

CREATING A PSYCHOLOGICALLY HEALTHY AND SAFE WORKPLACE

BUSINESS CASE & IMPLEMENTATION PLAN

ENTER COMPANY NAME

ENTER DATE

INTRODUCTION

The purpose of this business case is to assist organisations to obtain internal support to implement a psychological health and safety approach to workplace mental health. This document provides a comprehensive case for this approach, including defining the problem, the impact mental health has on employees, organisations and the wider community, expected benefits and outlines how psychological health and safety can be implemented.

This template is designed to be customised to your company's specific context. Insert your company's name by replacing references to the organisation "ABC" with your entity's name and enter relevant company specifics in the relevant areas, which are generally highlighted in blue text.

This resource is provided at no cost by FlourishDx, the leading digital solution that enables organisations to prevent psychological harm and support employees to flourish. We value your feedback, please send through any suggestions to support@flourishdx.com

VERSION HISTORY

VERSION	APPROVED BY	REVISION DATE	DESCRIPTION OF CHANGE	AUTHOR

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EXECUTIVE SUMMARY

Briefly introduce the project and the reason for embarking on the project. Summarize what is required to successfully execute the project.

The challenge

Stress-related illnesses, including mental disorders, have a significant impact on individuals, their families, their workplaces, and the broader community. Mental disorders are a leading cause of illness absence, loss of productivity, and the largest contributor to suicide numbers globally. The World Health Organisation estimates that unipolar depression will be the number one contributor to the global disease burden by 2030¹.

For ABC, global benchmarks demonstrate that:

- 1 in 5 people² struggle with some form of mental health issue in any given year; for ABC that equates to [calculate value = number of employees x 20%] of our colleagues
- The annual cost of mental ill-health in the workplace for ABC is [calculate value = USD\$2,004 x number of employees], driven by presenteeism and absenteeism³
- 41% of employees⁴, [x employees at ABC] have experienced mental health symptoms caused, or worsened, by work in the last year (2020/21); a figure that would be seen as unacceptable if discussing physical injury created by work

Opportunity

While these represent significant challenges for all organisations including ABC; this business case outlines the opportunity to take an evidence-based approach to mental health that prevents harm and designs work that evidence shows is good for mental health⁵. This approach recognizes that just like “physical health” we all have “mental health” and that both ABC as an employer and our employees have a joint responsibility to prevent psychological harm at work. This is aligned to our strategic objectives as an organisation; by creating a positive culture that attracts, engages and retains employees, manages risk by meeting WHS legal obligations (in applicable jurisdictions) and reduces the risk of costly psychological injury claims while also delivering financial benefits and supporting our ESG agenda. Numerous studies demonstrate that mental health initiatives provide 2⁶-5⁷ times return on investment.

Recommendation

This business case recommends the implementation of a systematic approach to supporting employee mental health at ABC; which focuses on preventing psychological harm from occurring in the first place, while also developing strategies to optimize employee wellbeing. This approach is based on the evidence-based integrated model of workplace mental health, which acknowledges the joint responsibility for workplace mental health between the employer and employee. The key elements of this approach include:

- Incorporation of psychological risk management in ABC’s health and safety policy
- Incorporation of psychosocial risks in the ABC’s risk register
- Equip line managers to support their teams and support employees to build the positive pillars of mental health
- Embed mental health training into our competency framework
- Develop a mental health risk management plan
- Embed mental health into our safety management system and continue to deliver continuous improvement

The utilization of the digital tool, FlourishDx is recommended to achieve the above at scale and in a cost-effective manner. Approval of this business case and allocation of necessary resources will initiate a project to embed this approach within ABC’s safety management system. To achieve this; the total OPEX requested is [enter \$] and CAPEX of [enter \$], with project resources required over [enter timeframe] months. Leadership support is also requested from functional and operational areas to ensure a successful implementation.

¹ WHO (2012). Global burden of mental disorders and the need for a comprehensive, coordinated response from health and social sectors at the country level.

² Australian Institute of Health and Welfare (2020). Australia’s Mental Health 2020

³ Safe Work NSW (2017). Mentally healthy workplaces in NSW: A return on investment study, AUD converted to USD at 0.80

⁴ Business in the Community (2021). What if Your Job was Good for You?

⁵ Thriving at work: The Stevenson/Farmer review of mental health and employers, Stevenson & Farmer (2017)

⁶ Creating a mentally healthy workplace, return on investment analysis, PwC 2014

⁷ Hilton, M. University of Queensland (2004). Assessing the financial return on investment of good management strategies and the WORC Project

OVERVIEW

PURPOSE OF THIS BUSINESS CASE

Purpose:

The purpose of this business case is to gain alignment to create a psychologically healthy and safe workplace at ABC. The term psychological health and safety is used rather than mental health as it reflects a commitment to shared responsibility and a systematic approach to hazard identification and risk reduction. The approach recommended is similar to the approach taken to physical health and safety. This business case outlines the problem, what is a psychologically healthy and safe workplace, how this approach is important to meet the strategic priorities of ABC, options considered, the benefits expected, consideration of risks involved and proposes a high-level implementation plan for ABC.

Scope

The focus of this business case is preventative strategies that address workplace factors impacting employee mental health. Reactive mental health strategies, such as Employee Assistance Programs are only briefly mentioned.

