Mental Health Resource Referral Guide

The following table provides a range of actions you can take to create a mentally healthy workplace.

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| --- | --- | --- | --- | --- |
| Strategies | Healthy vision | Healthy places | Healthy people |  resources |
| Protect |
| Foster a culture that promotes psychological safety and psychological health and safety  | • |  |  | ISO 45003:2021 – [Occupational health and safety management — Psychological health and safety at work — Guidelines for managing psychosocial risks](https://www.iso.org/standard/64283.html)SafeWork SA – [Psychological Health and Safety Checklist and Workplace Mental Health](https://www.safework.sa.gov.au/__data/assets/pdf_file/0006/140667/Mental_health_health_and_safety_checklist.pdf)Safe Work Australia [Model Code of Practice: Managing Psychosocial Hazards at Work](https://www.safeworkaustralia.gov.au/doc/model-code-practice-managing-psychosocial-hazards-work)University of South Australia – [Stress Cafe](https://www.stresscafe.com.au/)Psychosocial hazards contributing to work-related stress – [WorkSafe Victoria](https://www.worksafe.vic.gov.au/psychosocial-hazards-contributing-work-related-stress)  [Applying risk matrices for assessing the risk of psychosocial hazards at work. Frontiers in public health,](file:///C%3A%5CUsers%5Ckcocks01%5Chealthrms.had.sa.gov.au-8008-kcocks01%5CObjects%5CApplying%20risk%20matrices%20for%20assessing%20the%20risk%20of%20psychosocial%20hazards%20at%20work.%20Frontiers%20in%20public%20health%2C%2010%2C%20965262.%20https%3A%5Cdoi.org%5C10.3389%5Cfpubh.2022.965262)  |
| Create systems for workers to raise concerns at work without negative consequences. Make sure these systems are designed with worker safety in mind. | • |  |  | SafeWork SA [Consultation & worker representation](https://www.safework.sa.gov.au/workers/consultation-and-representation) |
| Apply a risk management approach to identify the hazards, assess the risk, control risk, and review the measures to ensure they are working, in meaningful consultation with workers. | • |   |  | Safe Work Australia [Model Code of Practice: Managing Psychosocial Hazards at Work](https://www.safeworkaustralia.gov.au/doc/model-code-practice-managing-psychosocial-hazards-work) |
| Conduct a psychosocial risk assessment. You can use the free People at Work survey. | • |   |  | SafeWork SA – [People at Work](https://www.peopleatwork.gov.au/) ToolWork Health and Safety Queensland [Psychological health for small business](https://wcq-search.squiz.cloud/s/redirect?collection=wcq-meta&url=https%3A%2F%2Fwww.worksafe.qld.gov.au%2F__data%2Fassets%2Fpdf_file%2F0014%2F22154%2Fpsychological-health-for-small-business22.pdf&auth=t6ohz4mkLmrnW00g30bFmw&profile=_default&rank=10&query=psychological+health) |
| Apply proactive and systematic approaches to address bullying, harassment and discrimination, and develop and support a procedure to address conflict, grievances and critical incidents in the workplace. | • |   |  | SafeWork SA * [*Bullying in the workplace*](https://www.safework.sa.gov.au/workers/health-and-wellbeing/bullying-and-inappropriate-behaviours)
* [*Preventing and responding to workplace discrimination*](https://www.safework.sa.gov.au/workers/health-and-wellbeing/discrimination)
* [*Preventing and responding to workplace harassment*](https://www.safework.sa.gov.au/workers/health-and-wellbeing/sexual-harassment)

Australian Human Rights Commission * [*Workplace policy and rights*](https://humanrights.gov.au/our-work/employers/workplace-discrimination-and-harassment-policy-template)
* [*Workplace discrimination and harassment policy template*](https://humanrights.gov.au/our-work/employers/workplace-discrimination-and-harassment-policy-template)
 |
