The Business Leaders' Health and Safety Forum is a coalition of business and government leaders committed to improving the performance of workplace health and safety in New Zealand.

Partnered with Leading Safety to develop two mental wellbeing guides.
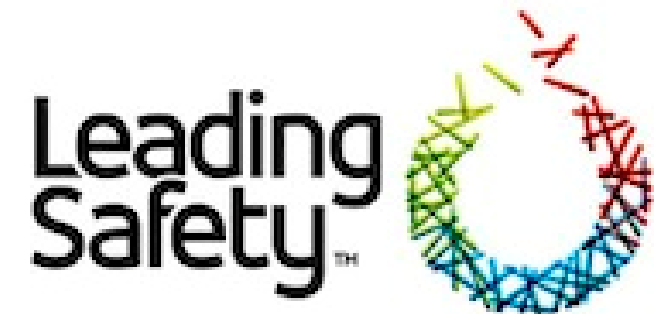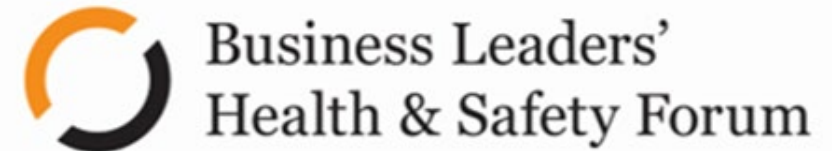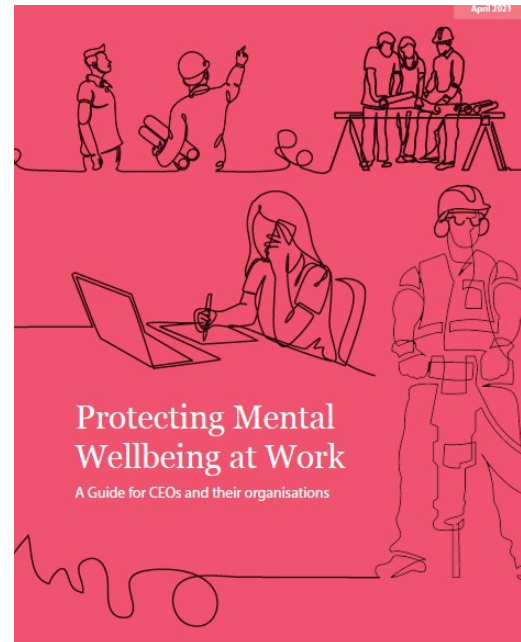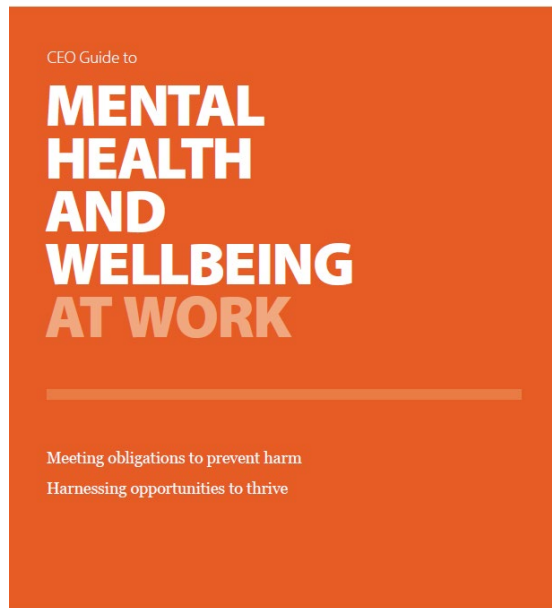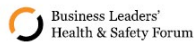
A Starting Point ….

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

Ensuring this is a legal obligation that creates opportunities.

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.

Opportunity

To have mentally healthy work that enables people to thrive.

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

Wellbeing Is...

An individual's ongoing state which enables a person to thrive or not.

It is on a continuum.