PROBLEM STATEMENT

Mental health has a significant impact on our employees and ABC:

Applying global benchmarks to ABC to understand the impact of poor mental health on our people and business:

- 1 in 5 people⁸ struggle with some form of mental health issue in any given year; for ABC that equates to [calculate value = number of employees x 20%] of our colleagues
- The annual cost of mental ill-health in the workplace for ABC is [calculate value = USD\$2,004 x number of employees], driven by presenteeism and absenteeism⁹
- 41% of employees¹⁰, [x employees at ABC] have experienced mental health symptoms caused, or worsened, by work in the last year (2020/21); a figure that would be seen as unacceptable if discussing physical injury created by work

Compliance requirements are becoming a board-level issue:

Workplace health and safety (WHS) legislation in various jurisdictions across the world, including Australia, the United Kingdom, Canada, and Germany, extends to the management of psychological health and safety not just physical health and safety. Work health and safety legislation requires workplaces to be, as far as reasonably practicable, physically, and psychologically safe and healthy for all employees. Work Health and Safety regulators across the world are increasingly becoming more active in this area and new legislation introduced or planned to provide clarity on the employer's responsibility to manage psychological hazards. Generally, to comply with WHS duties regarding psychological hazards an employer needs to:

1. Identify and, if appropriate assess any psychological hazards (e.g., bullying and harassment, role overload, lack of autonomy, job control) that can cause or contribute to stress / psychological injury;
2. Implement risk control measures to control the risks
3. Review and revise risk control measures
4. Following a report/injury/incident involving psychological harm, investigate whether work-related psychosocial hazards contributed

Stakeholder expectations are growing in this area:

The mental health of our employees has a multiplier impact, not just impacting ABC, but also the employee's family and the communities we operate in. Work at ABC should be a positive contributor to our employees' mental health, rather than causing harm. The Harvard Law School Forum on Corporate Governance (December 2020) also noted that mental health is gaining traction in the field of ESG investing. This article

⁸ Australian Institute of Health and Welfare (2020). Australia's Mental Health 2020

⁹ Safe Work NSW (2017). Mentally healthy workplaces in NSW: A return on investment study, AUD converted to USD at 0.80

¹⁰ Business in the Community (2021). What if Your Job was Good for You?

highlighted the ongoing effect of COVID-19 noted the importance of mental health to institutional investors. Additionally, a poll of signatories to the Principles for Responsible Investment listed mental health as one of the top four social issue priorities¹¹ going forward.

The common workplace approaches to mental health do not address root causes:

Common workplace initiatives to address employee mental health are typically reactive or ineffective in addressing root causes. These initiatives tend to focus on providing support for employees who are already distressed or injured, such as the provision of employee assistance programs and mental health awareness training.

A University of Cambridge¹² study of 26,471 employees found that common wellbeing and stress management initiatives including resilience and stress management classes, relaxation classes, mental health and wellbeing coaching and events promoting healthy sleep had “no (positive) effect” on mental health. The study’s author William Fleming stated that merely offering “short-term programs or classes are not satisfactory for solving long-standing problems of worker wellbeing.”

While it is important to support employees who are experiencing distress / mental illness (e.g., through the provision of EAP services), rather than dealing only with the symptoms, ABC needs to understand the systemic causes of psychological harm in the workplace, focus on harm prevention and creating work that is good for employee wellbeing. This business case proposes such an approach.

CURRENT STATE ASSESSMENT

Analysis of gaps in the current approach to mental health and well-being at ABC by completing the table below

The workplace mental health audit tool (<https://mentalhealthaudit.com/>) was utilized to help identify key gaps in our current mental health and well-being strategy at ABC. It also highlights WHS compliance gaps (critical) and employer of choice considerations (desirable) separately.

Currently, ABC has [enter number per the table below] critical items in place and [enter number per the table below] desirable items in place. The opportunity exists to deliver improvements in [enter summary of areas in the table below]

#	Component	Category	Yes / No	Comments
1	Do you have a mental health policy (or is similar content contained in other OHS/HR policies)?	Desirable	[Yes/No]	
2	Are the main psychosocial hazards in the workplace known?	Critical	[Yes/No]	
3	Are psychosocial risks covered in the organization/site risk register?	Desirable	[Yes/No]	
4	Are psychosocial risks regularly assessed for their potential impact on employee health and safety (including mental health)?	Critical	[Yes/No]	
5	Are there risk management strategies in place for how known psychosocial risks are to be addressed?	Critical	[Yes/No]	
6	Is there a process to consult with employees regarding mental health risks (e.g. health and safety representatives/working groups/surveys)?	Critical	[Yes/No]	

¹¹ Principles for Responsible Investment: COVID-19 accelerates ESG trends, global investors confirm

¹² William Fleming, University of Cambridge

7	Are employees provided mental health literacy/awareness training?	Desirable	[Yes/No]	
8	Are employees provided with training and/or resources to understand and manage stress?	Desirable	[Yes/No]	
9	Are employees provided with regular reminders/coaching to build healthy habits that increase resilience and prevent mental illness?	Desirable	[Yes/No]	
10	(In addition to all-employee mental health literacy training) are leaders/managers provided with additional training on how to prevent harm and respond to mental health risks at work?	Desirable	[Yes/No]	
11	Have relevant people received mental health first aid training (e.g. line managers/human resource professionals)?	Desirable	[Yes/No]	
12	Is there additional support available to employees to address mental health concerns (e.g. employee assistance program/telephone hotline)?	Desirable	[Yes/No]	
13	Is there a return-to-work policy to help employees return to work (or stay at work) following a mental health/stress worker's compensation claim?	Critical	[Yes/No]	
14	Do your incident investigation procedures account for psychosocial hazards?	Critical	[Yes/No]	

WHAT IS A PSYCHOLOGICALLY HEALTHY AND SAFE WORKPLACE?

We start from the position that the correct way to view mental health is similar to physical health; that we all have “mental health” and we fluctuate between different levels over time.

The mental health continuum ranges from illness to wellness to flourishing (optimal wellbeing). Approximately one-quarter of working-age people each year are likely to reach the point on the continuum where they have a diagnosable mental illness. It is a large-scale issue that needs a scalable solution that actively and proactively addresses mental health from both employer and employee perspectives.

