



Mental Health: Moving Beyond Risk Management

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Mental Health Concerns are Common

45% of Australian adults will experience mental health issues at some point in their life; and almost **20%** in any given year¹

14% of paid employees in Australia are currently experiencing significant mental health problems²

Mental health problems are the **third biggest health problem** in Australia after heart disease and cancer³

1 Australian Bureau of Statistics, 2008

2 Hilton et al, 2010

3 The Burden of Disease & Injury in Australia, AIHW, 1999)



Productivity Losses:

Costing Australian business ~\$5.9 billion/yr; (~\$771 for every employee in your business)¹

Psychological Injury Claims:

Cost can be >2 x greater²

Musculoskeletal Injuries:

Stress linked with ↑ muscle tension; posture changes; excessive force; ↑ blood/fluid pressure; ↓ collagen production; unhealthy lifestyle choices; etc.

1: Hilton et al 2010; 2: Comcare, 2006;



Workplace Health & Safety Act 2011

- Obligation to manage all risks, both physical/psychological
- Monitor [psychological] health risks to workers
- Demonstrate proactive management of [psychological] risks
- Provide information/training/instruction around managing [psychological] risks

Business Drivers to Address MH

- Risk Management
- Cost Effectiveness
- Org Sustainability (Recruitment, Retention & Performance)

Early Intervention is Effective

- Treated employee productivity was estimated to increase around \$7878 (vs. the cost of treatment which was \$1600). A ROI of 492%³

3: Hilton, 2005 - UQ and the QLD Centre for Mental Health Research (also see Slade et al., 2009; Whiteford et al., 2005)

