Psychosocial Risk Management and Safety Culture

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Psychological Health Strategy

SA Health Psychological Health Strategy

Supported and Well

Psychological Health (WHS) Policy Guideline

- **Supported leadership and management**
  - Select leaders and managers with defined “supportive leadership” skills
  - Ensure existing and new leadership and management programs include core curriculum on:
    - team wellness
    - strengthening own resilience
    - supporting staff through change
    - conflict management
    - supportive conversation skills
    - interaction between performance and staff psychological health
  - Ensure PR&D for those in management roles includes discussion of supportive leadership.

- **Identifying and responding to psychological hazards and incidents**
  - Train and support LHNs through advice to their WHS staff to:
    - implement psychological hazard identification and management processes
    - analyse SLS reports to identify and respond to psychological hazards
  - Increase comfort and confidence of our people in reporting psychological hazards through clearer processes and easier reporting
  - Identify, train and support Peers Offering Peer Support (POPS) to provide staff support, referral service and assist with psychological health strategy implementation.

- **Psychological health awareness – taking care of self and others**
  - Deliver mental health awareness training including:
    - face-to-face training for priority areas and groups
    - eLearning for all staff
  - Targeted strengthening resilience program delivery
  - Support staff to identify their own psychological and physical health needs (Healthy Workers Healthy Futures)
  - Prevent fatigue and provide advice on coping with shift work
  - Promote POPS and Employee Assistance Program

**Build Capability and Increase Psychological Support Resources within Local Health Networks and Health Services**

Build capability, skills and knowledge sharing in psychological health in key groups, including Human Resources, Return to Work, and Work Health and Safety.
Supportive Leadership Program

> Award winning - Workplace Health, Safety and Wellbeing category in the Australian Psychological Society Workplace Excellence Awards for 2017

> Demonstrated that an improvement in management skills in providing a supportive leadership style to reduce staff stress is possible from a brief training intervention
## The Program Outline

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
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</thead>
<tbody>
<tr>
<td>Session 1</td>
<td>A psychologically healthy team</td>
</tr>
<tr>
<td>Session 2</td>
<td>Resilience for self and others</td>
</tr>
<tr>
<td>Session 3</td>
<td>Managing staff with mental health issues</td>
</tr>
<tr>
<td>Session 4</td>
<td>Managing staff through change</td>
</tr>
<tr>
<td>Session 5</td>
<td>Conflict in the workplace</td>
</tr>
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</table>
## Results

<table>
<thead>
<tr>
<th></th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrity</td>
<td>Insignificant</td>
</tr>
<tr>
<td>Managing Emotions</td>
<td>Significant</td>
</tr>
<tr>
<td>Considerate approach</td>
<td>Significant</td>
</tr>
<tr>
<td>Proactive Work Management</td>
<td>Significant</td>
</tr>
<tr>
<td>Problem Solving</td>
<td>Significant</td>
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<tr>
<td>Participative/ Empowering</td>
<td>Significant</td>
</tr>
<tr>
<td>Personally Accessible</td>
<td>Significant</td>
</tr>
<tr>
<td>Sociable</td>
<td>Insignificant</td>
</tr>
<tr>
<td>Empathic Engagement</td>
<td>Significant</td>
</tr>
<tr>
<td>Managing Conflict</td>
<td>Significant</td>
</tr>
<tr>
<td>Use of Organisational Resources</td>
<td>Significant</td>
</tr>
<tr>
<td>Taking responsibility for resolving issues</td>
<td>Significant</td>
</tr>
</tbody>
</table>
Improve reporting of psychological hazards/incidents
Resilience and Mindfulness training

> 2 day “Resilience for Health” training program

> Online Mindfulness Based Flourishing Program
Eating the elephant

> Do you have a stepped out Psychological Health Plan in place to improve the psychological health and wellbeing of staff that has been endorsed by an appropriate committee and has timeframes for delivery?

> IF NOT:
Eating the elephant

> Identify “hot spots” or areas of concern using available data
> Identified a key area(s) to address in the next 12-18 months from the SA Health Psychological Health strategy. For example;
> Managing Psychological Hazards
> Supportive Leadership skills
> Mental health awareness
> Staff wellbeing
Psychological Health Intranet Page

- Policies, procedures, fact sheets, links, eLearning modules, etc.

Fact Sheet

Early Warning Signs of Poor Mental Health in the Workplace (for managers)

Almost 1 in 3 Australian adults will experience symptoms of mental illness in their lifetime (SA Mental Health Commission). As a manager in SA Health, it is highly likely that at some point you will come across a staff member experiencing poor mental health.

The Line Manager’s Role

Good management practice includes being able to recognize the early warning signs of poor mental health in a worker and being able to have a supportive conversation about it. Early intervention leads to better outcomes for the individual and the organisation, including timely support and treatment for your staff, increased productivity, and reduced absenteeism.

