



INDUSTRY GUIDE

BLUEPRINT

MINERALS COUNCIL
OF AUSTRALIA

FOR MENTAL HEALTH

AND WELLBEING





CONTENTS

04	Acknowledgements
05	Foreword
06	Introduction
08	Why have a blueprint for mental health
10	A framework for action
16	Monitoring the implementation of the blueprint
19	Appendix
21	Endnotes

This publication is part of the overall program of the MCA, as endorsed by its Board of Directors, but does not necessarily reflect the views of individual members of the Board.

BLUEPRINT MINERALS COUNCIL
OF AUSTRALIA

FOR MENTAL HEALTH AND WELLBEING

GLOSSARY

Mental health

The ability to cope with life stresses and the fulfilment of goals and potential. Mental health is a critical component of overall health and wellbeing, enabling an individual to interact successfully with their family, friends, work-mates and the broader community.

Mental health problem

A term used to describe symptoms such as changes in emotion or behaviour not of sufficient severity to be diagnosed as a mental disorder (distress or difficulty coping during periods of stress).

Mental disorder (or mental illness)

A clinically recognisable set of symptoms or behaviours associated with distress and with interference with personal functions.

Mental ill-health

The term 'mental ill-health' encompasses both 'mental health problems' and 'mental illnesses'.

Mentally healthy workplace

A workplace that strives to support the mental health of employees at all levels. A mentally healthy workplace creates a positive working environment that builds individual skills and resilience, reduces workplace risks to mental health problems and supports staff with mental health conditions.

ACKNOWLEDGEMENTS

This blueprint is built on the previous work initiated by the NSW Minerals Council, conducted in collaboration with the University of Newcastle's Institute for Energy and Resources, Centre for Resources Health and Safety and the Hunter Institute of Mental Health.

The Minerals Council of Australia would like to acknowledge the invaluable contributions of Professor Brian Kelly, Jaelea Skehan, Robyn Considine and Associate Professor Carole James.





FOREWORD

Mental illness is common in Australia and there is growing recognition of the important role that employers and industry can play in addressing this important health issue.

As well as the impact on individuals, families and communities, mental illness also affects workplace productivity through absenteeism and presenteeism. If mental health problems are left unaddressed, they can also have an effect on rates of accidental injury in the workplace. As part of our commitment to the health and safety of our workforce, the Minerals Council of Australia recognises the importance of addressing all aspects of workforce health including mental health.

The Australian minerals sector has maintained a vigilant focus on workplace health and safety. Historically, efforts were directed toward the identification and mitigation of safety risk, and the promotion of workplace culture that aims to protect the physical welfare of the individual and their workmates. Over the past few years there has been a widening of this focus to include the wellbeing and mental health of those working in our industry. There is now a strong body of evidence that attention to mental health in industry can bring substantial benefits. Workplace

mental health programs have direct benefits in reducing absenteeism and improving productivity and workplace injury claims, alongside indirect benefits to recruitment, retention and staff wellbeing. Programs that address mental health in the workplace can also bring social benefits to the morale and culture of the workplace and to employees and their families. The wider impact of mental health programs in the workplace should not be underestimated. These pathways contribute to the impact on individual health, wellbeing and functioning and contribute to the delivery of broader health benefits to the community.

This Blueprint for Mental Health and Wellbeing provides a framework to promote wellbeing, as well as reduce the risks and impacts of mental illness. It identifies key directions for the industry and recommends evidence-based strategies which can be applied at company and site level.

With the guidance from this Blueprint, I strongly encourage companies to address mental health and wellbeing as a key element in our commitment to workforce health.

Brendan Pearson
Chief Executive
Minerals Council of Australia



INTRODUCTION

The number one value and commitment of the Australian minerals industry is the safety and health of its workforce, where everyone goes to work and returns home safely.

Mental health is a key element of health and safety and is therefore a vital part of the overall industry's commitment to the workforce.

