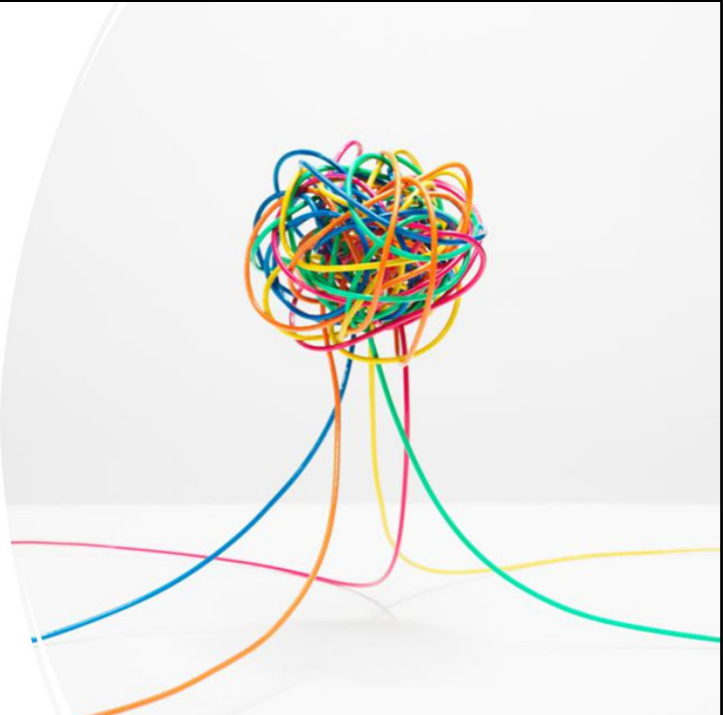




A Wicked Challenge

We are encouraged to create workplaces that support the mental health of our employees – and yet at the same time, meet pressing demands.



Rights and Obligations

- Everyone has a role to play in creating a mentally healthy workplace.
- Mentally healthy work and worker wellbeing is a right for all, and an obligation for employers.
- The guiding principle of the Health and Safety at Work Act 2015 is:
Workers and other persons should be given the highest level of protection against harm to their *health*, *safety*, and *welfare* from work risk, by eliminating or minimising these risks, as is reasonably practicable. Health means physical and mental health.
- Ultimately, mental wellbeing at work is a leadership issue.
- Leaders who allow a toxic workplace culture to emerge are breaching both their ethical and legal duties.



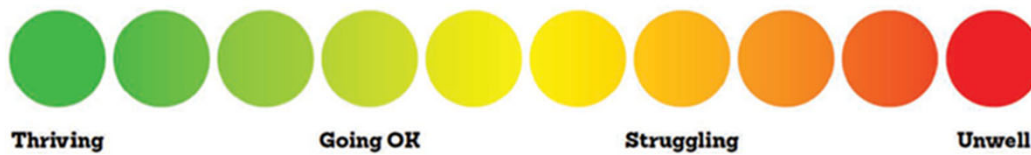
Understanding Mental Health

- Mental health is a *state of wellbeing* in which people can cope with the normal stressors of life, work productively, and contribute to their communities. (WHO)
- Wellbeing at work is the fulfilment of the physical, mental, and cognitive needs and expectations of a worker related to their work. (ISO 45003)
- Mental health ≠ Mental illness

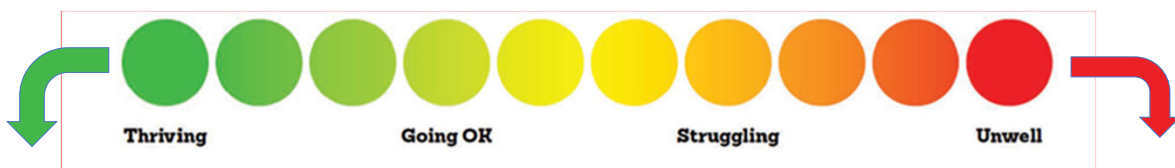


What is mental wellbeing?

- An individual's ongoing state which enables a person to *thrive* or not.
- On a continuum.
- Universal, subjective, dynamic and holistic.



