Mental Wellbeing By Design

March 2022

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ShopCare
Connecting for healthier workplaces

Leading Safety™

Introduction

Housekeeping

Please mute microphone
Please feel free to use Q & A or chat function to ask a questions

Jason Johnstone
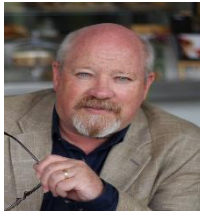
CEO of Vibration Action

Topic: Hand/ Arm Vibration

Sarah McGuinness

Founder/CEO of Revolutionaries of Wellbeing (ROW)

Topic: Burnout

John Peachy

Chief People Mechanic

Topic: HSW Leadership

Paul Walsh – Partner at Q Risk

&

Craig Webb – Managing Director at RUSEC Ltd

Topic: Personal Safety & Security / Crowded Places Strategy

A Starting Point

Everyone who goes to work should go home safe and healthy, both physically and mentally.

Ensuring this is a legal obligation that creates opportunities.

The Legal Obligation

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.

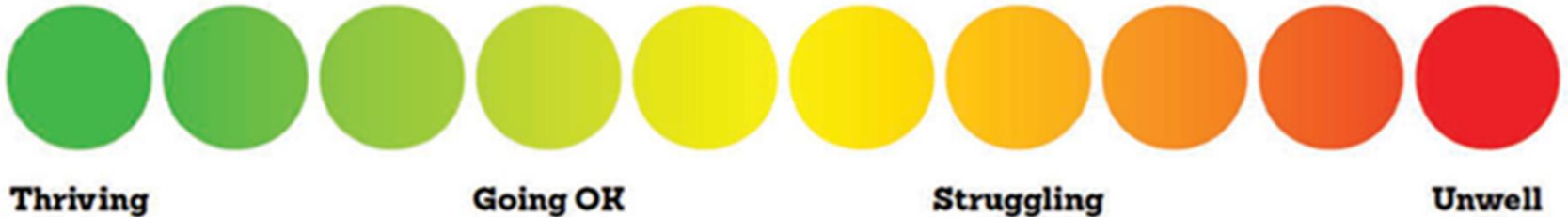"Health" is defined under the HWSA as both a person's *physical and mental* health.

The Opportunity

Designing work so people thrive is the opportunity.

Wellbeing …..

- Is an individual's ongoing state which enables a person to *thrive* or not.

- Is on a continuum.
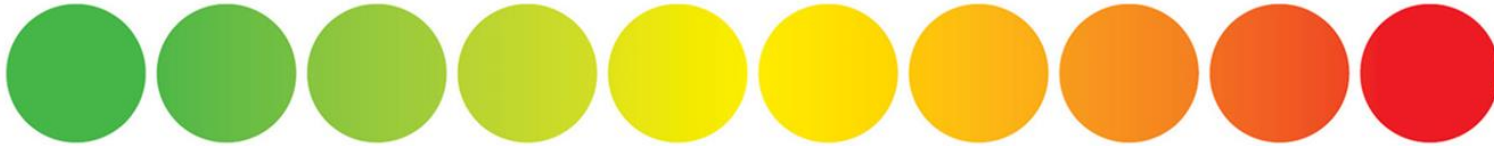
- Is universal, subjective, dynamic and holistic.

Thriving   Going OK   Struggling   Unwell

Not All Work is Equal

'Good work' allows people to thrive, 'toxic work' harms.

Thriving

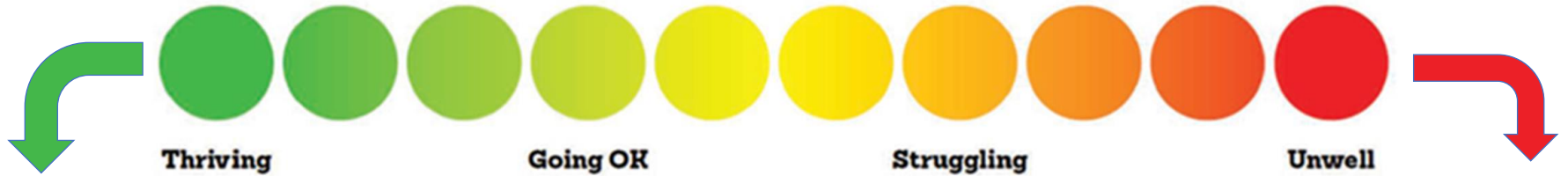A person thrives when they feel, and function, well across multiple domains of their life.

This enables them to:

- Be confident and have positive self-esteem

- Feel and express a range of emotions

- Build and maintain good relationships with others

- Feel engaged with the world around them

- Live and work productively

- Cope with the stresses of daily life

- Adapt and manage in times of change and uncertainty

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)

- The harm may be immediate or gradual.

- May result from single or repeated exposure.

- Can range from mild psychological difficulties to severe psychological disorders.