The Australian minerals industry is considered a world-leader in the area of Workplace Health and Safety (WHS). Across industry, mental health problems can have an adverse impact on workplace safety, health and productivity.

The workplace itself can play an important role in supporting the mental health and wellbeing of employees.

Although addressing mental health in the workforce has not traditionally been a focus of the industry's overall approach, it is increasingly being recognised within the WHS frameworks. This industry is ideally placed to deliver programs that aim to promote mental health and wellbeing, prevent mental health problems, provide an effective and early response to employees experiencing

mental ill-health and integrate such programs within an overall health and safety policy across the industry.

The Minerals Council of Australia's (MCA) Blueprint for Mental Health and Wellbeing (the Blueprint) has been developed to guide industry response to addressing mental health.

This Blueprint is built on previous work initiated by the NSW Minerals Council¹, conducted in collaboration with the University of Newcastle's Institute for Energy and Resources and the Hunter Institute of Mental Health.

It was developed in consultation with industry and health service leaders and informed by leading research being undertaken in this field.



1.1 About the Blueprint

The Blueprint articulates the commitment of the Australian mining industry (through the MCA) to support the mental health and wellbeing of employees.

The Blueprint also describes the key elements of effective mental health programs that the industry, sites and our partners can adopt to improve the mental health and wellbeing of our workforce.

It provides helpful direction to the industry as a whole and individual sites to:

- Promote mental health
- Prevent mental ill-health
- Build capacity and culture to effectively address mental health and mental ill-health in the workplace
- Respond effectively and early in order to reduce the impact of mental ill-health on employees and their families
- Through research, address the gaps in our knowledge of mental health and mental ill-health in the Industry.

A cohesive and integrated framework will reduce the risk of duplication and facilitate the identification of any gaps to ensure a best-fit model that is tailored to the specific needs of the industry, with flexibility for implementation across sites and cultures to ensure suitability across the sector.

1.2 Mental health and the resources sector

Mental health problems are common in the Australia community with 20 per cent of the population experiencing one of the common mental illnesses in any 12 month period.²

The minerals industry is a significant employer in diverse regions across Australia and the mental health needs of those working in the sector are likely, at the very least, to reflect those of the general community.

Characteristics of the workforce (their age, gender mix), the nature of the work and the challenges of working and living in often isolated regions (without ready access to social and health service supports) are factors we need to consider in evaluating needs.

Furthermore, the sector has a key role in the social and economic fabric of some communities and is therefore uniquely placed to contribute to supporting the health and wellbeing of individuals and communities in these regions, through strategies outlined in this Blueprint.³

As a first step, and demonstrating a solid commitment to addressing mental health needs in the sector, the NSW Minerals Council commissioned the University of Newcastle and the Hunter Institute of Mental Health to prepare the report '**Mental Health and the NSW Minerals Industry**'.⁴ The report provided a snapshot of the impact of mental ill-health on mining, concluding that:

- Data on mental health needs within the minerals industry is limited. Research supported by the minerals

industry is underway to build the knowledge of mental health needs and importantly, solutions.

- People working in the minerals industry are drawn from the broader Australian community and based on Australian figures, an estimated average of between 8,000 to 10,000 employees experienced a common mental illnesses like anxiety, depression or substance use disorders over a 12-month period in NSW minerals industry.
- It is estimated that people from across all minerals employment categories are affected equally, from managers and professionals through to machinery operators and drivers.
- Estimated costs to the industry including lowered productivity are between \$320 million to \$450 million per year or around \$300,000 to \$400,000 for an average site of 170 people.

This Blueprint provides evidence-based advice to the minerals industry and identifies what is needed for an effective organisational mental health program. It is a guide to help identify the specific needs and priorities of an organisation over time.



WHY HAVE A BLUEPRINT FOR MENTAL HEALTH

Mental health problems are common and have significant impacts on the individual, their families and on productivity in industry.