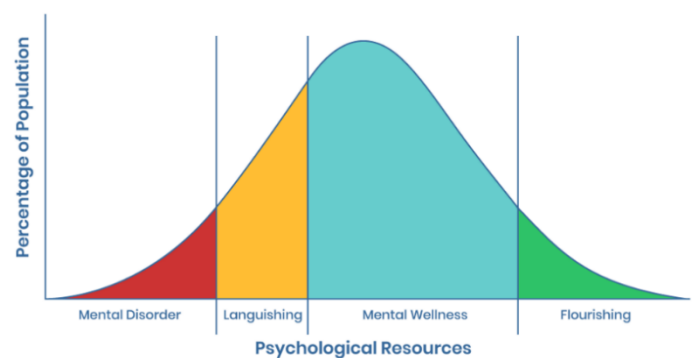


Figure 1 - Mental Health Continuum

To understand what a psychologically healthy and safe workplace is, it may first warrant a definition of *mental health*. The [World Health Organisation](https://www.who.int/features/factfiles/mental_health/en/)¹³ (WHO) defines mental health as:

“a state of well-being in which every individual realizes his or her potential can cope with the normal stresses of life can work productively and fruitfully, and can contribute to her or his community.”

¹³ https://www.who.int/features/factfiles/mental_health/en/

The definition is focused on the positive aspects of mental health, as opposed to focusing purely on the absence of illness or stigma. This is important to recognise as it is a common misconception that mental health is purely an absence of illness. Somewhat similarly, a mentally healthy workplace is often misconstrued as simply one that is willing to accept and not discriminate against people with a mental illness. This is still essential but does not consider the role of ABC and its employees. “Psychological health and safety,” is defined in the [National Standard of Canada on Psychological Health and Safety in the Workplace](#) (2013)¹⁴ as:

*"a workplace that **promotes workers' psychological well-being** and **actively works to prevent harm to worker psychological health**, including in negligent, reckless or intentional ways".*

This definition encapsulates two main obligations of ABC to:

- 1) promote wellbeing, and
- 2) prevent harm.

Psychological health and safety at work require committed actions on behalf of an organisation. To achieve a positive result, it must be recognised that employee mental health can be impacted at work from both the design of work (e.g. co-worker and supervisor support, autonomy, workload) and individual factors (e.g. practising self-care, nurturing positive relationships, savouring positive experiences). Therefore, there is a dual responsibility for psychological health and safety at work.

RECOMMENDATION

OVERVIEW OF APPROACH

Detail the approach recommended to address the problem statement outlined above

A comparison of high-level options considered is included in Appendix 1. The recommended option; is outlined below

Recommendation: Adopt an Integrated Approach to Mental Health

Adopt an integrated approach to workplace mental health by embedding psychological health and safety into ABC’s safety management system. This approach recognizes the joint responsibility between ABC as the employer and our employees for workplace mental health. There are three core pillars of this approach:

- 1) **Prevent Harm:** adopt a risk management approach to psychological hazards
- 2) **Promote Flourishing:** support employees to build their pillars of positive mental health
- 3) **Mitigate Illness:** provide support for mental ill-health

To achieve the above across all locations and [enter number] employees in an effective and cost-efficient manner, we recommend the use of the digital solution FlourishDx. An analysis of digital enablers considered is included in Appendix 2.

Integrated Model of Workplace Mental Health

The FlourishDx model is a summary of how employers and employees can work together for positive workplace mental health outcomes. It is consistent with the duty of care obligations which outline a shared responsibility for workplace health and safety.

¹⁴ https://www.csagroup.org/documents/codes-and-standards/publications/CAN_CSA-Z1003-13_BNQ_9700-803_2013_EN.pdf

According to the FlourishDx model (figure 2), employers are responsible for the design of work that can affect employee mental health (including prevention of harm, assisting employees who become distressed or develop a psychological injury, and promoting the positive elements of work known to assist employees to flourish).

Apart from their obligation to comply with workplace health and safety practices to minimise harm, employees can also take responsibility for their wellbeing. The PERMA model (described in more detail below) outlines five domains over which individuals have control to prevent illness, increase resilience and optimise wellbeing. Sleep is also closely related to wellbeing, so has also been included in the FlourishDx model. ABC can design work and provide opportunities for our employees to develop these pillars, however, this is ultimately the responsibility of the individual.

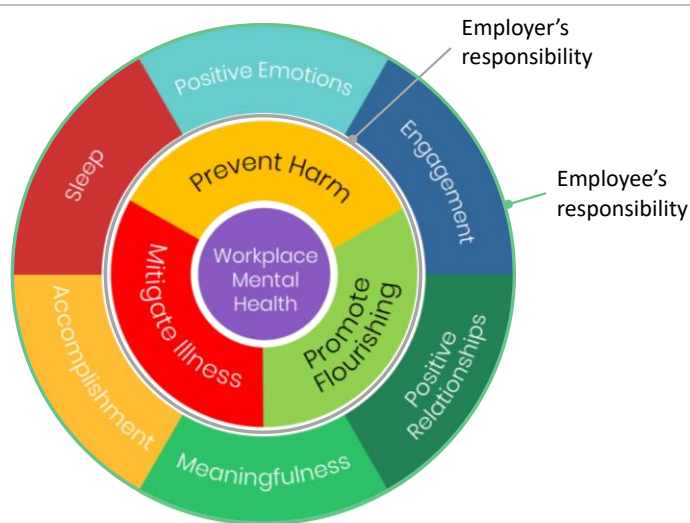


Figure 2 - FlourishDx Model

1) Prevent Harm: risk management approach to psychological hazards

Applying a risk management approach to psychological health and safety involves five steps:

#	Step	Description	Involved	Method	Effort Required
1	Identify hazards	Find out what could cause harm, considering recognized psychosocial hazards (e.g., role overload, role clarity, job control).	All employees	FlourishDx – Wellbeing Check-in	1 minute per person
2	Assess risks	Understand the nature of the harm that could be caused by the psychosocial hazards, the likelihood of it happening and the amount of harm that could be caused	All employees	FlourishDx – Work Factors Risk Assessment	5-10 minutes per person
3	Control risks	Implement the most effective control measures that are reasonably practicable in the circumstances.	Working group	Workshop	2 hours per group
4	Monitor	Monitor known hazards to track the effectiveness of control measures; identify emerging hazards	All employees	FlourishDx – Wellbeing Check-in	1 minute per person (monthly)
5	Review	Review hazards and control measures to ensure they are working as planned.	All employees	FlourishDx – Work Factors Risk Assessment	5-10 minutes per person

FlourishDx helps employers follow a risk management process for the identification and mitigation of psychosocial risks in a scalable and cost-effective manner. The platform contains multiple levels of risk management tools (which take between 30 seconds to 15 minutes to complete) to assess employee perceptions of common psychosocial hazards. Consistent with best practice, and the integrated approach to workplace mental health⁹, the Work Design survey also assesses positive characteristics of work that promote flourishing, as well as steps taken by the employer to mitigate illness. Consulting with employees during the risk management process, including the identification of hazards, is a WHS legal requirement in many jurisdictions. The link between the general top-down risk management approach and this approach is outlined in Appendix 3.