Thriving   Going OK   Struggling   Unwell
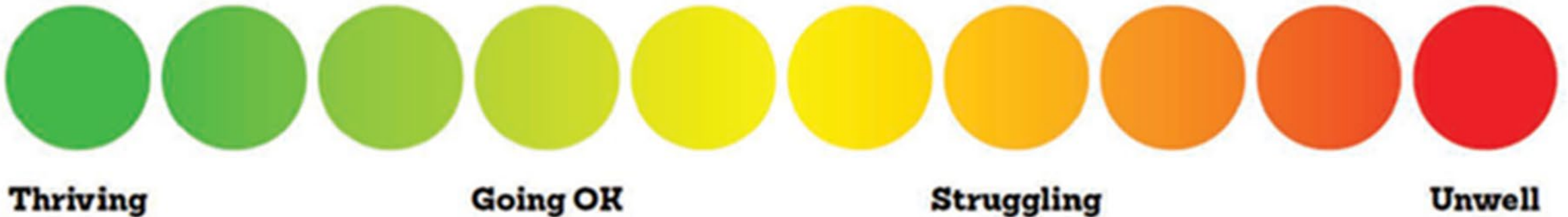
It is universal, subjective, dynamic and holistic.

Other Descriptions

- Mental health is: "A state of wellbeing in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community" (World Health Organization, 2014).

- Wellbeing is: "The fulfilment of the physical, mental, and cognitive needs and expectation of a worker related to their work." (ISO 45003 Occupation health and safety management – Psychological health and safety at work: Managing psychosocial risks – Guidelines)

Mental Harm Is …

- A significant cognitive, emotional, or behavioural impact arising from, or exacerbated by, work-related risk factors. (WorkSafe, 2020).

- It may be immediate or gradual.

- It may result from single or repeated exposure.

- Can range from mild psychological difficulties to severe psychological disorders.
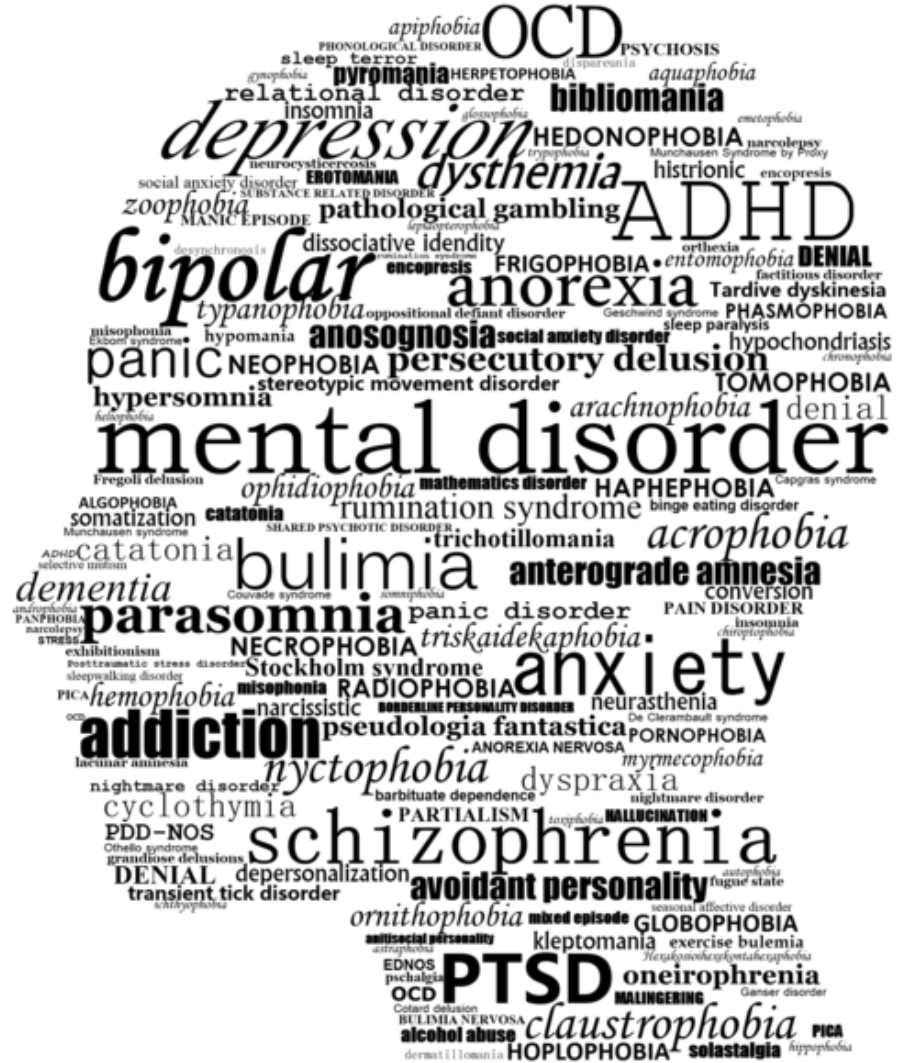
Why Bother:
The Cost of Not Thriving

- 1 in 5 New Zealanders live with mental illness and/or addiction (e.g., bipolar disorder)
(NZ Mental Health and Addiction Services, Sep. 2018).