The treatments for mental health problems are effective and have the potential to reduce the associated health care, productivity and disability costs. However, it is estimated that only 35 per cent of those currently experiencing mental health problems access treatment.⁵

The workplace provides unique opportunities to support better mental health. Mental health, wellbeing and physical health are closely connected, and mental health interventions work best when integrated with general health programs. A mentally healthy workplace creates a positive working environment that builds individual skills and resilience, reduces workplace risks to mental health problems and supports staff with mental health conditions.⁶

Workplace mental health programs are a sound investment, delivering significant return. Comprehensive organisational strategies have multiple benefits including: improvements in staff engagement and workplace morale, improved productivity, improvements in employee mental health and wellbeing and reduction of suicide.

Supporting the mental health and wellbeing of staff at all levels can improve organisational adaptability, general health and safety, and workforce sustainability with reduced staff turnover. There may also be an indirect social return on investment with these programs. Workplace mental health programs can deliver broad social benefits through the positive impact on family and community.

A mentally healthy workplace creates a positive working environment that builds individual skills and resilience, reduces workplace risks to mental health problems and supports staff with mental health conditions.



2.1 Key elements for a successful mental health framework and mentally healthy workplace

As with other health and safety programs, a strategy to address mental health in the workplace should have clear and robust governance; be underpinned by an evaluation and a review framework.

An effective organisation-wide framework should comprise multiple linked strategies integrated within a general health program tailored to the needs and characteristics of the industry.⁷ It should include a demonstrated commitment by leaders, executives and managers, and be supported by clear communication and effective mental health policies.

2.2 Principles guiding the Blueprint

The following principles guided the development of the Blueprint.

Decisions regarding approaches in the minerals industry and in mines are guided by these principles.

- The minerals industry is committed to maximising and fostering employee mental health, wellbeing and safety
- Mental health and wellbeing is a shared responsibility among all workplace stakeholders
- Leadership and commitment is critical for the development and sustainability of a safe and mentally healthy workplace

- Wellbeing strategies should focus on promoting mental health as well as preventing and responding effectively and early to mental ill-health in the workplace
- The minerals industry is committed to building knowledge about mental health and mental ill-health.