Rich data-driven insights:

The value of utilizing a digital solution to enable input from employees across the organisation is the rich data-driven insights produced by this approach. The configurable filters within FlourishDx enable ABC to identify hazards at different levels of the organisation; including business unit/function, location, remote/office-based, shift and team. This enables our OHS and HR teams to identify and intervene where psychosocial hazards exist (e.g., identify a specific hazard such as bullying and harassment at a particular location and team) before they escalate further, ensuring the resources are focused in the areas where they have the most impact. Insights are available via the platform instantly, enabling resources to be focused on interventions rather than data analysis.

Line manager permissions can also be granted to empower line managers to monitor risks and support the mental health of their teams (minimum of 8 individual responses required before insights are available).

Analytics within the platform will also enable ABC to easily monitor changes in psychosocial hazards, risk scores, and outcome variables (e.g., job satisfaction, illness absence) to enable a continuous improvement approach. Pre- and post-intervention survey comparisons measure whether interventions reduced the wellbeing impact, frequency, or duration of each targeted hazard.

Improve mental health literacy

Mental health literacy is a leading predictor of an individual's long-term mental health status, according to the World Health Organisation². FlourishDx's learning management system enables the efficient effective upskilling of employees and line managers at scale. There are hours of mental health and sleep health (and fatigue risk management education for those in safety-critical or roles requiring shift work), ranging from short-form 2–3-minute animated videos to longer format content.

The learning objectives of this content for our employees:

- 1) understand the mental health continuum
- 2) discover symptoms of common mental illness
- 3) familiarize self with common risk factors and protective factors for mental health
- 4) gain practical knowledge and skills to optimize wellbeing; and
- 5) how to seek help for mental health issues when required.

Content from the library will be selected/curated by an administrator and pushed to employees with progress monitored via the built-in Learning Management System; thereby embedding mental health training into our formal competency development framework. The number of training videos and duration will be agreed upon during the implementation phase of this project.

Upskill line managers to support their teams

In addition to mental health training available to all, specialised training for line managers to understand and support the implementation of psychological health and safety at ABC will also be distributed via FlourishDx. This training includes leader responsibilities, identifying and managing psychosocial hazards and supporting the return to work after illness for their team members. There are also leaders' discussion guides to facilitate discussions by leaders with their teams on a range of mental health topics.

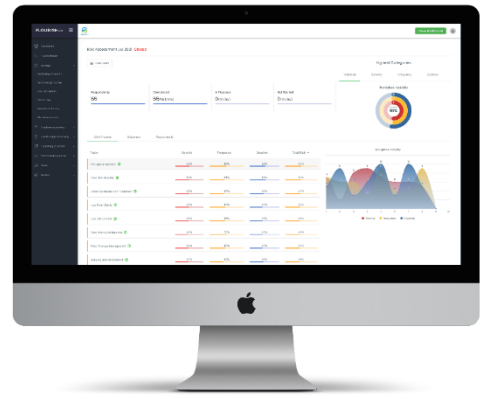


Figure 3 - FlourishDx Analytics

Adopting International Best Practice

ISO 45003:2021 Psychological Health and Safety at Work – Guidelines for Managing Psychosocial Risks; is the first internationally agreed standard for workplace mental health. ISO 45003 provides guidance on the management of psychosocial risk and promotion of wellbeing at work, in a manner consistent with other health and safety risks in the workplace.

FlourishDx offers an efficient and cost-effective approach to adopt ISO 45003, guiding organisations through adoption. The “Flourish Factor” provides explanatory videos and step-by-step instructions to meet each of the 23 requirements to adopt ISO 45003. The Flourish Factor and provides links to content within FlourishDx that help an organisation to adopt the standard.

Link to the video demonstration: <https://vimeo.com/563093113/a085861a75>

The adoption of the objective best practice standard ISO 45003 is an option for ABC Ltd; this would demonstrate to our internal and external stakeholders our commitment to build a psychologically safe and healthy workplace.

2) Promote Flourishing:

Employers should promote positive mental health in the workplace, by assisting employees to develop the pillars of good mental health. Martin Seligman’s 5 pillars of good mental health are often abbreviated with the acronym PERMA¹⁵:

- **Positive emotions:** experience emotions that bring pleasure and enjoyment
- **Engagement:** experience flow where you are engrossed with or absorbed in an activity
- **Positive Relationships:** our natural desire is to be connected and be part of a group where we feel belonging
- **Meaningfulness:** find meaning in our lives
- **Accomplishment:** taking pride in something we have done or accomplished to boost self-esteem and confidence.

At a workplace level, the Flourish Survey results are a leading indicator of mental health as it has been shown that people with well-developed PERMA are less susceptible to illness and more likely to be flourishing. The Flourish Survey is a short survey within FlourishDx to assess the degree to which individuals have developed PERMA + Sleep. This can be used as a needs analysis to determine priorities for intervention at either an individual or group level.

Use of the evidence-based tool; the VIA Character Strengths survey (used more than 15 million times across the globe) enables people to understand and emphasize the strengths of their team members. Using a strengths-based approach aims to help employees flourish; thereby enhancing engagement, reducing stress and strengthening co-worker relationships.