- At any time, it is highly likely that, directly or indirectly, 20% of employees in any organisation will be affected by a mental health issue

Obligations and Opportunities
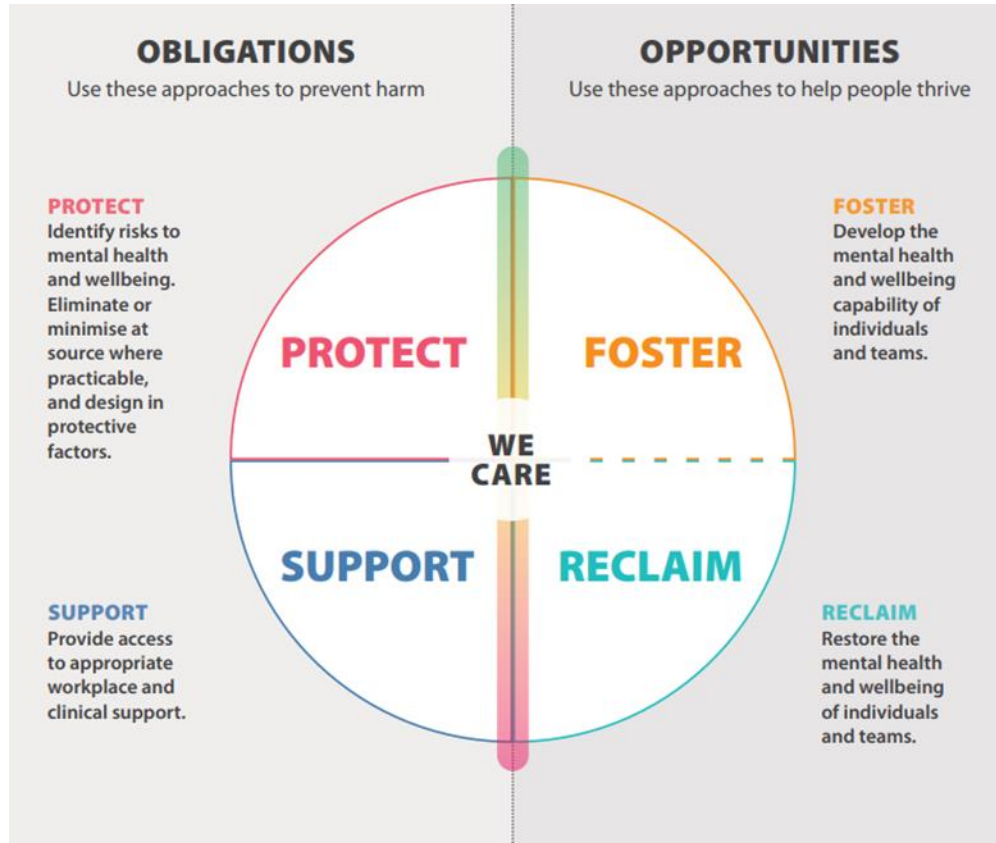

Thriving · Going OK · Struggling · Unwell

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)

Mental Wellbeing Framework

OBLIGATIONS
Use these approaches to prevent harm

OPPORTUNITIES
Use these approaches to help people thrive

PROTECT
Identify risks to mental health and wellbeing. Eliminate or minimise at source where practicable, and design in protective factors.

FOSTER
Develop the mental health and wellbeing capability of individuals and teams.

PROTECT   **FOSTER**

WE CARE

SUPPORT   **RECLAIM**

SUPPORT
Provide access to appropriate workplace and clinical support.

RECLAIM
Restore the mental health and wellbeing of individuals and teams.

Protect Work: Risk Assessment & Good Design

- There are many harmful factors with the potential to cause physical and/or mental harm.
- They are often referred to as psychosocial hazards (ISO 45003), psychosocial or impairment risks – or simply risks to wellbeing.
  - Psychosocial risk is *not a single risk*.
  - Unlike physical risks, psychosocial risks are present in *all* types of work.
  - Risks *vary* across organisational levels, functions and operations.
  - They are subjective, seldom directly observable, and lack clear cause and effect relationships.
- Good work design builds in protective factors,

International Guidelines

- Internationally, a risk assessment approach to identify psychosocial hazards and risks is recommended (HSE in UK, INRS in France, the European Commission, and the International Labour Organisation).

- In June 2021, the ISO 45003 Occupational Health and Safety Management — Psychological Health and Safety at Work: Managing Psychosocial Risks Guidelines, endorsed a risk assessment approach to identifying psychosocial hazards.

BS ISO 45003:2021

BSI Standards Publication

Occupational health and safety management. Psychological health and safety at work. Guidelines for managing psychosocial risks

bsi.