Obligation and Opportunities

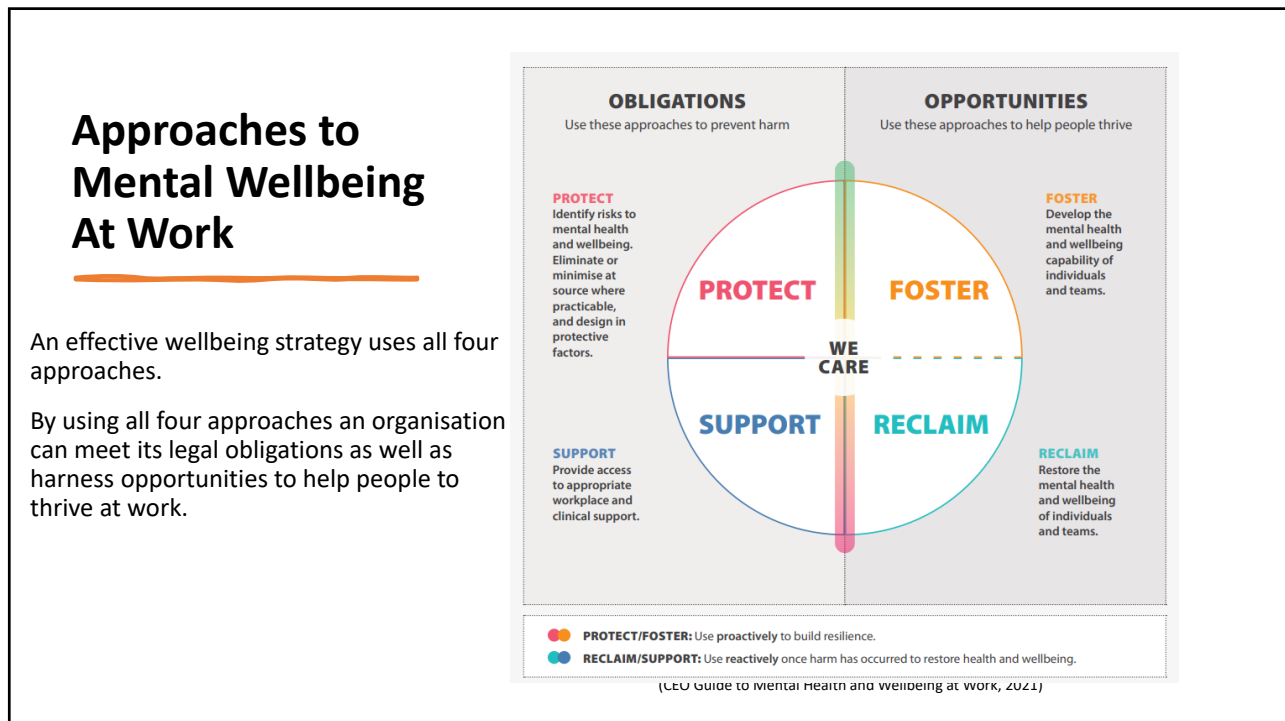


Opportunity: To enable people to thrive.

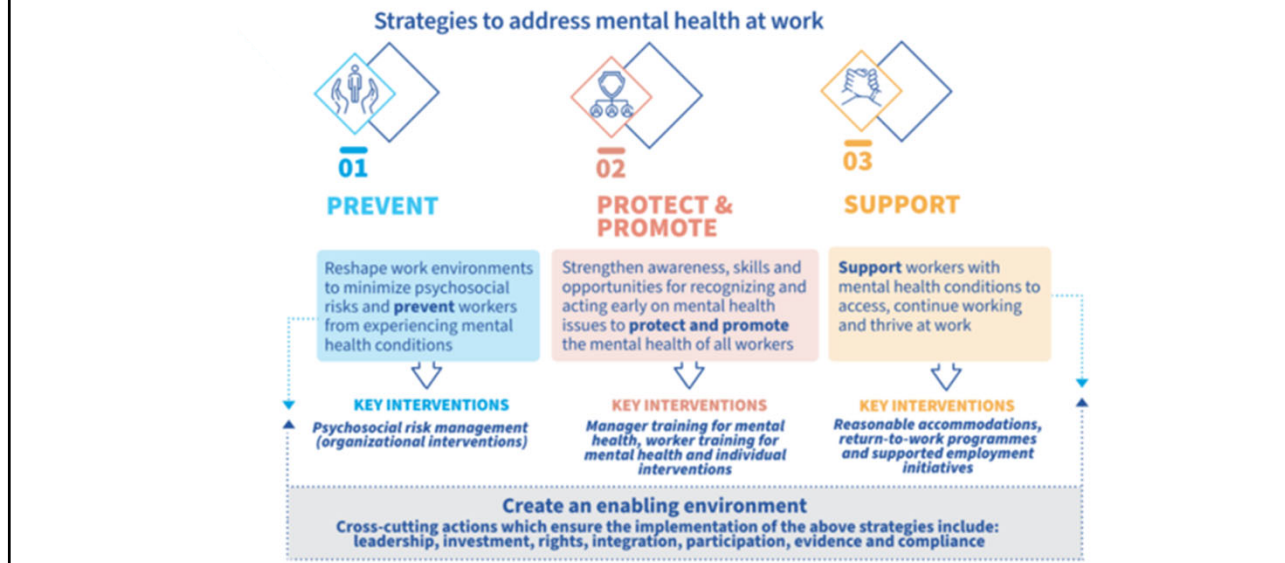
Thriving occurs when a person is feeling and functioning well across multiple domains of their life.