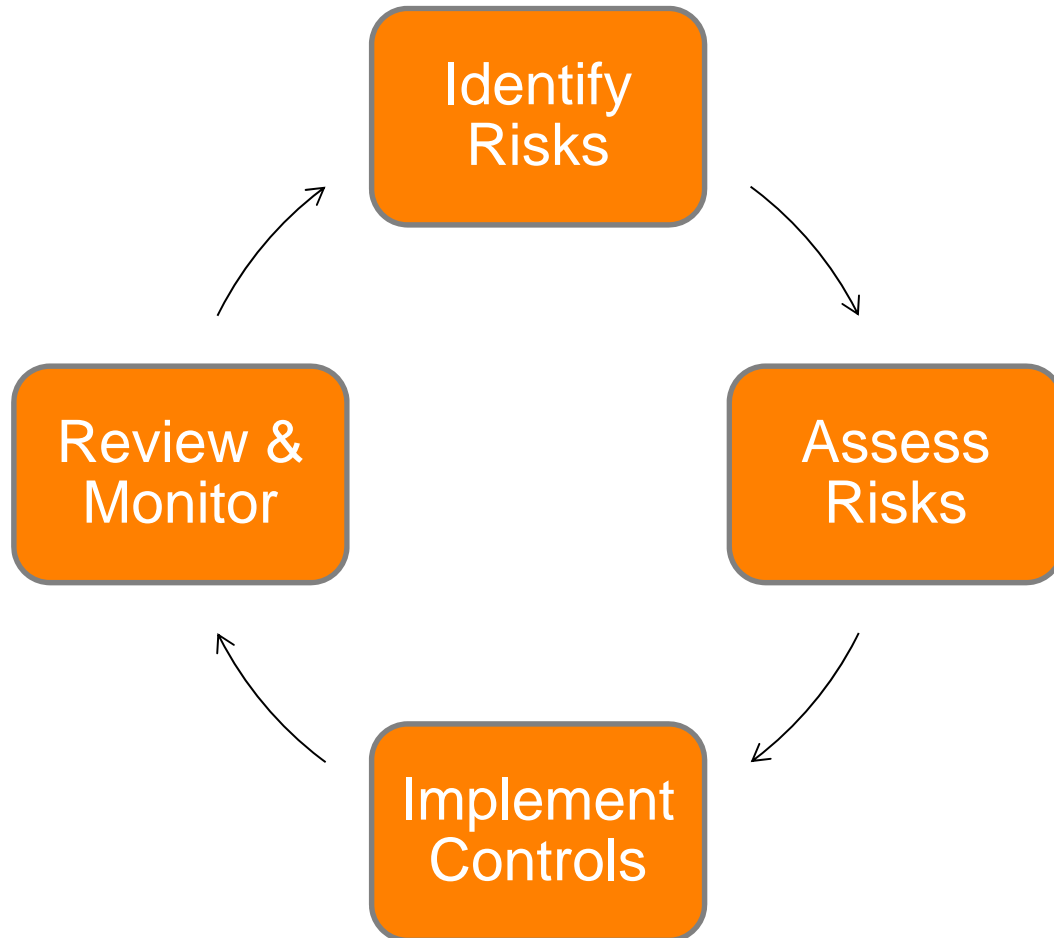


So What Does Best Practice Look Like?

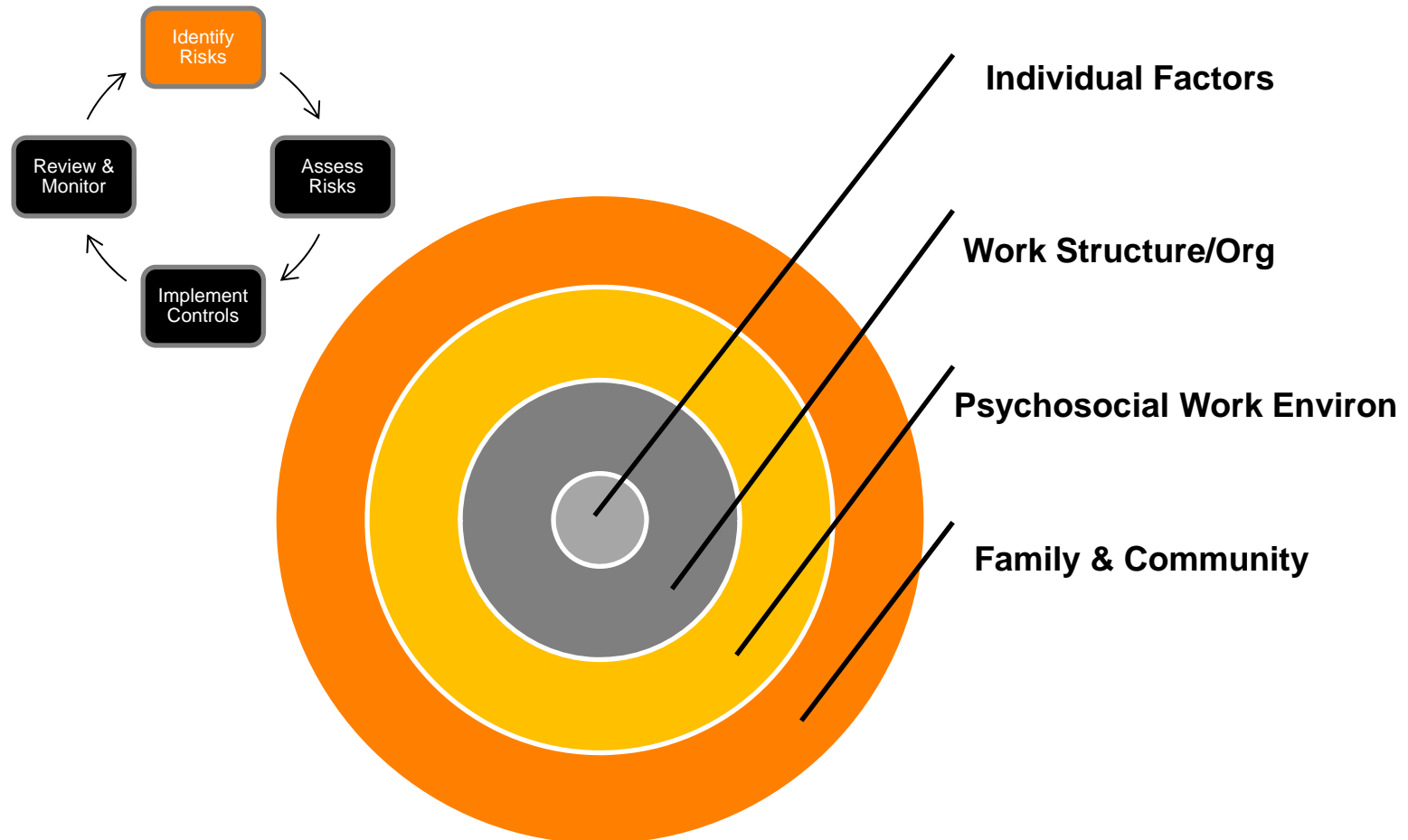
“Monitor, proactively manage, and provide information/instruction/training on psychological risks”