Early Warning Signs

- Taking excessive sick leave
- Avoiding workplace activities (e.g., staff meetings)
- Becoming angry with, erratic, or dishonest with staff or customers
- Becoming anxious, dependent, or uncooperative
- Experiencing alcohol or other drug-related problems
- Difficulty concentrating and managing multiple demands
- Substantial changes in eating habits
- Using inappropriate language or behavior
- Communication style changes, such as irritability
- Being unusually stealthy
- Being acutely worried about work
- A decline in work quality or productivity

What to do next

Have a conversation with the worker. Your role is to provide support where it is needed, not to diagnose. Changes in behavior do not necessarily mean the person has a mental illness; however, the risks of not having this conversation outweigh the risks of having it.

Prepare for the conversation

- The Mental Health Awareness e-learning module provides detailed information on how to have these conversations.
- If you are still unsure, you may contact Employee Assistance Program (EAP) Manager Assist to get confidential advice from a trained professional on how to start the conversation (see SA Health Fact Sheet Employee Assistance Program: Information for Managers).
- Prior to talking with the employee, find out what support/local services might be available for the staff member (e.g., EAP, GP, Beyond Blue resources).
- Choose a suitable time and place where there will be minimal interruptions.
- Think about what you want to say, and what you want to achieve.
Psychosocial safety and wellbeing is not just a ‘WHS’ thing
Psychological Hazards Identification

- Process coordinated by manager
- Determine who will be involved in identifying and assessing the hazards
- Consultation with all affected workers to identify hazards and the underlying causes of the hazards
- Identify more than one source of information to assess (e.g., staff surveys, team meeting discussions, reported incidents, etc.)
- Identify and document all psychological hazards in the work area.
Identifying psychological hazards through conversation

- Organisational concerns
- Leader and manager support
- Concern about the work
- Concern about the work group

<table>
<thead>
<tr>
<th>Potential Hazards</th>
<th>Organisational</th>
<th>Leadership &amp; Management</th>
<th>Job</th>
<th>Relationships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Resources (lack of resources may increase stress)</td>
<td>Purpose of organisation</td>
<td>Leader &amp; manager support</td>
<td>Role clarity &amp; purpose</td>
<td>Co-worker support</td>
</tr>
<tr>
<td></td>
<td>Organisational justice</td>
<td>Feedback &amp; recognition</td>
<td>Job control</td>
<td></td>
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<tr>
<td></td>
<td>Mental health support</td>
<td></td>
<td>Resources (time, people, equipment)</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Job-person fit</td>
<td></td>
</tr>
<tr>
<td>Job Demands (excess demands may create stress)</td>
<td></td>
<td></td>
<td>Workload</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Cognitive demands</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Emotional demands</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Conflicting demands</td>
<td></td>
</tr>
<tr>
<td>Additional factors (may increase stress)</td>
<td></td>
<td></td>
<td>Unsafe work environment (dirty, noisy, isolated or potentially violent)</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Existing physical and mental health of worker</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Work-life balance</td>
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<td></td>
<td></td>
<td></td>
<td>Job security</td>
<td></td>
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</table>
### ‘Your voice’ survey data

<table>
<thead>
<tr>
<th>Survey Domain</th>
<th>Question Number</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role clarity</td>
<td>4</td>
<td>I understand what is expected of me in my job</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>I understand how my job contributes to the overall success of the Department</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>My reporting relationships are clearly defined</td>
</tr>
<tr>
<td>Diversity</td>
<td>8</td>
<td>Disrespectful behaviour is prevented and discouraged</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>There is equal opportunity for all staff in the Department</td>
</tr>
<tr>
<td>Resources</td>
<td>11</td>
<td>I have the equipment I need to do my job well</td>
</tr>
<tr>
<td>Safety</td>
<td>14</td>
<td>Work health and safety is a priority of the Department</td>
</tr>
<tr>
<td>Involvement</td>
<td>21</td>
<td>I have input into everyday decision-making in my team</td>
</tr>
<tr>
<td></td>
<td>22</td>
<td>I am encouraged to give feedback about things that concern me</td>
</tr>
<tr>
<td>Perf Development</td>
<td>25</td>
<td>I have regular conversations with my manager about how I am performing</td>
</tr>
<tr>
<td></td>
<td>26</td>
<td>The feedback I am given provides me with clear guidelines for improvement/development</td>
</tr>
<tr>
<td>My Manager</td>
<td>30</td>
<td>My manager gives me help and support</td>
</tr>
<tr>
<td></td>
<td>31</td>
<td>My manager behaves respectfully towards staff</td>
</tr>
<tr>
<td>My team</td>
<td>32</td>
<td>My team members give me help and support</td>
</tr>
<tr>
<td></td>
<td>33</td>
<td>My team members behave respectfully</td>
</tr>
<tr>
<td>Wellness</td>
<td>36</td>
<td>I feel in control and on top of things at work</td>
</tr>
<tr>
<td></td>
<td>37</td>
<td>I feel emotionally well at work</td>
</tr>
<tr>
<td>Flexibility</td>
<td>38</td>
<td>I maintain a good balance between work and other aspects of my life</td>
</tr>
<tr>
<td>Employee Engagement</td>
<td>46</td>
<td>My work gives me a feeling of personal accomplishment</td>
</tr>
</tbody>
</table>
Psychological Hazards Management

> The hierarchy of controls does not translate easily to psychological hazards, as most psychological hazards are difficult to eliminate entirely it is likely that some form of control will be required to reduce or manage the risk.

