Mental Health & Wellbeing Framework

How does the Mental Health and Wellbeing Framework apply to my workplace?

The NSW Health Mental Health and Wellbeing Framework has been developed to ensure our people are supported to deliver safe, reliable, person-centred care driving the best outcomes and experiences. This is achieved through ensuring the organisation psychosocial risks are identified, assessed, managed and minimised as far as reasonably practicable (Future Health Strategic Framework 2021-2031 and NSW Health Workforce Plan 2022-2032)

Background

The NSW Health Mental Health and Wellbeing Framework is informed by, and cascades from, the NSW Health Future Health Plan. It is based on an evidence informed, integrated approach for creating a mentally healthy and safe workplace (ref 1 and 2). It is underpinned by collaboration, communication and consultation and assists NSW Health organisations to comply with their legislative requirements to protect the physical and psychological health, safety and welfare of all workers at work. The Framework aims to unify and focus resources in the Health system to impact organisational culture, performance, practices, leadership and team/worker experiences.

What do each of the components of the Framework mean?

The Framework is represented in the diagram following, and reflects three integrated and overlapping elements:

Protect/Prevent: Ensure our workplaces are free from harm and hazards that impact health, safety and wellbeing

Promote: Enhance the positive aspects of work and leverage the strength of individuals, teams and organization

Respond: Identify and respond early to distress or ill health regardless of cause

The core domains where strategic priorities and interventions are best targeted, need to address at all levels of the workplace system, that is **Organisational, Team and the Individual**:

- Organisation actions are those targeted at the Health Agency/District

- Team actions are those that are directed at teams and work groups

- Individual actions are those that address individual issues such as resilience, wellness and individual recovery at work.

Interventions/actions may simultaneously impact all levels of the system. To ensure the Framework is integrated into our core business, NSW Health have identified and prioritised the following domains for strategic actions:
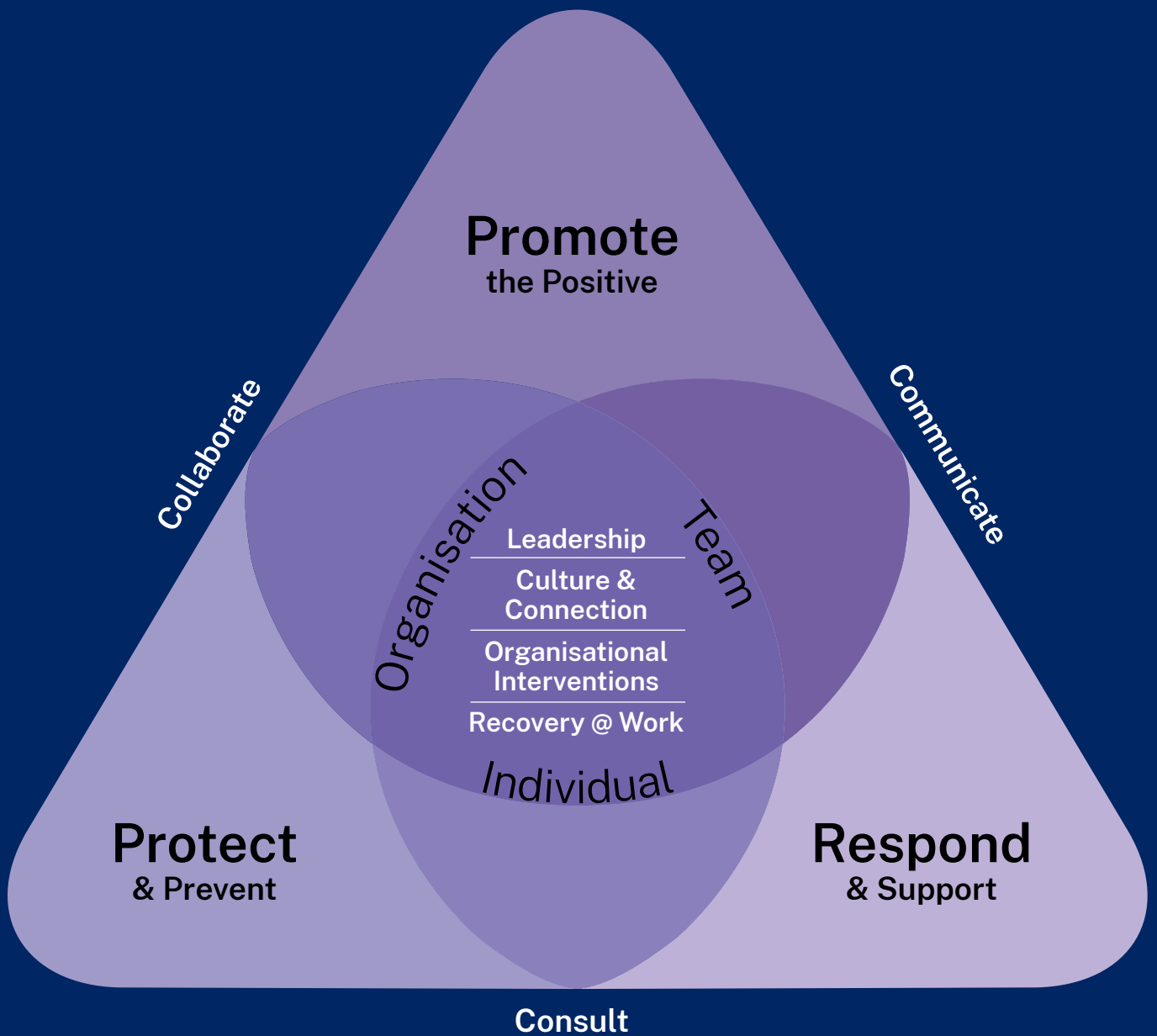
- **Leadership:** focusing on capability, capacity and confidence