At an individual level, the FlourishDx application (available on desktop or mobile device) enables self-paced development of PERMA + Sleep through the provision of evidence-based exercises to stay well and optimize wellbeing. This includes:

- **Mental health and sleep education:** FlourishDx contains hours of content to help users develop mental resilience, optimise wellbeing, and increase awareness of pathways available for psychological support and treatment.
- **Wellbeing check-ins:** Users can access ‘Flourish’ surveys and mood check-ins to help them track their wellbeing over time and identify where they should focus their energy to optimise their wellbeing.
- **Stress reduction:** users can access guided mindfulness to help reduce stress, improve sleep and increase overall mental wellbeing.
- **Digital coaching:** FlourishDx’s ‘coach bot’ provides suggestions and encouragement to keep self-care top of mind in an interactive way.

3) Mitigate Illness:

The focus of reactive supports is out of the scope of this business case as existing services such as our Employee Assistance Program (EAP), our Injury Management and Return to Work functions, and our incident investigation processes are already in place. We plan to integrate existing supports by including signposting within the FlourishDx application to supports, such as our EAP provider promoting easy access to services.

The implementation section outlines how the recommended approach outlined above can be embedded at ABC.

¹⁵ <https://www.authentic happiness.sas.upenn.edu/learn>

BENEFITS

Describe anticipated improvements from the project. How can this project help the organization?

Elevating the mental health of employees to the same level of physical safety within the organisation is expected to have benefits across:

1. Manage risk, meet compliance requirements
2. Improve employee engagement
3. Adopt international best practice
4. Deliver financial benefits; increase productivity, reduce absenteeism and presenteeism
5. Contribute to ESG agenda, specifically social responsibility

1. Manage Risk: Meet Compliance Requirements

In many jurisdictions, legislation exists that dictates how employers should address matters of health and safety. This typically extends to the management of psychological health and safety. The countries with the most progressive legislation in this area include Australia, the United Kingdom, Canada and Germany. Legislation in these jurisdictions and the international best-practice standard ISO 45003 (discussed below) carry many consistencies to do whatever is reasonably practicable to eliminate or minimize risks to workers' mental and physical health.

To comply with these duties an employer should:

1. Identify and, if appropriate, assess the risk associated with any psychosocial hazards (e.g. role overload, job control) that can cause or contribute to stress or psychological injury
2. Implement risk control measures to eliminate or reduce exposure to the hazard
3. Review and revise risk control measures
4. Following a report/injury/incident involving stress or psychological injury, investigate whether psychosocial hazards contributed

The recommended solution FlourishDx can help with the first three of these compliance requirements and provide appropriate language for the investigation of stress-related injuries/incidents.

Example jurisdiction Victoria, Australia

The Occupational Health and Safety Act 2004 (OHS Act) requires employers to provide and maintain a working environment that is safe and without risks to health (including psychological health) for employees, so far as is reasonably practicable. This includes:

- providing and maintaining safe systems of work, so far as is reasonably practicable
- providing information, instruction, training, and supervision as is necessary to enable employees to perform their work safely and without risks to health
- monitor workplace conditions under the employer's management and control, so far as is reasonably practicable
- monitor employee health, so far as is reasonably practicable consult with employees and health and safety representatives (HSRs), so far as is reasonably practicable, when doing certain things (e.g., identifying or assessing hazards or risks)
- attempt to resolve health and safety issues in accordance with any relevant agreed procedure or the relevant

Additional, managing psychological risks in the workplace can help address the rising cost and frequency of mental health compensation claims. In reviewing compensation claims statistics for 2014-15, Safe Work Australia has identified mental disorders (concerning all workplace injuries and diseases) that result in the longest time off work (median 17.6 weeks); disrupting business operations through the loss of personnel and costing the most of any claim (median claim \$28,400).

Serious Claims: Median Compensation Paid by Nature of Injury or Disease (2014-15)

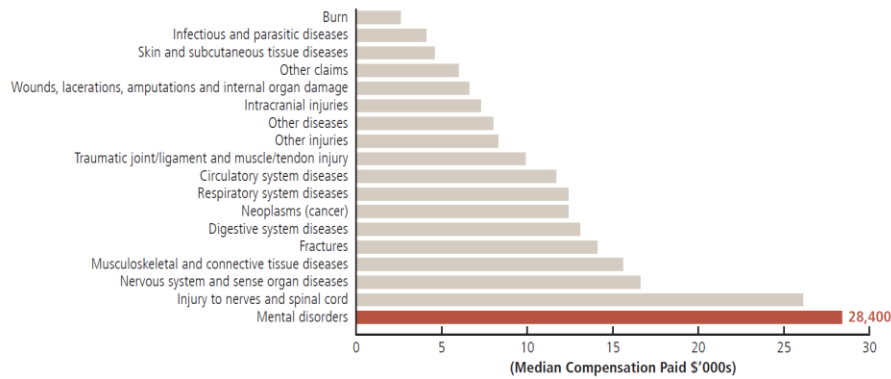


Figure 4 – SafeWork Australia Cost of Compensation Claims

2. Improve Employee Engagement

Being an employer of choice means establishing a business that is a great place to work. If employers offer sub-standard working conditions, then they will find it harder to attract and retain talented employees. Research by Instinct and Reason¹⁶ has identified a mentally healthy workplace as a powerful tool for workplaces to become an employer of choice. The survey of more than 1,000 Australian employees found that 71% of respondents said that a mentally healthy workplace was important when looking for a job in the future.

The same research also found that a mentally healthy workplace helped retain talented people. It makes an employee more committed to their job (60% of those currently in such a workplace) and less likely to seek other employment (68%). Not surprisingly, therefore, more than one-third of respondents (37%) said that a mentally healthy workplace had encouraged them to stay longer in a job than they would have otherwise.

3. Adopt international best practice

ISO 45003:2021 Occupational health and safety management — Psychological health and safety at work — Guidelines for managing psychosocial risks (“ISO 45003”), is the first internally agreed best-practice standard for mental health in the workplace. ISO 45003 provides guidelines for managing psychosocial risk within an occupational health and safety (OH&S) management system based on its parent standard ISO 45001. It enables organizations to prevent work-related injury and ill health of their workers and other interested parties, and to promote well-being at work. It applies to organizations of all sizes and in all sectors, for the development, implementation, maintenance and continual improvement of healthy and safe workplaces. While ISO 45003 is a voluntary standard; an employer is likely to meet their WHS obligations to manage psychological risks by adopting this standard.