Obligation: To prevent mental harm.

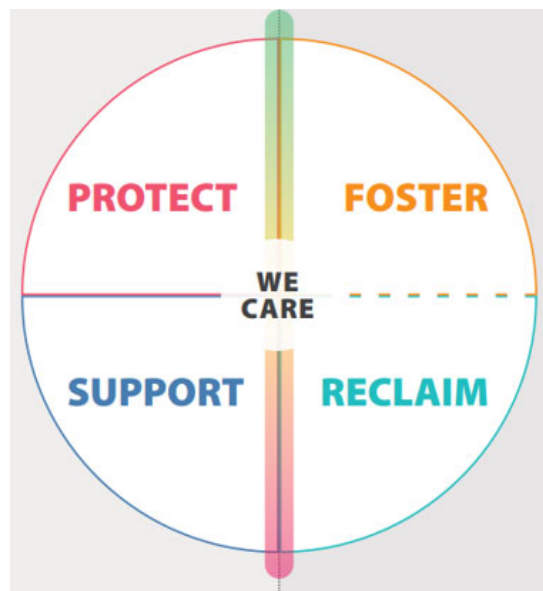
Mental harm occurs when a person experiences a significant cognitive, emotional, or behavioural impact arising from, or exacerbated by, one or more work-related risk factors. (WorkSafe, 2020)



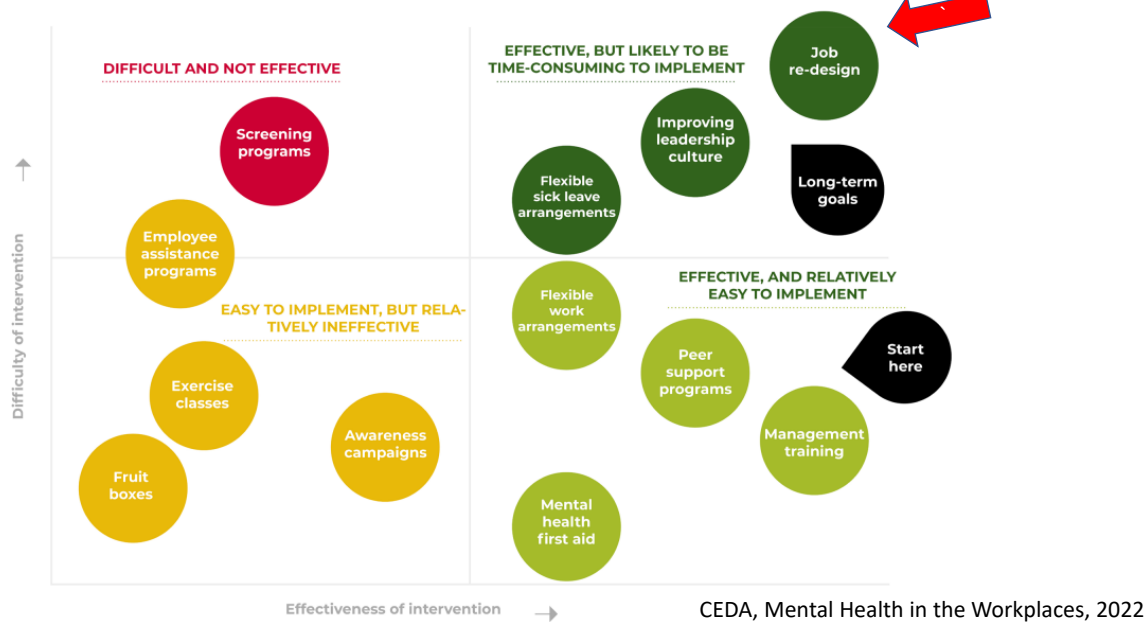
WHO Mental Health At Work Guidelines 2022



Over To You...



