CME

BLUEPRINT FOR MENTAL HEALTH AND WELLBEING

The Chamber of Minerals and Energy of Western Australia

CONTENTS

BLUEPRINT FOR MENTAL HEALTH AND WELLBEING

The Chamber of Minerals and Energy of Western Australia

Glossary

Mental health

The ability to cope with life stresses and the fulfilment of goals and potential. Mental health is a critical component of overall health and wellbeing, enabling an individual to interact successfully with their family, friends, work-mates and the broader community.

Mental health problem

A term used to describe symptoms such as changes in emotion or behaviour not of sufficient severity to be diagnosed as a mental disorder (distress or difficulty coping during periods of stress).

Mental disorder (or mental illness)

A clinically recognisable set of symptoms or behaviours associated with distress and with interference with personal functions.

Mental ill-health

The term 'mental ill-health' encompasses both 'mental health problems' and 'mental illnesses'.

Mentally healthy workplace

A workplace that strives to support the mental health of employees at all levels. A mentally healthy workplace creates a positive working environment that builds individual skills and resilience, reduces workplace risks to mental health problems and supports staff with mental health conditions.

ACKNOWLEDGEMENTS

Minerals Council of Australia

THE UNIVERSITY OF NEWCASTLE AUSTRALIA

nier
NEWCASTLE INSTITUTE FOR
ENERGY AND RESOURCES

hunter institute
of mental health
Putting Prevention First

NSW MINING

Image courtesy of Woodside Energy Ltd

FOREWORD

Mental illness is a significant issue within the Western Australian and Australian community. Positively, in recent years there has been an increase in the level of support services available as well as a growing awareness of the impact mental illness can have on individuals, families and communities.

Likewise there is a growing appreciation for how mental health issues may manifest in the workplace and the role all workplaces can play to promote wellbeing and address the risks of mental illness.

The impact of mental illness and poor wellbeing in the workplace are multiple and complex including lost productivity through absenteeism and presenteeism and increased costs through workplace injury claims.

If left unaddressed mental health issues can contribute to safety incidents and can have significant adverse impacts on individuals and their colleagues.

Recent research estimates the return on investment for every dollar committed to mental health and wellbeing in the workplace to be $2.30*. This business case is supported by broader potential benefits of creating mentally healthy workplaces such as improved productivity and indirect benefits to recruitment, retention and staff wellbeing. Further, fostering resilient and supportive workplace cultures can result in benefits not only for individuals but also for their families and the broader communities.

The industry recognises employee wellbeing, including physical and psychological wellbeing, as an important aspect of fitness for work and is committed to continuous improvement in all areas of safety and health to ensure employees can go home safe and healthy at the end of the day.

As part of this journey, the industry's approach to mental health and wellbeing in the workplace has evolved over the years from reactive compliance based responses to proactive, tailored and diverse wellness programs.

To assist industry on this journey, this Blueprint seeks to provide an overarching framework for promoting wellbeing of the workforce as well as reducing the risks and impacts of mental illness. The document identifies key directions for the industry and recommends evidenced based strategies which can be applied at company and site level.

CME encourages all companies to remain focused on this important area and to utilise this Blueprint to guide ongoing continuous improvement efforts.

Reg Howard-Smith
Chief Executive

The Chamber of Minerals and Energy of Western Australia

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* Pricewaterhousecoopers, *Creating and Mentally Health Workplace, returnon investment analysis*, Beyondlbue, National Mental Health Commission, 2014, available at: http://www.headsup.org.au/docs/default-source/resources/bl1269-brochure---pwc-roi-analysis.pdf?sfvrsn=6

INTRODUCTION

The number one value and commitment of the Western Australian resources sector is the safety and health of its workforce, where everyone goes to work and returns home safely.

Mental health is a key element of health and safety and is therefore a vital part of the overall industry's commitment to the workforce.

The resources sector is considered a world-leader in the area of workplace health and safety (WHS). Across industry, mental health problems can have an adverse impact on workplace safety, health and productivity.