> For psychological hazards it is common to refer to primary, secondary and tertiary interventions to reduce risk.
Interventions

- Primary interventions (organisation and team centred interventions that improve the quality of the work structure and workplace support)
- Secondary interventions (person centred interventions that focus on improving an individuals’ capacity to cope with psychological hazards)
- Tertiary interventions (interventions that help a worker after illness or injury have occurred such as counselling or workplace rehabilitation) may be useful to support workers already affected by psychological hazards.
Interventions

> Risk treatment plans should identify action to be taken, the responsible person and a timeframe for action.

> It is essential to consult with workers affected by the hazards and trial proposed solutions for a sufficient period of time to allow workers to gauge whether the solutions are helping.

> Advice on the most appropriate psychological hazard controls can also be sought from local Organisational Psychologists, Organisational Development and WHS staff or WorkFit Psychology.
Challenges in implementation

- Manager confidence and willingness
- Fear of highlighting issues they can’t fix
- Fear of awkward questions/conversations
- Mental health literacy
- Competing priorities
- “We just need more staff/resources”
A change is a good as a holiday??

Table 3: Total Number of New Claims at RAH by Mechanism of Injury

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>0 FALLS, TRIPS AND SLIPS OF A PERSON</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>1 HITTING OBJECTS WITH A PART OF THE...</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>2 BEING HIT BY MOVING OBJECTS</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3 SOUND AND PRESSURE</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>4 BODY STRESSING</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>5 CHEMICALS AND OTHER SUBSTANCES</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>6 VEHICLE INCIDENTS AND MENTAL STRESS</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

SA Health
Protecting older workers

Distribution of New PSY Claims by Gender & Age Group YTD

Female - 2017-18
Male - 2017-18
Psychological claims management

> Approach to psychological claims varies in different Local Health Networks

> Rejecting claims can create an adversarial climate which makes effective intervention and RTW very difficult

> Recognition that return to pre-injury environment and duties may not always be the optimal outcome
Psychosocial screening with musculoskeletal disorders
Popular screening processes…. 

> Ignorance is **not** bliss
Proposed screening process

> Consistent psychosocial screening tool used for all physical claims
> Short Form Orebro administered to all workers with a MSI claim during the first meeting with RTW team
> Form letter sent to treating Dr
> All claimants with a score over the threshold of 50 will automatically be provided with information on e-mental health resources as well as EAP contact details as a handout and with instructions that these may be beneficial
Health and Wellbeing initiatives

- Brief Online Health Check
- Intranet page
- Resources and guidelines
- Wellbeing committees
- Fatigue risk management
- Etc.

Recognition that physical and biological health are interlinked with mental health and wellbeing
The proposed Framework for Safety Culture

The four elements in relation to safety culture are designed to influence leaders, systems and people.

- Support leadership development through existing competency programs
- Executive commitment is visible in the workplace
- Promote safe and healthy workplaces
- Safety advocates promote safety culture and lead employee attitude and behavioural change
- Raise awareness and promote preventative actions and the reporting of hazards

- Ownership of safety at all levels of the organisation
- Formally reward and recognise employee for good safety performance
- Monitor safety perceptions and attitudes
- Embedded in a network of organisational practices
- Enablement of due diligence obligations and requirements placed on officers through enhanced reporting to understand agency risk
- Enhance organisational learning and safety innovation
Safety Culture

> WHS components of the SA Health Leadership and Management Competency Framework

> Officers are provided with sufficient and accurate information to inform WHSIM decision making and monitoring of agency safety issues

> Seed the organisation with safety culture change agents (safety leaders) to positively influence organisational culture and safety outcomes and performance
Safety Culture

> Include a safety excellence and innovation category within the SA Health Awards program.
> Promote the agency safety message “Safe People, Safe Patients”
> Promote Safe Work Week and encourage participation from across LHN/HS
> The Staff Survey to embed questions related to worker safety attitudes and awareness within the safety and leadership categories to measure safety culture
Find what motivates your Executives

Costs of an unhealthy workforce

- 4x more likely to lose talented workers
- 7x more costly workers compensation claims
- 9x more sick days taken per year
- $6.4b productivity losses in Australia per year due to obesity alone

Benefits of a healthy workforce

- 3x more productive
- 50% less injuries
- 5x more engaged
- Return on investment of $3-6 for every $1 spent

References:
Patient outcomes are negatively impacted by work environment factors such as organisation of work and job characteristics, including shifts greater than 12 hours in length, presence of common mental disorders such as depression or anxiety amongst workers, burnout, and disruptive behaviour and workplace bullying.
Questions?

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