- 1 in 6 New Zealand adults had been diagnosed with a common mental disorder (e.g., depression, anxiety) at some time in their lives.
(2016/17 New Zealand Health Survey)

- 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

Mental Harm in NZ Workplaces

The disability-adjusted life years (DALYS) is a measure of the quality and length of life lost to injuries and illness, using work-related health estimates and burden of harm estimates.

Mental health problems accounts directly for *17%* of DALYS but indirectly to several other categories.

Estimated that mental health problems costs New Zealand businesses at least $1.65bn pa.

https://www.worksafe.govt.nz/topic-and-industry/work-related-health/work-related-health-estimates-and-burden-of-harm/
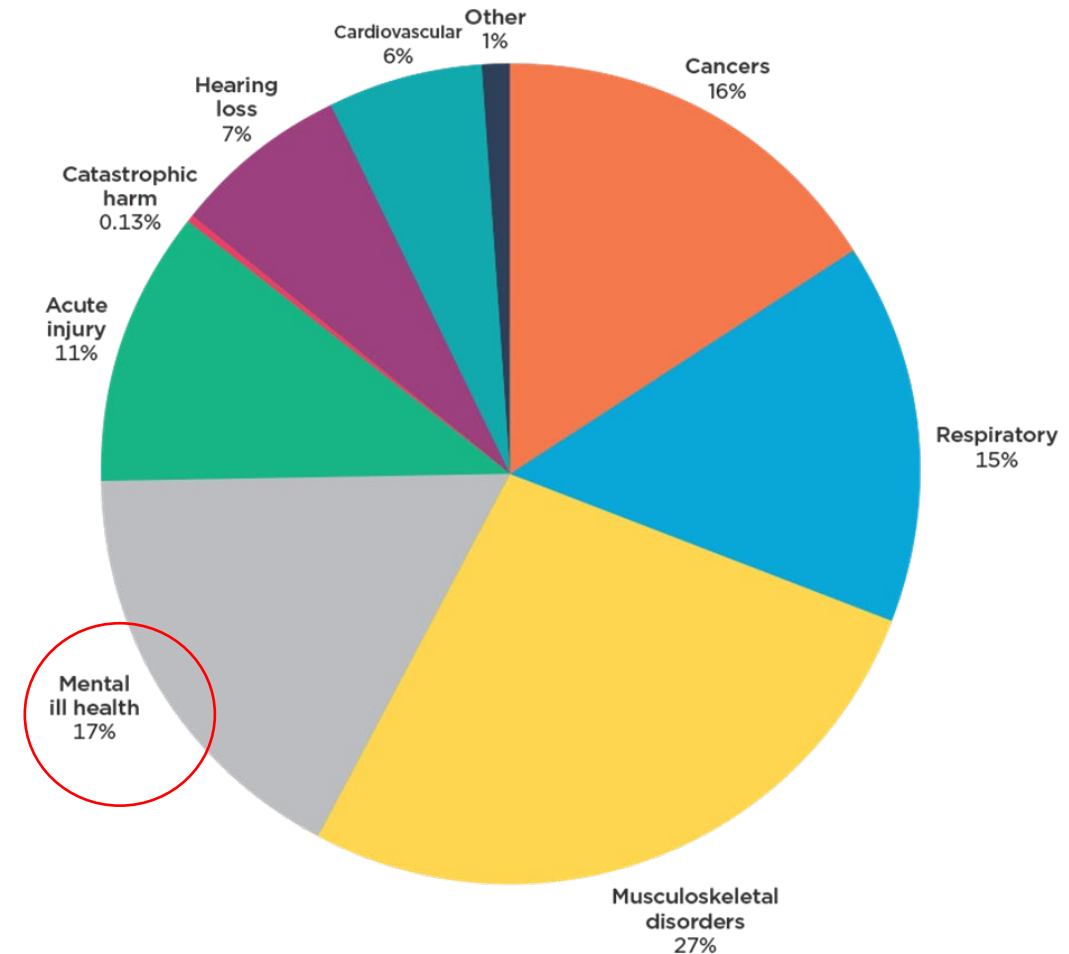
In Summary: Obligations and Opportunities