| Create tolerable job demands and manage staffing levels to ensure that adequate resources are available to meet workload requirements during times of high demand. Make sure that rosters are fair and provide adequate rest and recovery periods for shift workers. | • |  |  | Tolerable job demands – [Thrive at work](https://www.thriveatwork.org.au/framework/prevent/ensure-tolerable-demands/)Job Demands – [Safe Work Australia](https://www.safeworkaustralia.gov.au/safety-topic/managing-health-and-safety/mental-health/psychosocial-hazards/job-demands) Work demands tip sheet – [NSW Safe Work](https://www.safework.nsw.gov.au/resource-library/mental-health/mental-health-strategy-research/stress-tip-sheets/work-demands-and-work-related-stress-tip-sheet-5) |
| Develop appropriate policies and procedures to prevent and respond to occupational violence trauma in the workplace. | • |  |  | SafeWork SA – [Preventing and responding to work-related violence](https://www.safework.sa.gov.au/__data/assets/pdf_file/0008/136358/Preventing-and-responding-to-work-related-violence.pdf) and [Violence in the workplace](https://www.safework.sa.gov.au/workers/health-and-wellbeing/violence)SafeWork Australia [Preventing workplace violence and aggression guide](https://www.safeworkaustralia.gov.au/doc/preventing-workplace-violence-and-aggression-guide) and [Workplace violence and aggression – advice for workers](https://www.safeworkaustralia.gov.au/doc/workplace-violence-and-aggression-advice-workers)  |
| Make sure employees are supported and well-informed during times of organisational change. | • |  |  | Change Management Toolkit – [Government of South Australia](https://www.publicsector.sa.gov.au/about/Resources-and-Publications/innovation-lab/the-tools/change-management-toolkit) Organisational change management – [Safe Work Australia](https://www.safeworkaustralia.gov.au/safety-topic/managing-health-and-safety/mental-health/psychosocial-hazards/poor-organisational-change-management) Managing people through change [– Queensland Government Business Queensland](https://www.business.qld.gov.au/running-business/employing/staff-satisfaction/managing-change) Managing change tip sheet – [NSW Safe Work](https://www.safework.nsw.gov.au/resource-library/mental-health/mental-health-strategy-research/stress-tip-sheets/managing-change-and-work-related-stress-tip-sheet-11) Comcare – [Reducing the psychosocial risks of workplace change](https://www.comcare.gov.au/about/forms-publications/documents/publications/safety/reducing-the-pr-of-wc.pdf)  |
| Define job roles well and make sure employees clearly understand their roles and responsibilities. | • |  |  | Lack of role clarity – [Safe Work Australia](https://www.safeworkaustralia.gov.au/safety-topic/managing-health-and-safety/mental-health/psychosocial-hazards/lack-role-clarity) Role clarity, role conflict tip sheet – [NSW Safe Work](https://www.safework.nsw.gov.au/resource-library/mental-health/mental-health-strategy-research/stress-tip-sheets/role-clarity%2C-role-conflict-and-work-related-stress-tip-sheet-8)  |
| Create opportunities for people to shape their work using strategies like job crafting. | • |  |  | Job crafting – [Thrive at work](https://www.thriveatwork.org.au/resources/job-crafting/)Job crafting toolkit – [Australian Government Department of Education, Skills and Employment](https://www.dewr.gov.au/employing-and-supporting-women-your-organisation/resources/job-crafting-toolkit) |
| Conduct regular performance reviews and give workers the opportunity to discuss psychological hazards and have input into the way they do their work. | • |  |  | MYOB – [An employer’s guide to running successful performance reviews](https://www.myob.com/au/resources/guides/workforce-management/performance-review)Fair Work Ombudsman – [Managing performance online course.](https://www.fairwork.gov.au/tools-and-resources/online-learning-centre/managing-performance)   |
| Recognise individual and team contributions and achievements with praise and recognition. | • |  |  | Recognition and reward – [NSW SafeWork](https://www.safework.nsw.gov.au/resource-library/mental-health/mental-health-strategy-research/stress-tip-sheets/recognition-and-reward-minimising-work-related-stress-tip-10)  |