- **Culture and connection:** focusing on a team and organisational culture that is psychologically safe, promotes wellbeing and creates a workforce sense of belonging and inclusion

- **Organisational Interventions:** targeting structures, systems, practices and processes

- **Recovery at Work:** improving health, safety and wellbeing outcomes for individuals, teams and the organisation.

How do I use the Framework in my organisation or team?

- Map your current projects using the identified strategic priorities. Please consider the actions being undertaken across all levels of the system (organisational, team and individual).

- When mapping, it is important to consider ways to measure the success and effectiveness of your project/action. Mapping will also help identify potential gaps to allow you to plan additional projects to meet the strategic priorities.

Mental Health & Wellbeing Framework

"Our staff are engaged and well supported, and experience
a safe and mentally healthy workplace"

Promote
the Positive

Collaborate

Communicate

Organisation

Team

Leadership

Culture &
Connection

Organisational
Interventions

Recovery @ Work

Individual

Protect
& Prevent

Respond
& Support

Consult

Adapted from the Integrated Approach to Workplace Mental Health. La Montagne et al (2014)

NSW Health:
Strategic Priorities For Action

A. Leadership

1. Invest in developing skills, capability and confidence in leading psychologically safe teams

2. Develop supports for leaders to enhance their people leadership capabilities and confidence

3. Encourage leaders to visibly role model good wellbeing practices, including help seeking

B. Culture & Connection

1. Resource a mentally healthy and just safety culture that values psychological safety, promotes wellbeing and celebrates diversity and inclusion – to enable people to be at their best

2. Intervene early and normalise opportunities to access various mental health and wellbeing supports

3. Foster a learning culture – develop a framework and strategy to develop skills and abilities (throughout the work life cycle and across all levels and roles) that promotes professional growth and ingenuity

C. Organisational Interventions

1. Develop skills in creating psychological safety – across teams and work environments

2. Enhance safety by proactively identifying, managing and measuring psychosocial risks, including work design and environmental factors

3. Conduct incident investigations with a mentally healthy and just safety culture, focused on learning, repair, prevention and growth

D. Recovery @ Work

1. Identify and intervene in 'at risk' areas and target interventions to improve workforce mental health

2. Embed evidence-based early intervention and supported recovery at work for injured workers.

References

1. **Integrated Approach to Workplace Mental Health,** La Montagne et al (2014).
   http://hdl.handle.net/10536/DRO/DU:30065094

2. **National Workplace Initiative** developed by the National Mental Health Commission in collaboration with the Mentally Healthy Workplace Alliance
   https://beta.mentallyhealthyworkplaces.gov.au/

3. **ISO 45003** Occupational health and safety management –Psychological health and safety at work –Guidelines for managing psychosocial risks
   https://www.iso.org/standard/64283.html

4. **Safe Work Australia – Model Code of Practice for Managing Psychosocial Hazards at Work**
   https://www.safeworkaustralia.gov.au/doc/model-code-practice-managing-psychosocial-hazards-work

5. **NSW Code of Practice – Managing Psychosocial Hazards at Work**
   https://www.safework.nsw.gov.au/resource-library/list-of-all-codes-of-practice/codes-of-practice/managing-psychosocial-hazards-at-work

6. **NSW Health Future Health Strategy –Guiding the next decade of health care in NSW 2022-2032**
   https://www.health.nsw.gov.au/about/nswhealth/Pages/future-health.aspx

7. **World Health Organisation and International Labour Organisation – Mental Health at Work: Policy Brief** (2022)
   https://www.who.int/publications/i/item/9789240057944