management
- Resources on the intranet, communication from managers, calendar of resources, communication/ newsletter
- Where to turn if
- Time
- Sure of management support and commitment as I do not wish to put energy into something that won't go anywhere (based on past experience)
- Having the commitment to move forward and implement an ongoing program
- Support from the management level

Organisation Three

	Strongly	Agree	Neutral	Disagree	Strongly disagree
The training was interesting & relevant	3	7	1		
The content was organised & easy to follow	1	7	2	1	
The resources distributed were helpful	7	3		1	
I will be able to apply what I learnt to my workplace	3	7	1		

What did you like most about the training?

- The end when it all came together into a plan of where to from here. Up until then I was a little frustrated and confused. But that's me, not you.
- Engagement of participants utilised through various thinking and planning activities
- Knowledge and positive attitude of trainer and fun
- Lots of great resources
- Just the opportunity to be involved is appreciated and a positive step forward for organisation
- New innovative ideas
- Trainer enthusiastic
- Group Discussions
- The discussions and the ability to raise awareness
- Hearing others ideas and suggestions for change
- The presenter was very engaging
- The resources were excellent
- Resources
- Being open and flexible about the training content
- Discussions on wellbeing issues and how to manage and achieve them
- Easy to follow and very relevant to my LWB team

What aspects could have been improved?

- More time at the beginning of the first two days to explain what the objectives of the two days will be and how you intend on achieving this
- Structure the folder with more tabs, all resources in the folder where possible
- Some instructions where a little unclear as to where they would be useful
- Content of training
- More breaks
- Clarity of the role of champion
- Clarity around expectations at LWB and outcomes
- More clarity in content development

- I think it could have been condensed into one day, content summarised in Powerpoint (key issues) and introduction to resources
- Don't know

What will you implement first when you are back at work?

- My positive energy and role model mental health
- Look at current wellness programs in place and contribute by making suggestions for improvements.
- Develop simple guide for clients to follow and access resources
- Review the resources and look at drafting the project plan (not an action plan)
- Putting wellbeing on the team meeting agenda
- Health and wellbeing in team meetings
- Safety awareness
- Some mindfulness activities (small steps!!)
- Providing education to staff regarding outlook page (?) and keeping safe when working remotely
- Mindfulness and meditation
- Mindfulness exercises at team meetings
- Discuss at teams some small things we could do until rollout occurs ie nominate a month for physical health, mental health etc
- Talk to team members about the training

What would help you feel more confident in implementing a health & wellbeing program?

- Once we have the roles and policy defined
- Follow-up support
- State leadership team commitment, operations manager and champion commitment
- A clearer understanding of what a "champion" would look like as a rep for LWB. Seeing this embedded in LWB orientation, induction and seeing leadership drive this
- A better understanding of the program

- More clarity about the role of the champion
- Clear policies and procedures in place regarding safety and wellbeing program and commitment from LWB.
- Overarching framework/ commitment from broader organisation
- Have clear LWB guidelines, role description and another champion to do this with

Funded by SafeWork SA

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