| Provide a workplace culture that supports open communication so workers feel comfortable to discuss issues. | • |  |  | Support from supervisors and co-workers tip sheet – [Safe Work NSW](https://www.safework.nsw.gov.au/resource-library/mental-health/mental-health-strategy-research/stress-tip-sheets/support-from-supervisors-andor-co-workers-regarding-work-related-stress-tip-sheet-7) |
| Encourage positive interactions based on trust, respect, and civility. | • |  |  | Organisational justice tip sheet – [NSW SafeWork](https://www.safework.nsw.gov.au/resource-library/mental-health/mental-health-strategy-research/stress-tip-sheets/organisational-justice-and-work-related-stress) |
| Provide flexible work and leave arrangements. | • |  |  | Thrive at work – [Using flexible work to facilitate thriving](https://www.thriveatwork.org.au/resources/flexible-work-design/) Centre for transformative work design – [Flexible work resources](https://www.transformativeworkdesign.com/flexible-work)Workplace gender equality agency – [Flexible work | WGEA](https://www.wgea.gov.au/flexible-work)NSW Government – [A Best Practice Guide for flexible and work-from-home arrangements | Centre for Work Health and Safety](https://www.centreforwhs.nsw.gov.au/tools/a-best-practice-guide-for-flexible-and-work-from-home-arrangements)  |
| Promote |
| Provide opportunities for personal and professional development, career progression and lifelong learning. | • |  |  |  |
| Model good work-life balance and self-care to others in the workplace. Positive leaders create positive work environments. | • |  |  | Life in Mind – [A guide to self-care](https://lifeinmindaustralia.imgix.net/assets/src/user-uploads/Life-in-Mind-Self-care.pdf)Black Dog Institute – [How to use self-care planning to improve your emotional wellbeing, even when you don't think you need it](https://www.blackdoginstitute.org.au/news/how-to-use-self-care-planning-to-improve-your-emotional-wellbeing-even-when-you-dont-think-you-need-it/)  |
| Use recruitment methods that assess personal competencies relevant to the position to ensure job–person fit. | • |  |  | Hiring employees - Information and tools to guide you through the hiring process – [Government of South Australia](https://business.sa.gov.au/workforce/hiring-employees) |
| Provide opportunities for workers to build positive working relationships. | • |  |  |  |
| Recognise and celebrate diversity and inclusion and reduce discrimination. | • |  |  | Australian Human Rights Commission – [Workplace Cultural Diversity Tool](http://culturaldiversity.humanrights.gov.au/)Diversity Council Australia’s – [inclusive of multiple dimensions of diversity](https://www.dca.org.au/) |
| Create a culture that encourages taking lunch breaks and other breaks as awarded in your sector. | • |  |  |  |
| Respond |
| Respond appropriately to mental ill-health in the workplace according to legislated duties ranging from workers compensation, discrimination, privacy, and workplace relations.  | • |  |  | Human Rights Commission – [Guide to Workers with Mental Illness: a Practical Guide for Managers](https://humanrights.gov.au/sites/default/files/document/publication/workers_mental_illness_guide_0.pdf)Beyond Blue – [Information for Employers](https://www.beyondblue.org.au/mental-health/work)  |
| Provide reasonable adjustments to support people experiencing mental ill-health. | • |  |  | Beyond Blue – [Support someone](https://www.beyondblue.org.au/get-support/support-someone) and [reasonable adjustments](https://www.beyondblue.org.au/mental-health/working-with-poor-mental-health#make-reasonable-adjustments)Human Rights Commission – [Guide to Workers with Mental Illness: a Practical Guide for Managers](https://humanrights.gov.au/sites/default/files/document/publication/workers_mental_illness_guide_0.pdf) |
| Create an environment that reduces stigma, makes it safe to talk about mental health, and supports early intervention. | • |  |  | Beyond Blue – [Reducing stigma](https://www.beyondblue.org.au/about-us/position-statements-and-policy-submissions/stigma-discrimination) Life in Mind – [National Communications Charter](https://lifeinmind.org.au/the-charter/language-guide)Mindframe – [Suicide and Mental Health Safe Language Guidelines](https://mindframe.org.au/)Comcare – [Mental health stigma in the workplace](https://www.comcare.gov.au/safe-healthy-work/mentally-healthy-workplaces/mental-health-stigma)  |