Thriving — Going OK — Struggling — Unwell
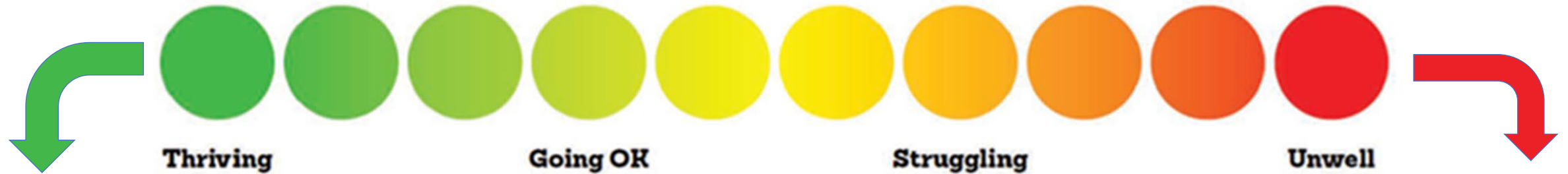
Opportunity: To enable people to thrive.

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.

Not All Work is Equal

'Good work' allows people to thrive, 'toxic work' harms.
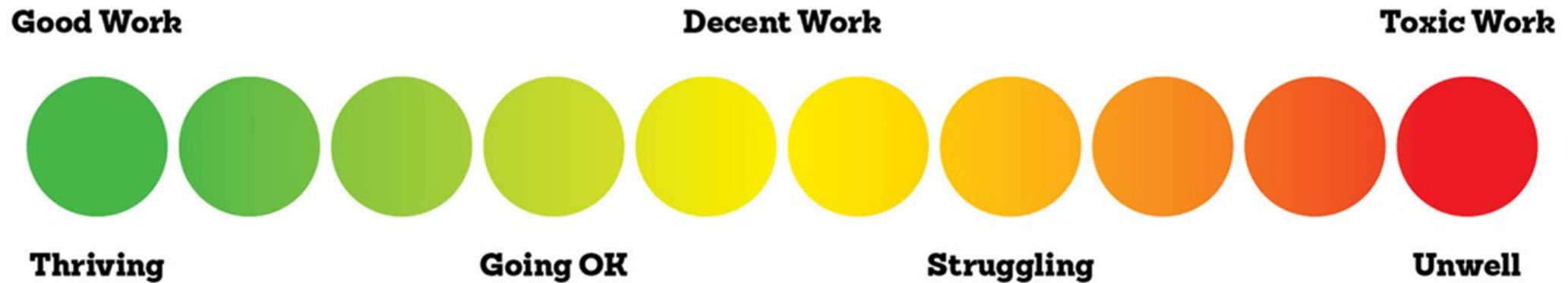
Mental Wellbeing Framework

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/FOSTER: Use **proactively** to build resilience.

RECLAIM/SUPPORT: Use **reactively** once harm has occurred to restore health and wellbeing.

CEO Guide to Mental Health and Wellbeing at Work (2021)