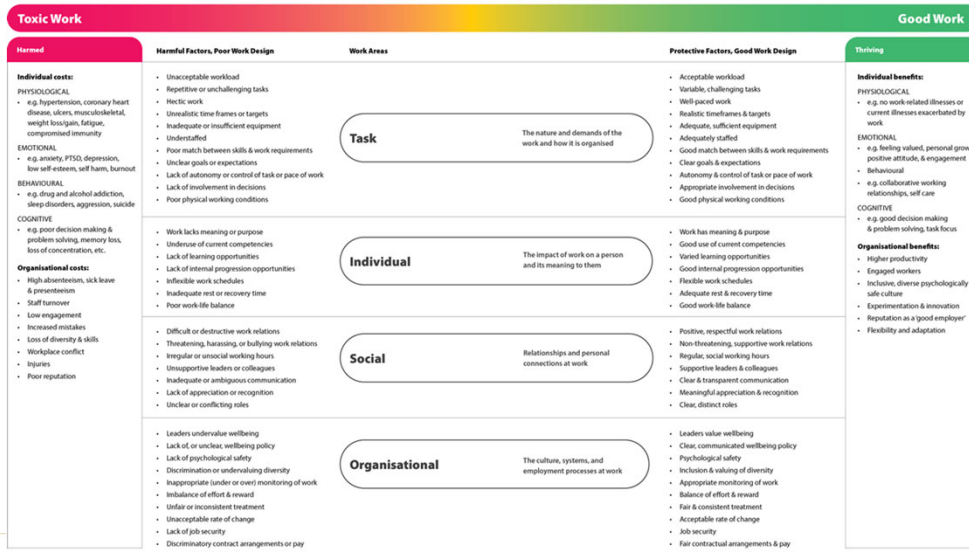
Effectiveness of Interventions



Mental Wellbeing By Design

TOXIC WORK					GOOD WORK	
Harmed	Harmful Factors, Poor Work Design	Work Areas	Protective Factors, Good Work Design	Thriving		
Individual costs: <ul style="list-style-type: none"> Hypertension & heart disease Anxiety, depression, addictions Poor decision-making Etc. Organisational costs: <ul style="list-style-type: none"> High absenteeism & staff turnover Low engagement Injuries Etc. 	<ul style="list-style-type: none"> Unacceptable workloads Unchallenging tasks Poor physical working conditions Etc. 	Task The nature and demands of the work and how it is organised	<ul style="list-style-type: none"> Acceptable workload Challenging tasks Clear goals Good physical working conditions Etc. 	Individual benefits: <ul style="list-style-type: none"> No work-related illnesses Positive engagement Good decision-making Etc. Organisational benefits: <ul style="list-style-type: none"> Higher productivity Innovation Reputation as a 'good employer' Etc. 	Identifying and managing risk to wellbeing	Designing for 'good work'
	<ul style="list-style-type: none"> Work lacks meaning Lack of learning opportunities Inflexible work schedules Etc. 	Individual The impact of work on a person and its meaning to them	<ul style="list-style-type: none"> Work has meaning & purpose Good internal progression Good work-life balance Etc. 			
	<ul style="list-style-type: none"> Difficult work relations Unsocial working hours Bullying Etc. 	Social Relationships and personal connections at work	<ul style="list-style-type: none"> Respectful work relations Regular working hours Supportive leaders Etc. 			
	<ul style="list-style-type: none"> Lack of psychological safety Lack of job security Unacceptable rate of change Etc. 	Organisational The culture, systems, and employment processes at work	<ul style="list-style-type: none"> Leaders value wellbeing Fair contractual arrangements Appropriate monitoring of work Etc. 			

Mental Wellbeing By Design Structure



www.zeroharm.org.nz

The Project

- **Funding** – ACC, in-kind from Forum & industry
- **Expertise** - Dr Hillary Bennett, Fiona Ewing & the Forum
- **Who's involved** - Backed by Business Leaders H&S Forum, Mental Health Foundation and industry
- **What's involved** - Initial awareness workshop, facilitator training and supported implementation, company time commitment dependent on number of work teams, ACC funded for 2 years

www.zeroharm.org.nz

The Project

Harming Mental Wellbeing	Protecting Mental Wellbeing
<ul style="list-style-type: none"> • Understaffing • Workload • Pace of work • Impact of poor equipment • Lack of learning opportunities • Poor communication • Lack of appreciation and recognition • Poor match between pay/benefits and effort 	<ul style="list-style-type: none"> • Good physical working conditions • Flexible work schedules • Supportive workmates • Inclusion and valuing of diversity • Job security (for some only)

Mentally Healthy Workplaces Requires Leaders To...

Focus on work not just fix people

Question how things have always been done

Be curious about how things can be different

Be courageous to make changes

Be patient to allow changes to embed

Enable a culture of psychological safety

Be well to lead

Questions?