FlourishDx offers an efficient and cost-effective approach to adopting ISO 45003. The Flourish Factor within FlourishDx guides organisations through the adoption of each of the 23 requirements to meet the standard. There is a page for each requirement that includes a short video, details the requirement, provides recommended actions and links the user to features within FlourishDx to help you complete the step (where applicable).

4. Deliver Financial Benefits

Stress-related illnesses (including mental disorders) are a leading cause of reduced workplace productivity. In 2014, PwC identified that mental health conditions cost the Australian economy approximately \$11 billion in lost productivity due to absenteeism, presenteeism (unproductive time at work), and compensation claims¹⁷. For ABC specifically, the annual cost of mental ill-health due to presenteeism / reduced productivity and absenteeism is [\[calculate entity-specific value = USD \\$2,004 x number of employees\]](#).

Multiple studies have demonstrated the positive return on investment realised by companies that invested in the mental health of their employees; for example, a PwC study in 2014 demonstrated a positive return of investment of \$2.30 for every dollar spent due to productivity gains.

5. ESG and Social Responsibility:

Mental illnesses have a large, negative effect on individuals, their families, their colleagues, and the broader community. Approximately one in five working adults experience a mental disorder each year. Almost half of all people will experience a mental disorder in their lifetime. With the high prevalence of mental disorders, it's likely most will be affected, or know someone who is affected.

Full-time employees are likely to be working more than any other single activity in their life (except maybe sleeping). Employment has more beneficial effects on mental health than unemployment. This makes the workplace of ABC an ideal place to create interventions to not only reduce the community impact of mental illnesses but to help people realise their potential and create their best possible levels of wellbeing.

Supporting employee mental health has a multiplier impact, not just benefiting ABC and their employee, but also the employee's family. Working at ABC should be a positive contributor to our employee's mental health. This is aligned to ABC's Environmental, Social and Governance (ESG) agenda, specifically Social.

In 2020, a World Economic Forum report revealed that, globally, employees "increasingly expect organizations to care for the health of employees and their families and to uphold their rights to adequate physical and mental well-being¹⁸." The Harvard Law School Forum on Corporate Governance from December 2020 noted that mental health is also gaining traction in the field of ESG investing. The article highlighting the ongoing effects of COVID-19 noted the importance of mental health to institutional investors. Additionally, a poll of signatories to the Principles for Responsible Investment listed mental health as one of the top four social issue priorities¹⁹ going forward.

IMPLEMENTATION PLAN

Use the recommended option to describe how the project will be managed. This section describes the scope of the potential project.

KEY SUCCESS MEASURES

Outlines the elements which are critical to the successful implementation of this business case

Key success measures to ensure a successful implementation:

- Employee mental health and wellbeing is recognised as a strategic priority of the organisation
- Employee mental health and wellbeing is embedded within the safety management system, policies, and risk registers
- Leadership support evidenced via:
 - Leader-led communication to employees (e.g. in meetings, town-halls, email announcements, team briefings, videos)
 - Involved senior leadership in employee mental health working groups/steering committees
- Allocated budget to employee mental health initiatives
- Time is allowed for employees to be involved in working groups, attend training and participate as mental health champions
- Implementation resources are allocated to implement the work plan outlined

¹⁶ https://www.headsup.org.au/docs/default-source/resources/instinct_and_reason_employer_of_choice.pdf?sfvrsn=4

¹⁷ Creating a mentally healthy workplace, return on investment analysis PwC 2014

¹⁸ Measuring Stakeholder Capitalism: Towards Common Metrics and Consistent Reporting of Sustainable Value Creation, World Economic Forum, September 2020

¹⁹ Principles for Responsible Investment: COVID-19 accelerates ESG trends, global investors confirm

PROJECT DELIVERABLES

Using the information from the analysis section, describe the expected deliverables, the delivery dates and who the party is accountable for each deliverable.

Deliverables and key performance indicators of this project

#	Deliverable	Description	Owner	Due Date
1	Incorporate psychological risk management in OHS policy	Update OHS policy to include psychological risk management including how hazards will be identified, risk assessed, controls implemented and reviewed		
2	Deployment of FlourishDx solution	Successful deployment of the FlourishDx application for use by employees and leaders to enable the approach at scale		
3	Training Completion	Target 90% of all staff complete Mental Health eLearning core modules		
4	Mental Wellbeing Management Plan	A document that outlines ABC's key risks, identified action steps to address these, risk owners and timeframe for actions to be complete		
5	Executive Report	A brief closeout report for the Leadership Team including the findings of this project, recommendations and seek approval to handover to the business-as-usual owner		
6	Embed Continuous Improvement	Successful handover to business-as-usual operations with psychological health and safety embedded into regular risk management rhythms, that now includes quarterly / Semi-annual review and update of the Mental Wellbeing Management Plan		

IMPLEMENTATION PLAN

Describe how the project will be implemented with the end goal of embedding into business-as-usual operations.

A high-level project plan is outlined in the table below

Mobilise - Establish Psychological Policy			
Duration	Activity	Involvement	Implementation steps
N/A	Project steering committee meeting	Steering Committee	Establish project governance with appropriate representation from across the business
N/A	Assign Project Manager, develop project and communications plan	Project manager	Develop a project delivery plan that includes a communications and engagement strategy
N/A	Finalise a Project Team	Project manager	Establish a project team with appropriate representation from across the business
Mobilise - Launch			
4 weeks	Staff briefing - FlourishDx launch & call for Wellbeing Champions EOI Initial wellbeing check-in	All staff	15 minutes Slides and facilitator guide provided