| Understand how to manage disclosure. | • |  |  | Suicide Prevention Australia Accreditation Program – [Suicide Prevention Australia Training Best Practice Directory](https://www.suicidepreventionaust.org/directory-of-programs/)  Beyond Blue – [Suicide Prevention – Information for Managers](https://www.headsup.org.au/supporting-others/if-you-manage-others/suicide-and-suicide-prevention) and [Deciding to tell others](https://www.headsup.org.au/your-mental-health/deciding-to-tell-others)  |
| Provide an effective flexible work and return-to-work process to support recovery. | • |  |  | RTWSA – [Injury management self-audit tool](https://www.rtwsa.com/insurance/injury-prevention/injury-management-self-audit-tool) and [Return to Work Coordinators (rtwsa.com)](https://www.rtwsa.com/insurance/return-to-work-coordinators/workplace-advisory-services)Beyond Blue– [After a suicide attempt – supporting someone returning to work](https://www.beyondblue.org.au/mental-health/suicide-prevention/after-a-suicide-attempt)  |

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| Strategies | Healthy vision | Healthy places | Healthy people |  resources |
| Consider the work design of the physical working environment at all worksite types, whether that be a home, vehicle, office or factory When workers feel comfortable and calm in their physical work settings they produce their best work. |  | • |  | [Good work design | Safe Work Australia](https://www.safeworkaustralia.gov.au/safety-topic/managing-health-and-safety/good-work-design)[Principles of Good Work Design | Safe Work Australia](https://www.safeworkaustralia.gov.au/resources-and-publications/guidance-materials/principles-good-work-design) |
| Regularly assess environmental conditions include hazardous manual tasks, poor air quality, high noise levels, extreme temperature, working near unsafe machinery, cramped workspace, vibration, poor lighting, temperature, and humidity. |  | • |  |
| Consider creating a designated support room or a relaxation zone where people can have private conversations. |  | • |  |
| Protect |
| Make sure that workers understand their responsibilities relating to psychological health and safety in the workplace. |  |  | • | [Worker responsibilities | SafeWork SA](https://safework.sa.gov.au/workers/worker-responsibilities)[Psychological hazards & work-related stress | SafeWork SA](https://safework.sa.gov.au/workers/health-and-wellbeing/psychological-hazards#Workers)[Model Code of Practice: Managing psychosocial hazards at work | Safe Work Australia](https://www.safeworkaustralia.gov.au/doc/model-code-practice-managing-psychosocial-hazards-work) |
| Involve workers and make sure you consult and communicate with workers and their representatives to increase psychological health and safety and identify and manage work-related stressors. |  |  | • | SafeWork SA – [Consultation Fact Sheet](https://www.safework.sa.gov.au/workers/consultation-and-representation)  |
| Provide effective training and supervision across the organisation on psychological health and safety and ways to minimise harm of psychosocial hazards. |  |  | • | [Managing health and safety risks | SafeWork SA](https://safework.sa.gov.au/workplaces/managing-risk)Managing the risk of psychosocial hazards at work Code of Practice – [WorkSafe Queensland](https://www.worksafe.qld.gov.au/laws-and-compliance/codes-of-practice/managing-the-risk-of-psychosocial-hazards-at-work-code-of-practice-2022) Psychosocial hazards contributing to work-related stress – [WorkSafe Victoria](https://www.worksafe.vic.gov.au/psychosocial-hazards-contributing-work-related-stress)  |