1. Applying a multi-level Risk Management Framework
2. Integrating Mental Health with all OHS strategies

Apply a Risk Management Framework



Identify Risks (Multi-Level)



Identify Risks

Common Workplace Risks

High Demands

Low Control

Low Role Clarity

Poorly Managed Change

Poorly Managed Relationships

Poor Levels of Support

Low Recognition/Rewards

Organisational Injustice

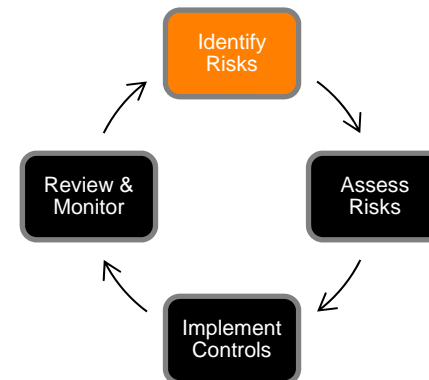
Poor Person-Job Fit

Your Organisation's/ Industry's Risks?

Workplace Trauma?

Intense Physical Demands?

Social Disruption/Isolation?



Assess Risks

Assessment Options

HR Metrics (sick leave, injury claims, turnover)

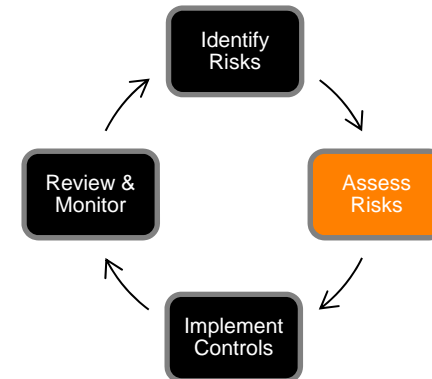
Stress Audits/Psychosocial Risk Audits

Interviews/Focus Groups

Workplace Inspections

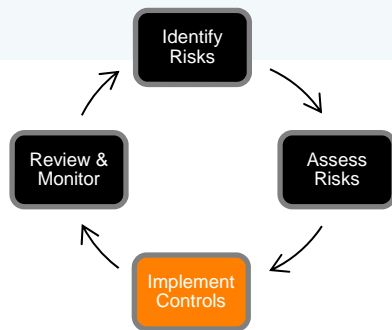
Exit Interviews

Engagement Surveys



Implement Controls (Multi-Level)

Intervention Level	Prevent/Promote (Primary)	Early Detection (Secondary)	Intervention (Tertiary)
Individual	Job Selection Education	EAP Promotion	EAP/External Support
Work Structure/Org	Work Redesign Health Promotion	Org Trend Monitoring Work Adjustments	Return to Work Plan Work Adjustments
Psychosocial (Work)	Manager Training Stigma Reduction	Leader Support Peer Support	Buddying
Community/Family	Comm. Engagement	Support Networks	Family EAP Access





Integrate MH with OH&S Systems

Why:

- Legitimises psychological hazards
- Reduces Stigma by normalising MH concerns
- An avenue to acknowledge workplace contributions to MH



Thank You – Questions Welcome

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