			Delivered at business, department, or team meeting, backed up by email communications
4 weeks	EOI for Wellbeing Champions	Peer network	In parallel with the previous step
0.5 day	Wellbeing Champions workshop	Wellbeing Champions	4-hour workshop Slides and facilitator guide provided
Establish the Baseline			
4 weeks	Wellbeing check-in	All staff	30-60 seconds Facilitate at pre-start/team meeting
4 weeks	Mental health core e-learning videos	All staff	20 minutes
4 weeks	Line manager training	All line managers	30 minutes In parallel with the previous step
4 weeks	Risk Assessment survey	All staff	10 minutes Facilitate at business, department, or team meeting
Interpret & Action			
2-4 weeks	Risk Assessment follow-up (with preceding comms to invite staff to provide input)	Staff who have opted-in	1.5 hours per Department Identify hazards and events to be captured at the Department-level
2 weeks	Collate/identify themes	Project manager	Review insights from risk assessment
0.5 day	Mental Wellbeing Action Plan workshop – Department	Department leadership team & project team	1.5 hours per Department Develop Department-specific action plans based on each Department's risk profile
Ongoing	Implement actions	Varies	As required
Embed Continuous Improvement			
Monthly	Wellbeing check-in	All staff	30-60 seconds Facilitate at pre-start/team meeting
4 weeks	Risk Assessment survey <ul style="list-style-type: none"> - Re-assess against the baseline - Include new hazards identified via check-in 	All staff	10 minutes Facilitate at business, department, or team meeting
N/A	Presentation of baseline and post-intervention survey comparison	Senior Leadership Team	1 hour
An ongoing part of risk routines	Monitor plan implementation	BAU owner	Periodic review of hazards and effectiveness of control measures, set plan for the upcoming period

BUDGET

Outline the budget required to implement this business case

A project budget is outlined in the table below.

ITEM	OPEX / CAPEX	UNITS	UNIT COST	TOTAL COST
Internal costs (implementation support – incremental to current budgets)				
FlourishDx licenses (12-month term)				
Other Costs				
			Total:	

Note FlourishDx subscription is licensed annually per user and all costs are exclusive of GST/VAT. FlourishDx can integrate with various other software platforms including LMS/HRIS and provide single sign-on. These options have not been scoped at this stage and may incur additional charges.

PROJECT MANAGEMENT FRAMEWORK

GOVERNANCE STRUCTURE

Outline the governance structure to deliver the project

The governance structure below will be utilized to implement the approach outlined by a cross-functional team to ensure that the project is delivered on time, to budget and delivers the expected outcomes.



PROJECT TEAM MEMBERS

List the responsible parties and their respective project roles

PARTY RESPONSIBLE	NAME	PROJECT ROLE
Project Sponsor		Oversee project governance, provide project direction, and facilitate leadership engagement. The Project Sponsor chairs the Steering Committee
Steering Committee		Senior leadership team members who will form the steering committee representing the operating and corporate functions. The steering committee will provide prompt decision making and facilitate access to stakeholders and progress within their respective areas
Project Manager		The project manager will lead the working group and be responsible for day-to-day project management; scheduling/planning, risk management, status reporting, project budget, develop and executing the communications plan.
OHS Representative		A member of the working group that will provide Occupational Health and Safety subject matter expert into the process. Support the interpretation of results and the development of interventions to deliver project objectives.
Human Resources Representative		A member of the working group that will provide business context and Human Resources SME knowledge. Support the interpretation of results and the development of interventions to deliver project objectives.
Operations / Support Function Representative		A member of the working group to provide business context and Operations / Support Function SME knowledge. Support the interpretation of results and the development of interventions to deliver project objectives.
Employee Representatives		As a member of the working group employee representatives will provide feedback to working groups on aggregate survey results. Participate in the design of interventions based on survey insights.
Line Managers		Action as a change champion; cascade communications, encourage their teams to participate, ensure they are aware of the confidential nature of survey responses, follow up team members to conduct eLearning, and facilitate group discussions using video and leader discussion guides
BAU owner		End owner/s that will facilitate continuous improvement as part of the organisation's established risk management rhythms and policy.

RISK REGISTER

Outline the analysis of risks, impacts and strategies to address related to this business case

MAJOR RISKS	IMPACT	UNMITIGATED RISK RATING		RISK RATING			
		LIKELIHOOD	CONSEQUENCE	PREVENTATIVE STRATEGY	MITIGATING STRATEGY	RESIDUAL LIKELIHOOD	RESIDUAL CONSEQUENCE
Do nothing	Non-compliance with WHS legislation, no benefits realized such as employee engagement, productivity	HIGH	HIGH	Implement proposed recommendation outlined in this business case	Reactive services - EAP, return to work strategies to address situations once they arise	LOW	MEDIUM
Inadequately resourced	The project was not delivered in the designated timeframes and lower quality than planned	MEDIUM	MEDIUM	Prioritization of workload for representatives, consider additional support during the implementation phase of the project	Monitor progress through governance forums and address any risks to project delivery	LOW	LOW
Lack of line manager buy-in	Expected benefits of the project are not achieved, poor engagement by employees, line managers are not upskilled to support their teams	HIGH	HIGH	Targeted engagement strategy and communications with line managers. Steering Committee to ensure the project receives priority within their respective areas	Monitor results of surveys to determine hotspots/managers who require additional support	LOW	LOW
Lack of follow up actions and outcomes	Employees provide input that is not actioned by the project leading to a lack of buy-in and support	MEDIUM	MEDIUM	Ensure management buy-in and support of risk-based approach, workshop interventions with cross-functional team	Review participation rates in surveys/activities, monitor implementation progress and outcomes	LOW	LOW

APPENDICES

APPENDIX 1 - COMPARISON OF HIGH-LEVEL OPTIONS

A comparison of high-level options are outlined below, which range from continuing our current approach, taking a wellness-based approach to mental health to a systematic approach