The workplace itself can play an important role in supporting the mental health and wellbeing of employees.

Although addressing mental health has not traditionally been a focus of WHS frameworks, it is increasingly becoming recognised as part of the industry's overall approach. This industry is ideally placed to deliver programs that aim to promote mental health and wellbeing, prevent mental health problems, provide an effective and early response to employees experiencing mental ill-health and integrate such programs within overall health and safety policy across the industry.

CME's Blueprint for Mental Health and Wellbeing (the Blueprint) has been developed to guide industry's response to addressing mental health in the workplace.

This Blueprint is based on a document developed by the Minerals Council of Australia and builds on previous work initiated by the NSW Minerals Council[1], conducted in collaboration with the University of Newcastle's Institute for Energy and Resources and the Hunter Institute of Mental Health.

It was developed in consultation with industry and health service leaders and informed by leading research being undertaken in this field.

1.1 About the Blueprint

The Blueprint articulates the commitment of the Western Australian resources sector through CME to support the mental health and wellbeing of employees.

The Blueprint also describes the key elements of effective mental health programs the industry, sites and industry partners can adopt to improve the mental health and wellbeing of the workforce.

It provides helpful direction to the industry as a whole and individual sites to:

- Promote mental health

- Prevent mental ill-health

- Build capacity and culture to effectively address mental health and mental ill-health in the workplace

- Respond effectively and early in order to reduce the impact of mental ill-health on employees and their families

- Through research, address the gaps in our knowledge of mental health and mental ill-health in the industry.

A cohesive and integrated framework will reduce the risk of duplication and facilitate the identification of any gaps to ensure a best-fit model tailored to the specific needs of the industry, with flexibility for implementation across sites and cultures to ensure suitability across the sector.

1.2 Mental health and the resources sector

Mental health problems are common in the Australian community with 20 per cent of the population experiencing one of the common mental illnesses in any 12-month period.[2]

The resource sector is a significant employer in diverse regions across Australia and the mental health needs of those working in the sector are likely, at the very least, to reflect those of the general community.

Characteristics of the workforce (their age, gender mix), the nature of the work and the challenges of working and living in often isolated regions (without ready access to social and health service supports) are factors which need to be considered.

Furthermore, the sector has a key role in the social and economic fabric of some communities and is therefore uniquely placed to contribute to supporting the health and wellbeing of individuals and communities in these regions, through strategies outlined in this Blueprint.[3]

As a first step, and demonstrating a solid commitment to addressing mental health needs in the sector, the NSW Minerals Council commissioned the University of Newcastle and the Hunter Institute of Mental Health to prepare the report *'Mental Health and the NSW Minerals Industry'*.[4] The report provided a snapshot of the impact of mental ill-health on mining, concluding that:

- Data on mental health needs within the resources sector is limited. Research supported by the resources sector is underway to build the knowledge of mental health needs and importantly, solutions.

- People working in the resources sector are drawn from the broader Australian community and based on Australian figures, an estimated average of between 8,000 to 10,000 employees experienced a common mental illness like anxiety, depression or substance use disorders over a 12-month period in the NSW resources sector.

- It is estimated people from across all resources sector employment categories are affected equally, from managers and professionals through to machinery operators and drivers.

- Estimated costs to the industry including lowered productivity are between $320 million to $450 million per year or around $300,000 to $400,000 for an average site of 170 people.

This Blueprint provides evidence-based advice to the resources sector and identifies what is needed for an effective organisational mental health program. It is intended to help identify the specific needs and priorities of an organisation over time.

WHY HAVE A BLUEPRINT FOR MENTAL HEALTH?

Mental health problems are common and have significant impacts on the individual, their families and on productivity in industry.

The treatments for mental health problems are effective and have the potential to reduce the associated health care, productivity and disability costs. However, it is estimated only 35 per cent of those currently experiencing mental health problems access treatment.[5]

The workplace provides unique opportunities to support better mental health. Mental health, wellbeing and physical health are closely connected, and mental health interventions work best when integrated with general health programs. A mentally healthy workplace creates a positive working environment that builds individual skills and resilience, reduces workplace risks to mental health problems and supports staff with mental health conditions.[6]

Workplace mental health programs are a sound investment, delivering significant return. Comprehensive organisational strategies have multiple benefits including: improvements in staff engagement and workplace morale, improved productivity, improvements in employee mental health and wellbeing and reduction of suicide.