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Mental Wellbeing By Design Framework

TOXIC WORK				GOOD WORK
Harmed	Harmful Factors, Poor Work Design	Work Areas	Protective Factors, Good Work Design	**Thriving**
Individual costs: • Hypertension & heart disease • Anxiety, depression, addictions • Poor decision-making • Etc. **Organisational costs:** • High absenteeism & staff turnover • Low engagement • Injuries • Etc.	• Unacceptable workloads • Unchallenging tasks • Poor physical working conditions • Etc.	**Task** The nature and demands of the work and how it is organised	• Acceptable workload • Challenging tasks • Clear goals • Good physical working conditions • Etc.	**Individual benefits:** • No work-related illnesses • Positive engagement • Good decision-making • Etc. **Organisational benefits:** • Higher productivity • Innovation • Reputation as a 'good employer' • Etc.
	• Work lacks meaning • Lack of learning opportunities • Inflexible work schedules • Etc.	**Individual** The impact of work on a person and its meaning to them	• Work has meaning & purpose • Good internal progression • Good work-life balance • Etc.	
	• Difficult work relations • Unsocial working hours • Bullying • Etc.	**Social** Relationships and personal connections at work	• Respectful work relations • Regular working hours • Supportive leaders • Etc.	
	• Lack of psychological safety • Lack of job security • Unacceptable rate of change • Etc.	**Organisational** The culture, systems, and employment processes at work	• Leaders value wellbeing • Fair contractual arrangements • Appropriate monitoring of work • Etc.	

WMBD Process

Download work at

https://forum.org.nz/assets/Uploads/Protect-Mental-Wellbeing-Process-Workbook-to-use-Jan-2022.pdf

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Mental Wellbeing by Design Process

Workbook

This workbook helps people take part in a Mental Wellbeing by Design Process. It explains the purpose of the process, and the benefits. It helps your team discuss the work it does and how this affects their mental wellbeing. It also helps you identify ways to improve the work.

The benefits: Protecting people's mental wellbeing by creating 'good work'

There are things at work that can harm, or protect, people's mental wellbeing. Things that protect mental wellbeing help create 'good work' while things that harm wellbeing can create 'toxic work'.

The Mental Wellbeing by Design Process will help you identify things in your workplace that harm or protect people.

You and your workmates can then come up with ideas for redesigning the work to reduce the harmful things and increase the protective ones.

Note, a lot of things can affect someone's mental wellbeing, including things outside of work. This process, however, just focuses on things that happen within the workplace.

The process: how it works

You work through the process with a group of people working in the same job or team as you, as it is important that you all have a good understanding of the work.

Step 1

Use this workbook to discuss and assess the extent to which various things at work harm or protect the mental wellbeing of the group.

Completing the assessment process

On one side of the workbook on the next page there is a list of things that are known to protect mental wellbeing at work. On the other side is a contrasting list of things known to harm wellbeing at work.

The list is broken into four areas:

Task: The nature and demands of the work and how it is organised.
Individual: The impact of work on a person and its meaning to them.
Social: The relationships and personal connections at work.
Organisational: The culture, systems, and employment processes at work.

Starting with the Task area, the group discusses each pair of contrasting descriptions. Then together they agree a rating for how this currently (i.e. over the last month) affecting their mental wellbeing. They do this rating using a scale from 1 (very harmful) to 10 (very protective). Alternatively, each person can do their own assessment, then the group can discuss these before coming up with a collective rating.

Next, the group discusses all their ratings for the Task area and decides whether the Task area could be described as Toxic, Decent or Good Work.

Toxic work is work that significantly harms people's wellbeing.
Good work is work that supports the wellbeing of people.
Decent work is somewhere in the middle.

Then the group identifies the one or two most harmful risks related to the Task area. These are recorded on the Action page at the back of the workbook.

This discussion and assessment process is repeated for the other three areas of work: Individual, Social, and Organisational.

Step 2

Use the insights from your discussion to come up with ideas for dealing with harmful things, while keeping the protective ones.

Ideas for actions

Once the discussion and assessment are completed the group then uses the results to identify:

1. Key risks to their mental wellbeing and what can be done to eliminate or minimise them.
2. Things that are protecting their wellbeing and what can be done to maintain this protection.

Possible Barriers

To what extent are the following an issue in your organisation	Not at All	Somewhat	Very much
1. A lack of understanding of, and risks to, mental wellbeing			
2. Risks to wellbeing seen to arise from people's personal lives not their work, and so not the responsibility of the organisation			
3. Sensitivity to, and reluctance to talk about, mental wellbeing			
4. Managers and workers view the risks to mental wellbeing at work differently			
5. Risks to mental wellbeing seen to be inherent to the work and therefore not able to be changed			
6. People involved in identifying the risks not being involved in developing the solutions			
7. People developing the solutions not having the decision-making authority to implement the required changes			
8. Workers fearful that their confidentiality will be compromised and that any subsequent changes to the work may result in redundancies			
9. Leaders concern that interventions for managing risks to mental wellbeing will be expensive, complex and require high-level expertise			
10. Leaders reluctance to engage in meaningful work design			

Mental Wellbeing By Design Requires

A willingness to focus on work not just fix people

A willingness to question how things have always been done

Curiosity about how things can be different

Courage to make change

Patience to allow changes to embed

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Q&A

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THANK YOU