CRITERIA	OPTION 1 – DO NOTHING	OPTION 2 – WELLNESS BASED APPROACH TO MENTAL HEALTH	OPTION 3 – EMBED A PSYCHOLOGICAL HEALTH AND SAFETY APPROACH
SUMMARY OF APPROACH	Continue to current approach; provide reactive support such as Employee Assistance Program (EAP), and implied reliance on individuals to manage their mental health	Provision of wellness services such as discounted gym memberships, yoga at work, provision of digital tools that solely enable employees to practice self-care (e.g. stress reduction exercises)	Implement a systematic approach to preventing harm by elevating psychological health to the same level of physical health and safety. Includes understanding workplace-specific risks and taking steps to address
BENEFITS	Nil incremental	Self-care benefits released by employees who opt into these programs Increase employee engagement for those who participate	Comply with current and expected WHS legislation Improved employee engagement, reduce presenteeism and increase productivity Contribute to the organization’s ESG; specifically, “Social” by supporting employees which in turn benefits their families and communities Creates a sustainable approach by embedding mental health into the safety management system
DISADVANTAGES	Reactive approach Does not address the root causes of workplace factors that impact the mental health of our employees Does not demonstrate the organisation’s commitment to supporting our employees, their families and the wider community Benefits such as improved productivity, reduced absenteeism are not realised	Does not address workplace factors; hence not addressing the potential root cause of employee stress/burnout etc. Does not meet compliance requirements in many countries Does not align with our commitment to employees, and our external stakeholders (ESG agenda)	Requires commitment to the understanding of underlying risk, implementing mitigating actions and continuously improving. Requires line manager and senior leadership commitment to deliver
COSTS	Nil incremental project cost	Low <\$100 per employee per annum	Low <\$100 per employee per annum
RISKS	Does not meet legislation requirements, both current and future May/Does not align to ESG expectations of stakeholders The organisation is not aware of psychological hazards and risks within their workplace	The organisation is not aware of psychological hazards and risks within their workplace Does not meet legislation requirements, both current and future	Involves understanding workplace factors Risk of the project not being delivered in time, within budget and to expected quality

APPENDIX 2 - MARKET ANALYSIS – DIGITAL MENTAL HEALTH SOLUTIONS

Market analysis		FlourishDx	COY 1	COY 2	COY 3	COY 4
Manage psychosocial risk	Conduct psychosocial risk assessment	✓				
	Assistance to meet WHS legal requirements (in applicable jurisdictions)	✓				
	Guidance to adopt international best practice e.g. ISO 45003:2021	✓				
	Insights to improve work design	✓				
Data Driven Insights	Online dashboard with live data available	✓				
	Anonymous aggregate survey results available with 8+ responses	✓				
	Compare survey results customised groups (e.g. department)	✓				
	Compare survey feature (to identify change)	✓				
	Line manager insights	✓				
	User engagement metrics	✓				
Increase Mental Health Awareness	Employee mental health education to improve literacy	✓				
	Line Manager specific education	✓				
	Line Manager discussion guides for use with team	✓				
	Learning management system (LMS) for managing compliance	✓				
	Training certificates available	✓				
	Psychologist developed education material	✓				
Promote Wellbeing / Flourishing	Mood check-in to track wellbeing over time	✓				
	Stress reduction assistance (e.g. guided mindfulness)	✓				
	Employee resilience skill development	✓				
	Tools to understand and develop strengths (e.g. VIA survey)	✓				
	Digital well-being coach	✓				
	Fatigue Risk Management Education	✓				
	Sleep Health Education	✓				
Employee Assistance Program (EAP)	Signposting to available support (e.g. EAP)	✓				
	Provision of EAP services	✘				
Enterprise Features	Administration Dashboard	✓				
	Unlimited number of administration accounts	✓				
	Customisable surveys	✓				
	Custom filters for data segregation (e.g. department/job role)	✓				
	Available on desktop, tablet and mobile application	✓				
	All modern browsers supported	✓				
	Time efficient surveys available (<10 minutes)	✓				
	Information Security Management System certified to ISO 27001:2013	✓				
	Languages other than English able to be added	✓				
	Choice of region for data hosting	✓				
	SCIM Integration	✓				
	Single Sign On	✓				
Support	Email support for all users	✓				
	Guided Onboarding	✓				
	CSV upload of users	✓				
	Knowledge hub	✓				
	Dedicated account manager available	✓				

APPENDIX 3 - LINKING BOTTOM-UP PSYCHOSOCIAL RISK ASSESSMENT WITH TOP-DOWN RISK APPROACH:

Psychosocial hazards are ubiquitous. Whenever we put a group of people together with the expectation that they deliver performance outcomes, there is the potential for psychosocial harm to occur. Some psychosocial hazards are identifiable from a traditional top-down approach to risk management. These might include hazards known to be linked to certain roles or employment conditions, such as student challenging behaviour for teachers, compassion fatigue for counsellors and healthcare providers, or remote and isolated work for fly-in-fly-out (FIFO) contexts. Other psychosocial hazards such as bullying, and harassment appear in workplaces frequently enough that they are recognised as global hazards. Organisational data, such as incident reports, complaints, workers compensation claims, absenteeism, and turnover, can be analysed to identify further psychosocial hazards creating harm. In this way, a top-down approach can identify global and other known psychosocial hazards and implement a range of preventative and mitigative controls to address these.

However, there are many other psychosocial hazards that have the potential to emerge in response to interactions between individual and situational variables, making it difficult to predict when these hazards will emerge, how they might manifest, or the degree of harm they might cause.

These hazards can be likened to corrosion – we know that there is always the potential for corrosion to occur, we might know that some areas of the plant are more susceptible than others, however, we never know for certain when or where corrosion is going to reach the point that it creates risk. Effective corrosion management requires regular inspection and monitoring activities to maintain an accurate understanding of the integrity of the plant. Low levels of corrosion, when identified, might be subject to more frequent monitoring to ensure the safety envelope is not being encroached upon. More serious corrosion that represents a risk to safety outcomes will be addressed through appropriate remedial actions.

In the same way that corrosion requires ongoing monitoring, psychosocial hazards should be subject to regular monitoring to identify when they are manifesting and how much risk they are creating to the health and safety of the workforce. A top-down approach cannot provide this level of monitoring. The only way this can be done effectively is through workforce consultation. The use of a digital solution to enable this consultation and data-driven insights to address risk identified makes workforce consultation efficient and cost-effective.