Supporting the mental health and wellbeing of staff at all levels can improve organisational adaptability, general health and safety, and workforce sustainability with reduced staff turnover. There may also be an indirect social return on investment with these programs. Workplace mental health programs can deliver broad social benefits through the positive impact on family and community.

> A mentally healthy workplace creates a positive working environment that builds individual skills and resilience, reduces workplace risks to mental health problems and supports staff with mental health conditions.

Image courtesy of Alcoa of Australia Ltd

2.1 Key elements for a successful mental health framework and mentally healthy workplace

As with other health and safety programs, a strategy to address mental health in the workplace should have clear and robust governance and be underpinned by an evaluation and review framework.

An effective organisation-wide framework should comprise multiple linked strategies integrated within a general health program tailored to the needs and characteristics of the industry.[7] It should include a demonstrated commitment by leaders, executives and managers, and be supported by clear communication and effective mental health policies.

2.2 Principles guiding the Blueprint

The following principles guided the development of the Blueprint:

- The resources sector is committed to maximising and fostering employee mental health, wellbeing and safety

- Mental health and wellbeing is a shared responsibility among all workplace stakeholders

- Leadership and commitment is critical for the development and sustainability of a safe and mentally healthy workplace

- Wellbeing strategies should focus on promoting mental health as well as preventing and responding effectively and early to mental ill-health in the workplace

- The resources sector is committed to building knowledge about mental health and mental ill-health
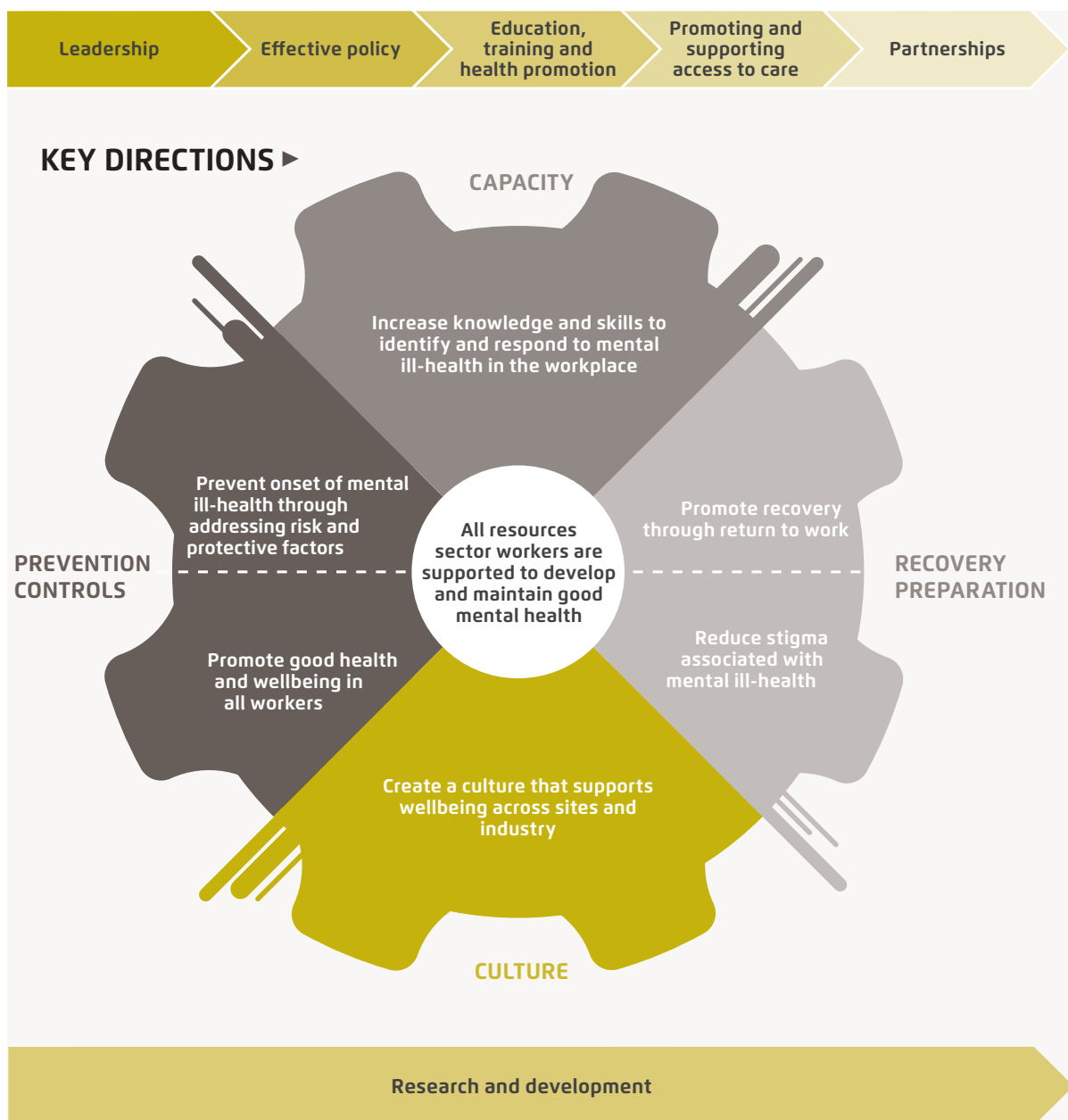
A FRAMEWORK FOR ACTION