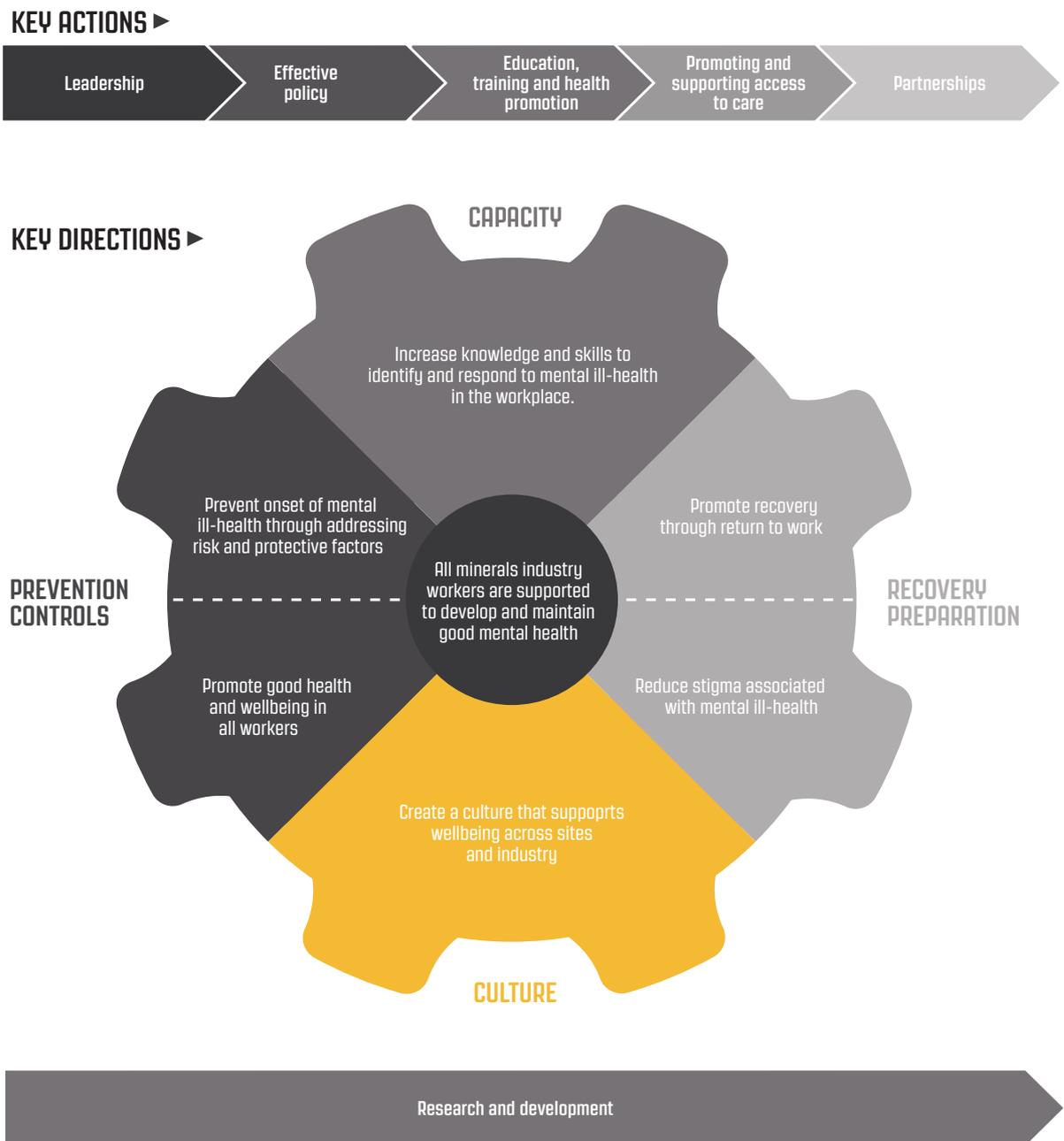


A FRAMEWORK FOR ACTION

Building on the approach of the NSW Minerals Council Blueprint for Mental Health, this framework for addressing mental health is aligned to the overall approach to

health and safety in the Australian minerals industry. This framework supports the Blueprint. Resources supporting the Blueprint are outlined in Appendix 1.

Figure 1. Overview of the minerals industry approach to mental health and wellbeing



3.1 Blueprint directions and targets

The Blueprint is underpinned by key directions and suggested targets. It is supported by actions that are recommended to support the implementation of the Blueprint in the minerals industry.

KEY DIRECTIONS	TARGETS
Prevention	
Promote the mental health and well-being in all minerals industry workers	The minerals industry has developed, implemented and evaluated appropriate mental health promotion initiatives
Prevent onset of mental ill-health through addressing risk and protective factors	The minerals industry has a clear understanding of workplace risk and protective factors and responded with implementation of evidence-based programs to mitigate such risk (eg promoting positive and supportive work environments)
Capacity and culture	
Develop knowledge and skills to identify and respond to mental ill-health in the workplace	<ul style="list-style-type: none"> • Management and supervisory staff will have tailored strategies relevant to their workplace roles and staffing profiles to address mental health problems in the workplace • Links and clear referral pathways between the workplace and health care providers are established and/or enhanced
Create a culture that supports wellbeing across sites and industry	<ul style="list-style-type: none"> • Programs to improve knowledge and understanding of mental health and ill-health implemented • Programs that address the supportive role of peers, workplace and culture have been implemented across all levels of staff
Recovery	
Promote recovery through return to work	Evidence-based return to work practices for staff with a mental illness are applied in the industry
Reduce stigma associated with mental ill-health	Stigma reduction strategies relevant to the minerals industry and employee profile are applied in the industry
Research and evaluation	
Undertake research in mental health in the minerals industry	Research and evaluation are key features of the approach to mental health in the industry
Promote sharing of information on best practice mental health and wellbeing strategies and approaches	Minerals industry collaboration to proactively share information regarding mental health and wellbeing

3.2 Actions for implementation in the minerals industry

Building on the integrated elements of a “mentally healthy workplace”, this framework recommends possible actions that the minerals industry, companies, sites or employees may undertake. The scope and size of the actions and their respective milestones will reflect the risk profile being considered.