'Protect Work': A Wicked Challenge

- 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.
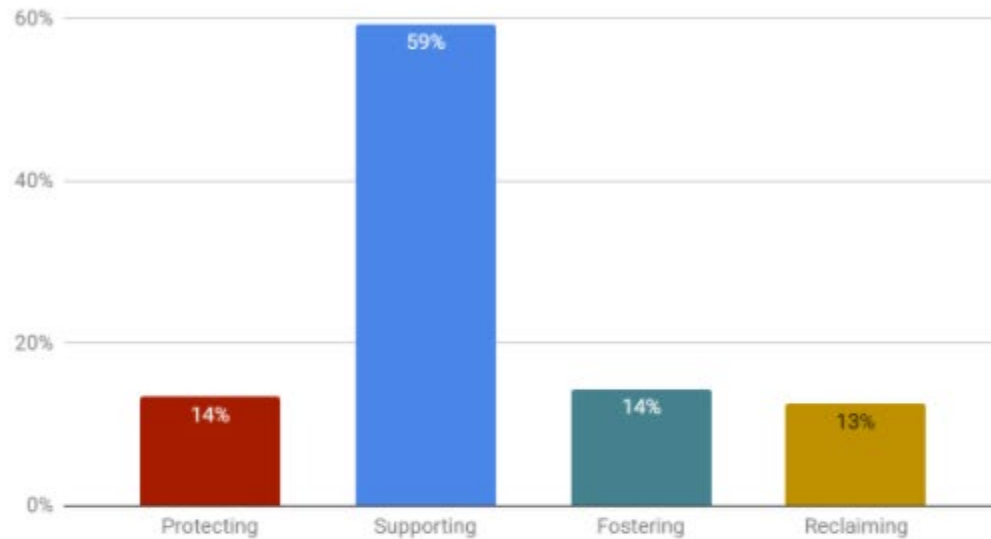
EcoPortal Pre Webinar Poll
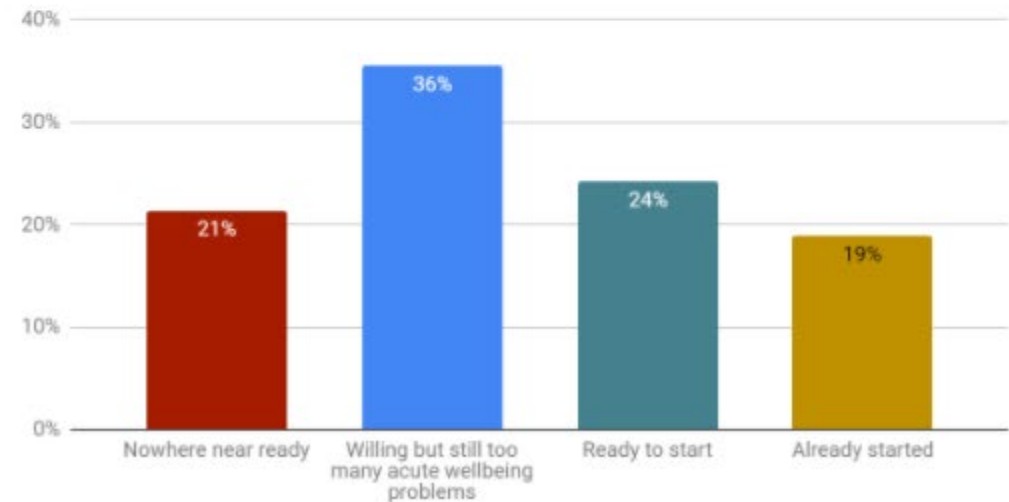
How you described your workplace

- High work loads 14 (39%)

- Poor work life balance 3 (8%)

- Stressful work 7 (19%)

- None of these 12 (33%)

Webinar Polls

Where is most of your mental well-being effort currently going:

How ready do think your organisation is for protecting wellbeing by design?

ISO 45003 Psychological Health and Safety at Work: Managing Psychosocial Risks — Guidelines.

- Psychosocial hazards can occur in combination with one another and can influence and be influenced by other hazards.

- Psychosocial risk is the combination of the likelihood of occurrence of exposure to work-related hazard(s) of a psychosocial nature and the severity of injury and ill-health that can be caused by these hazards.

- Although numerous factors can determine the nature and severity of outcomes of psychosocial risks, organisations have a significant role to play in eliminating hazards or minimising risks.

- Organisations are expected to understand the underlying sources of psychological harm and to identify hazards of a psychosocial nature in relation to:
  - Aspects of how work is organised
  - Social factors at work
  - Work environment, equipment and hazardous tasks

- This is 'Protect' work.

A Risk Assessment Approach
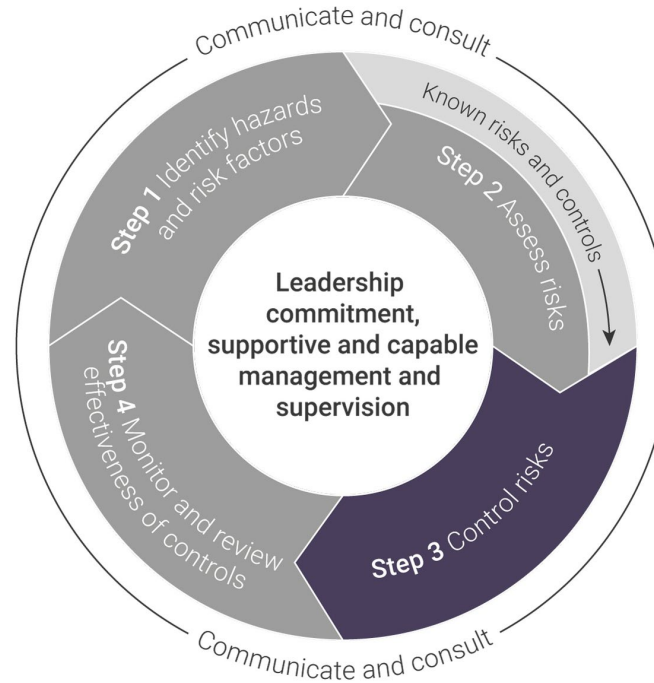
Mental Wellbeing By Design

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.	