Consistent with the Minerals Council of Australia Mental Health Blueprint, this framework for addressing mental health is aligned to the overall approach to health and safety in the Australian resources sector. Further resources supporting the Blueprint are outlined in Appendix 1.

Figure 1. Overview of the resources sector approach to mental health and wellbeing

KEY ACTIONS ▶

| Leadership | Effective policy | Education, training and health promotion | Promoting and supporting access to care | Partnerships |

KEY DIRECTIONS ▶

CAPACITY

Increase knowledge and skills to identify and respond to mental ill-health in the workplace

Prevent onset of mental ill-health through addressing risk and protective factors

PREVENTION CONTROLS

All resources sector workers are supported to develop and maintain good mental health

Promote recovery through return to work

RECOVERY PREPARATION

Promote good health and wellbeing in all workers

Reduce stigma associated with mental ill-health

Create a culture that supports wellbeing across sites and industry

CULTURE

Research and development

3.1 Blueprint directions and targets

The Blueprint is underpinned by key directions and suggested targets. It is supported by actions that are recommended to assist with the implementation of the Blueprint in the resources sector.

KEY DIRECTIONS	RECOMMENDED TARGETS
Prevention	
Promote the mental health and wellbeing in all resources sector workers	The resources sector has developed, implemented and evaluated appropriate mental health promotion initiatives
Prevent onset of mental ill-health through addressing risk and protective factors	The resources sector has a clear understanding of workplace risk and protective factors and responded with implementation of evidence-based programs to mitigate such risk (e.g. promoting positive and supportive work environments)
Capacity and culture	
Develop knowledge and skills to identify and respond to mental ill-health in the workplace	Management and supervisory staff will have tailored strategies relevant to their workplace roles and staffing profiles to address mental health problems in the workplace
	Links and clear referral pathways between the workplace and health care providers are established and/or enhanced
Create a culture that supports wellbeing across sites and industry	Programs to improve knowledge and understanding of mental health and ill-health implemented
	Programs to address the supportive role of peers, workplace and culture have been implemented across all levels of staff
Recovery	
Promote recovery through return to work	Evidence-based return to work practices for staff with a mental illness are applied in the industry
Reduce stigma associated with mental ill-health	Stigma reduction strategies relevant to the resources sector and employee profile are applied in the industry
Research and evaluation	
Undertake research in mental health in the resources sector	Research and evaluation are key features of the approach to mental health in the industry
Promote sharing of information on best practice mental health and wellbeing strategies and approaches	Resources sector collaboration to proactively share information regarding mental health and wellbeing

3.2 Actions for implementation in the resources sector

Building on the integrated elements of a "mentally healthy workplace", this framework recommends possible actions that the resources sector, companies, sites or employees may undertake. The scope and size of the actions and their respective milestones will reflect the risk profile being considered.