| Provide information, instruction, and training on expected workplace behaviour and conduct, including all relevant policies and procedures (to prevent bullying, harassment, racism, and violence at work). |  |  | • | [Model Code of Practice: Managing psychosocial hazards at work | Safe Work Australia](https://www.safeworkaustralia.gov.au/doc/model-code-practice-managing-psychosocial-hazards-work)[Bullying & Inappropriate behaviours | SafeWork SA](https://safework.sa.gov.au/workers/health-and-wellbeing/bullying-and-inappropriate-behaviours)[Bullying information for employees](https://www.headsup.org.au/your-mental-health/bullying-information-for-employees) [Beyond Blue](https://www.beyondblue.org.au/mental-health/workplace-bullying-harassment)[Respect@Work | Respect@Work (respectatwork.gov.au)](https://www.respectatwork.gov.au/) |
| Ask managers to assess whether they have identified the behaviours that effectively prevent and reduce stress at work. Help managers reflect on their behaviour and management style. |  |  | • | Health and Safety Executive UK – [Line Manager Competency Indicator Tool](https://www.hse.gov.uk/stress/mcit.htm)  |
| Provide coaching, mentoring, and/or training to build supportive and capable managers. When managers can be respectful, responsible, manage and communicate existing and future work, manage the team, and manage difficult situations, they can reduce work-related stress and promote positive mental health. |  |  | • | Black Dog Institute – [Workplace Mental Health for Leaders](https://www.blackdoginstitute.org.au/education-services/workplaces/workplace-programs/workplace-mental-health-for-leaders/)Beyond Blue – [NewAccess for Small Business Owners](https://www.beyondblue.org.au/get-support/newaccess-mental-health-coaching/newaccess-for-small-business-owners) – guided self-help mental health coaching program Conversations Matter – [Group discussions about suicide prevention fact sheet](https://conversationsmatter.org.au/wp-content/uploads/2022/06/CM_Fact_sheet_When_holding_group_discussions_about_suicide_prevention_Final.pdf) |
| Promote |
| Support evidence based training in the workplace. |  |  | • | Suicide Prevention Australia Accreditation Program – [Suicide Prevention Australia Training Best Practice Directory](https://www.suicidepreventionaust.org/directory-of-programs/)  [Mental Health First Aid Australia](https://mhfa.com.au/mhfa-workplace) |
| Provide employees with information and education on evidence-based strategies that can enhance positive mental health (e.g. resilience, mindfulness, meditation, safety planning)  |  |  | • | [Safe Work SA – Top Ten Tips to Maintain your Mental Health](https://www.safework.sa.gov.au/__data/assets/pdf_file/0020/136361/Top-10-tips-to-maintain-your-mental-health.pdf)Digital mental health supports* [*Head to Health*](https://www.headtohealth.gov.au/)
* [*WellMob*](https://wellmob.org.au/e-health-topics/mind/)
* [*e-Mental Health in Practice*](https://www.emhprac.org.au/)

Beyond Blue – [Beyond now Safety Planning App](https://www.beyondblue.org.au/get-support/beyondnow-suicide-safety-planning) [and work and health](https://www.beyondblue.org.au/mental-health/work)4Mental Health / Connecting with People – [Staying Safe Web-based Safety Planner Australian Version](https://aus.stayingsafe.net/) 4Mental Health / Connecting with People – [Wellbeing and Coping Planning 30-3-30 activities for Australians](https://aus.wellbeingandcoping.net/)  |
| Promote the principles in the Five Ways to Wellbeing. These are easy ways to think about how you can create good mental wellbeing. |  |  | • | Black Dog Institute – [Mental Health and Five Ways to Wellbeing](https://www.blackdoginstitute.org.au/resources-support/wellbeing/) |
| Engage workers in co-design to create ways of working that will help them reach their potential. |  |  | • | NSW Health – [Workplace Co-Design](https://aci.health.nsw.gov.au/projects/co-design/working-together) |
| Provide seminars or workshops on financial planning, stress reduction techniques, organisation and time management, and improving sleep and fatigue. |  |  | • | Visit Financial Wellbeing page on the [healthy workplaces website](https://www.healthyworkplaces.sa.gov.au/)  |