Identifying and managing risk to wellbeing

Designing for "good work'

Task

Rate the extent to which the factors below are harming or protecting the mental wellbeing of people in your work area. 1 = Very harmful and 10 = Very protective.

Harming Factors	1	2	3	4	5	6	7	8	9	10	Protective Factors
Unacceptable workload											Acceptable workload
Repetitive or unchallenging tasks											Variable, challenging tasks
Hectic work											Well-paced work
Unrealistic time frames or targets											Realistic timeframes & targets
Inadequate or insufficient equipment											Adequate, sufficient equipment
Understaffed											Adequately staffed
Poor match between skills & work requirements											Good match between skills & work requirements
Unclear goals or expectations											Clear goals & expectations
Lack of autonomy or control of task or pace of work											Autonomy & control of task or pace of work
Lack of involvement in decisions											Appropriate involvement in decisions
Poor physical working conditions											Good physical working conditions
Add other harming factors relevant to the task:											Add other protective factors relevant to the task:

Social

Rate the extent to which the factors below are harming or protecting the mental wellbeing of people in your work area. 1 = Very harmful and 10 = Very protective.

Harming Factors	1	2	3	4	5	6	7	8	9	10	Protective Factors
Difficult or destructive work relations											Positive, respectful work relations
Threatening, harassing, or bullying work relations											Non-threatening, supportive work relations
Irregular or unsocial working hours											Regular, social working hours
Unsupportive leaders or colleagues											Supportive leaders & colleagues
Inadequate or ambiguous communication											Clear & transparent communication
Lack of appreciation or recognition											Meaningful appreciation & recognition
Unclear or conflicting roles											Clear, distinct roles
Add other harming factors relevant to social aspects of your work:											Add other protective factors relevant to social aspect of work:

Organisational

Rate the extent to which the factors below are harming or protecting the mental wellbeing of people in your work area. 1 = Very harmful and 10 = Very protective.

Harming Factors	1	2	3	4	5	6	7	8	9	10	Protective Factors
Leaders undervalue wellbeing											Leaders value wellbeing
Lack of, or unclear, wellbeing policy											Clear, communicated wellbeing policy
Lack of psychological safety											Psychological safety
Discrimination or undervaluing diversity											Inclusion & valuing of diversity
Inappropriate (under or over) monitoring of work											Appropriate monitoring of work
Imbalance of effort & reward											Balance of effort & reward
Unfair or inconsistent treatment											Fair & consistent treatment
Unacceptable rate of change											Acceptable rate of change
Lack of job security											Job security
Discriminatory contract arrangements or pay											Fair contractual arrangements & pay
Add other harming factors relevant to the organisation aspects of your work:											Add other protective factors relevant to the organisation aspects of work:

Individual

Rate the extent to which the factors below are harming or protecting the mental wellbeing of people in your work area. 1 = Very harmful and 10 = Very protective.

Harming Factors	1	2	3	4	5	6	7	8	9	10	Protective Factors
Work lacks meaning or purpose											Work has meaning & purpose
Underuse of current competencies											Good use of current competencies
Lack of learning opportunities											Varied learning opportunities
Lack of internal progression opportunities											Good internal progression opportunities
Inflexible work schedules											Flexible work schedules
Inadequate rest or recovery time											Adequate rest & recovery time
Poor work-life balance											Good work-life balance
Add other harming factors relevant to the individual:											Add other protective factors relevant to the individual:

Wellbeing: A Leadership Challenge

- While everyone has a role to play in creating a mentally healthy workplace, ultimately protecting 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.

- Leaders need to understand both their obligations to ensure their workplace supports mental wellbeing, as well as the opportunities that flow from a workplace where people thrive.

- Protecting wellbeing is not a technical challenge but an adaptive challenge requiring a critical look at the way work is designed, organised, and managed.

Leadership demands that we access our...

" *Ignorance*

Vulnerability

Discomfort "

Edgar Schein

In Closing…

Preventing harm – physical and mental - is your obligation. Designing work so people thrive is your opportunity.