RECOMMENDED ACTIONS	MILESTONES
Leadership	
Identify objectives, develop the business case for action and gain support from leadership	Leadership recognises the benefits of taking action and endorses the approach
Demonstrate leadership commitment to the mental health strategy, its implementation and monitoring	A commitment to addressing mental health and wellbeing of the resources sector workforce
Develop a whole of organisation mental health strategy in collaboration with employees	Organisational strategy in place which is supported by employees
Establish effective strategies to communicate the strategy to all staff	Communication strategies are implemented
Ensure governance for strategy with clear accountabilities for implementation and monitoring	The effectiveness of mental health programs and initiatives are a key element of organisational performance reporting
Allocate resources to support the strategy	Resources match mental health strategy
Promote sustainability of the program through policy and leadership	Regular reviews of strategy established
Develop and implement robust measurement strategy to monitor and evaluate performance of the program.	Review the psychosocial characteristics of the organisation at regular intervals
Effective systems and policy	
Ensure resources sector policies focus on promoting mental health and wellbeing, preventing mental ill-health and supporting those with mental ill-health to stay at or return to work	Review of human resources policies to ensure support of the mental health and wellbeing of staff completed Review of WHS policies that includes a focus on mental health and wellbeing
Review current opportunities and challenges in company processes to address risk and protective factors for mental ill-health regularly identified	Reviews completed at regular intervals
Undertake routine review of risk factors that contribute to mental health problems as part of risk assessment and control processes	Reviews completed at regular intervals
Ensure management of critical events occurs in a manner that reduces psychological risks to the extent possible and supports ongoing psychological safety	Psychological safety a key element of reviews of critical incidents

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As with other health and safety programs, a strategy to address mental health in the workplace should have clear and robust governance; be underpinned by evaluation and a review framework.

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RECOMMENDED ACTIONS	MILESTONES
Education, training and health promotion	
Implement programs tailored to enhance mental health skills among health personnel working across the resources sector which includes: • Knowledge and understanding about mental ill-health and its impacts • Importance of good physical health and mental wellbeing • Address stigma that exists about mental ill-health	Workforce has an increased understanding of positive mental health and wellbeing Workforce have a reduced stigma about mental health and wellbeing
Implement workplace education programs in individual sites which address specific risk factors for employees in the resources sector with a focus on: • Work design and management • Financial management • Relationship breakdown • Isolation and disconnection - both geographic and workplace related • Lifestyle factors e.g. use of alcohol and other drugs and their impact on mental health	Workforce has an increased understanding of risk factors for mental health problems and strategies to assist or mitigate these risks in themselves or others
Implement programs aimed at building employee resilience through improved coping skills and social support	Employees proactively look after their own and others wellbeing and seek assistance and support when required Programs implemented that address key areas of concern (e.g. family relationships, mateship, finances, social support, alcohol and other drug use)
Implement training programs for supervisors and managers that: • Support early recognition and early intervention for mental ill-health • Build capacity to effectively support people in the workplace who are experiencing mental ill-health • Promote constructive and supportive workplace interactions, including prevention of bullying and harassment in the workplace	Improved skill and confidence in identifying and supporting employees experiencing mental health problems Improved workplace support interactions and relationships