| Include a regularly updated social calendar and volunteering opportunities in staff induction materials along with other relevant wellbeing policy and information. |  |  | • | Mindframe [– Help-seeking cards of support services](https://mindframe.org.au/need-help/help-seeking)Volunteer SA&NT – [Corporate volunteering](https://www.volunteeringsa-nt.org.au/about/what-we-do/business-services) |
| Leave a list of referral sources and information in staff rooms, newsletters, emails and/or on the intranet to raise awareness of the mental health support available. |  |  | • | Superfriend – [mental health support service numbers](https://21538146.fs1.hubspotusercontent-na1.net/hubfs/21538146/Superfriend_November2022/pdf/Mental-health-support-services-numbers_2022-1.pdf) |
| Celebrate cultural and gender diversity through participating in activities. |  |  | • | [Respect@Work | Respect@Work (respectatwork.gov.au)](https://www.respectatwork.gov.au/) |
| Respond |
| Promote mental health support services this may include an employee assistance programs as an option to confidentially discuss any concerns. |  |  | • | [Comcare – Supporting workplaces to adopt better practice EAPs](https://www.comcare.gov.au/safe-healthy-work/mentally-healthy-workplaces/mental-health-initiatives/better-practice-employee-assistance-program-services)Mental Health Triage – 131 465[Beyond Blue 1300 224 636](https://www.beyondblue.org.au/get-support/talk-to-a-counsellor)[Lifeline 13 11 14](https://www.lifeline.org.au/)[MensLine Australia 1300 78 99 78](https://mensline.org.au/)[Regional Access 1300 032 186](https://saregionalaccess.org.au/)[13 Yarn](https://www.13yarn.org.au/)[Suicide Call Back Service – 1300 659 467](https://www.suicidecallbackservice.org.au/)  [Dardi Munwurro Brother to Brother Aboriginal Men’s Mental Health Line – 1800 435 799](https://www.dardimunwurro.com.au/brother-to-brother/)  Open Arms - Veterans and Families Counselling – 1800 011 046 – openarms.gov.auLGBTIQA+ – Qlife – 1800 184 527 – qlife.org.au |
| Provide information, education, and training to recognise and respond to the signs of mental ill health and distress and discuss methods of supporting others in distress. |  |  | • | Beyond Blue – [NewAccess – mental health coaching for individuals](https://www.beyondblue.org.au/get-support/newaccess-mental-health-coaching/newaccess-for-small-business-owners)Grieflink – [grieflink.org.au](https://grieflink.org.au)[A conversation could change a life | R U OK?](https://www.ruok.org.au/)[Conversations Matter – practical resources for talking about suicide](https://conversationsmatter.org.au/)Suicide Prevention Australia Accreditation Program – [Suicide Prevention Australia Training Best Practice Directory](https://www.suicidepreventionaust.org/directory-of-programs/)  WA Mental Health Commission – [Lived experience (Peer) Workforce Project](https://www.mhc.wa.gov.au/about-us/major-projects/lived-experience-peer-workforce-project/)  |
| Consider implementing a peer support program. |  |  | • | [SANE – Peer Support](https://www.sane.org/peer-support)National Mental Health Commission – [Lived Experience Workforce Guidelines](https://www.mentalhealthcommission.gov.au/lived-experience/lived-experience-workforces/peer-experience-workforce-guidelines) Queensland Mental Health Commission – [Lived experience workforce development](https://www.qmhc.qld.gov.au/engage-enable/lived-experience-led-reform/lived-experience-workforce-development)  |
| Promote and provide research-supported early intervention initiatives. |  |  | • | Australian Government Comcare – [Workplace Mental Health Early Intervention](https://www.comcare.gov.au/safe-healthy-work/healthy-workplace/intervene-early)   |
| Take an individual-focused approach to recovery. |  |  | • | Beyond Blue - [work and mental health](https://www.beyondblue.org.au/mental-health/work) [Recovery and mental health | healthdirect](https://www.healthdirect.gov.au/mental-health-recovery) |
| Promote help seeking and pathways to treatment.  |  |  | • | [How to ask "Are you OK?" | R U OK?](https://www.ruok.org.au/how-to-ask)[Learn about mental health – Beyond Blue](https://www.beyondblue.org.au/mental-health)[Get mental health support – Beyond Blue](https://www.beyondblue.org.au/get-support) |