Image courtesy of Sinosteel Midwest Corporation Limited

RECOMMENDED ACTIONS	MILESTONES

Promoting and supporting access to care

Support mental health needs through existing workforce services such as Employee Assistance Programs (EAP) and occupational health staff	EAP reporting to reflect mental health referrals
Review existing support systems (including EAP systems) to support industry approach to intervening early and effectively to mental-ill health	Contractual arrangements with EAP providers reflect early intervention to mental health problems
Review health and safety policies/systems to ensure support for people experiencing mental ill-health stay at or return to work (RTW)	Mental health is routinely monitored as part of all return to work (RTW) programs
Integrate evidence-based mental health-related initiatives within general workplace health programs	General health programs include mental health as a key component
Ensure linkages with existing health, welfare and relevant community services to support early access to effective assistance for mental health problems (including substance use), and factors that might be associated with such problems (e.g. financial, family, legal concerns). These should include links to effective online options, integration of both online and face-face education	Referral information about key health and social services is readily available for staff Training and support provided for staff in encouraging staff to seek appropriate help
Provide clear assessment and timely referral pathways for employees	Workforce are aware of referral pathways
Ensure mental health assessments included as part of RTW programs and address environmental and personal risk factors for mental ill-health	RTW procedures include mental health assessments

RECOMMENDED ACTIONS	MILESTONES

Resourcing and partnership opportunities

Establish links between resources sector companies and existing programs and organisations to support the development of mental health promotion messages and strategies for the resources sector and broader community	Formal linkages with health service providers established and jointly developed pathways to health care for employees and their families
	Engagement with relevant community agencies and services to address key risk factors
Establish mental health networks in the resources sector	Resource sharing across the industry relating to effective strategies for mental health problems

Research and development

Build partnerships between resources sector and research institutions to build the evidence base for effective strategies	Research priorities and research partnerships established
	Research framework to evaluate priority elements of Blueprint established
Develop understanding about the prevalence, determinants and impact of mental ill-health across the resources sector	Increased level of knowledge about mental health needs in the resources sector and effective workplace intervention
Develop an evidence-base for effective mental health programs in the resources sector	Increased evidence regarding effectiveness and quality workplace strategies in diverse settings (including online strategies, availability, acceptability and cost effectiveness)

MONITORING THE IMPLEMENTATION OF THE BLUEPRINT

As part of the commitment to mental health, CME will work with companies on the implementation of the Blueprint, through a range of activities.

These will include:

- Monitor development and implementation of mental health strategies and highlight examples of best practice.

- Through the CME Mental Health Working Group examine the type, nature and effectiveness of activities undertaken as part of mental health strategies and share information about what works across industry.

- Determine and respond to key gaps in knowledge for addressing mental health, mental ill-health and associated risk and protective factors through collaboration with industry, government and other stakeholders.

An effective framework should include a demonstrated commitment by leaders, executives and managers, and be supported by clear communication and effective mental health policies.

4.1 What will success look like?

For the Industry:

- Increased investment in the mental health and wellbeing of the workforce

- Increased understanding of the extent of mental ill-health, factors that contribute to mental ill-health and the impact mental ill-health has on individuals, families the workplace and the resources sector as a whole

- Increased number of initiatives focused on reducing mental illness and promoting mental health and wellbeing

- Development of industry wide guidance for improving mental health and addressing mental ill-health

- Greater inclusion of mental health programs within general health and safety policy and programs within the industry

- Continued research and evaluation initiatives to increase understanding of programs that improve employee mental health and wellbeing in the resources sector

- All programs used are in line with current evidence based practice

- Addressing mental health as part of the overall approach to health and safety

For sites:

- Management commitment to

  ▸ Promoting mental health and wellbeing

  ▸ Preventing mental ill-health

  ▸ Implementing programs to promote early identification and intervention for mental ill-health

  ▸ Supporting employees with mental ill-health

  ▸ Addressing workplace factors that may affect the mental health of employees

- Provision of information and development of employee skills, with approaches tailored to the needs of the resources sector

- Increase in productivity, reduction in employee absenteeism, presenteeism and turnover

- Supervisors trained in recognising and supporting people with mental ill-health

- Policy to support the mental health and wellbeing of all employees

For Employees:

- Improved mental health resilience and wellbeing

- Increased awareness and understanding of mental health and mental ill-health

- Increased awareness of services available and more favourable attitudes towards seeking help when needed

- Positive attitudes to their own and others mental health and wellbeing

- Increased capacity to identify mental health problems in colleagues, and connect or refer to appropriate support services

- Support for workers experiencing mental ill-health to stay at work

- Support for workers overcoming mental illness to return to work

RESOURCE SUPPORT

Support and advice for mental health issues

Lifeline

lifeline.org.au

13 11 14

Access to crisis support, suicide prevention and mental health support services.

MensLine Australia

mensline.org.au

1300 789 978

Professional telephone and online support, information and referral service for men with family and relationship concerns.

Suicide Call Back Service

suicidecallbackservice.org.au

1300 659 467

A free nationwide telephone and online counselling to anyone 15 years and over who has been affected by suicide.

beyondblue

www.beyondblue.org.au

1300 224 636

A national support service that provides professional counselling for anyone who needs someone to talk to.

Mind health connect

mindhealthconnect.org.au

A range of mental health resources and a portal for various online and phone-based support services.

Miners Promise

www.minerspromise.org.au

Support service providing practical, emotional and financial support to employees and families following a significant crisis event or fatality.

BLUEPRINT FOR MENTAL HEALTH AND WELLBEING

A range of resources are available on the CME Mental Health webpage*

Examples of organisations that can support workplaces

Man Therapy

mantherapy.org.au

Practical D.I.Y. tips for tackling depression, protecting wellbeing and providing a pathway to professional treatment if required.

Conversations Matter

conversationsmatter.com.au

Online resource to support safe and effective community discussions about suicide.

Hunter Institute of Mental Health

himh.org.au

A national leader in promotion of mental health and wellbeing, prevention of mental ill-health and prevention of suicide. They have developed and run a number of programs that build the capacity of individuals, communities and workplaces to be involved in mental health and suicide prevention. They have been working closely with the NSW Minerals Council to provide advice on interventions and initiatives relevant to the mining and resources sector.

beyondblue

beyondblue.org.au

Provides a national focus and leadership to increase the capacity of the broader Australian community to prevent depression and anxiety and respond effectively to it. They provide a national workplace program, which includes a suite of online and face-to-face resources for workplaces.

Black Dog Institute

blackdoginstitute.org.au

Dedicated to improving the lives of people affected by mood disorders through translational research, clinical expertise and national education programs, including a workplace mental health and wellbeing program.

SANE Australia

sane.org

A national charity helping all Australians affected by mental illness lead a better life through campaigning, education and research. The organisation runs a program known as Mindful Employer which is an online and face-to-face workplace mental health training program offered to Australian businesses.

MATES in Construction

matesinconstruction.com.au

Helps to deliver better mental health and wellbeing for construction workers. The program aims to de-stigmatise mental health and wellbeing issues, and to encourage help seeking for a range of issues, not just those that pertain to suicide.

The Mentally Healthy Workplace Alliance

workplacementalhealth.com.au

A new national approach by business, community and government to encourage Australian workplaces to become mentally healthy for the benefit of the whole community and businesses, big and small.

Centre for Corporate Health

cfch.com.au

A consultancy-based organisation that offers psychological services, as well as training across a range of mental health related areas in the workplace.

CommuniCorp

communicorpgroup.com

Specialises in developing positive workplace mental health, wellbeing and resilience capabilities – Australia wide. They offer mental health and wellbeing training, targeting early identification and intervention across different work levels and roles in organisations, as well as practical programs to develop personal and organisational resilience.

OzHelp Foundation

1300 OZHELP

The OzHelp Foundation aims to prevent the suicide in the workplace Australia by providing mental health support and training.

The 1300 number (1300 OZHELP) can be accessed anywhere around the country, along with two phone apps that provide information about the signs of depression, recognising signs of suicidal thoughts and where to go for help for yourself or someone else.

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*   www.cmewa.com/policy-and-publications/policy-areas/people-and-communities/effective-workplace-wellbeing-strategies

ENDNOTES

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