ACTIONS	MILESTONES
Leadership	
Demonstrate leadership commitment to the mental health strategy, its implementation and monitoring	A commitment to addressing mental health and wellbeing of the minerals industry workforce
Develop a whole of organisation mental health strategy in collaboration with employees	Industry-based consensus strategy in place for organisational guidance
Establish effective strategies to communicate the strategy to all staff	Communication strategies are implemented
Ensure governance for strategy with clear accountabilities for implementation and monitoring	Mental health KPIs are a key element of organisational performance reporting
Allocate resources to support the strategy	Resources match mental health strategy
Promote sustainability of the program through policy and leadership	Regular reviews of strategy established
Develop and implement robust measurement strategy to monitor and evaluate performance of the program.	Review the psychosocial characteristics of the organisation at regular intervals
Effective systems and policy	
Ensure minerals industry policies focus on promoting mental health and wellbeing, preventing mental ill-health and supporting those with mental ill-health to stay at or return to work	Review of HR policies to ensure support of the mental health and wellbeing of staff completed Review of OH&S policies that include a focus on mental health and wellbeing
Review current opportunities and challenges in company processes to address risk and protective factors for mental ill-health regularly identified	Reviews completed at regular intervals
Undertake routine review of risk factors that contribute to mental health problems as part of risk assessment and control processes	Reviews completed at regular intervals
Ensure management of critical events occurs in a manner that reduces psychological risks to the extent possible and supports ongoing psychological safety	Psychological safety a key element of reviews of critical incidents



As with other health and safety programs, a strategy to address mental health in the workplace should have clear and robust governance; be underpinned by evaluation and a review framework.

ACTIONS

MILESTONES

Education, training and health promotion

Implement programs tailored to enhance mental health skills among health personnel working across the minerals industry which includes:

- Knowledge and understanding about mental ill health and its impacts
- Importance of good physical health and mental wellbeing
- Address stigma that exists about mental ill-health

Workforce have an increased understanding of positive mental health and wellbeing

Workforce have a reduced stigma about mental health and wellbeing

Implement workplace education programs in individual sites which address specific risk factors for employees in the minerals industry with a focus on:

- Work design and management
- Financial management
- Relationship breakdown
- Isolation and disconnection - both geographic and workplace related
- Lifestyle factors e.g. use of alcohol and other drugs and their impact on mental health

Workforce have an increased understanding of risk factors for mental health problems and strategies to assist or mitigate these risks in themselves or others

Implement programs aimed at building employee resilience through improved coping skills and social support

Programs implemented that address key areas of concern (e.g. family relationships, mateship, finances, social support, alcohol and other drug use)

Implement training programs for supervisors and managers that:

- Support early recognition and early intervention for mental ill-health
- Build capacity to effectively support people in the workplace who are experiencing mental ill-health
- Promote constructive and supportive workplace interactions, including prevention of bullying and harassment in the workplace

Improved skill and confidence in identifying and supporting employees experiencing mental health problems

Improved workplace support interactions and relationships

ACTIONS**MILESTONES****Promoting and supporting access to care**

Support mental health needs through existing workforce services such as Employee Assistance Programs and occupational health staff

EAP reporting to reflect mental health referrals

Review existing support systems (including EAP systems) to support industry approach to intervening early and effectively to mental-ill health

Contractual arrangements with EAP providers reflect early intervention to mental health problems

Review health and safety policies/systems to ensure support for people experiencing mental ill-health stay at or return to work

Mental health is routinely monitored as part of all return to work (RTW) programs

Integrate evidence-based mental health-related initiatives within general workplace health programs

General health programs include mental health as a key component

Ensure linkages with existing health, welfare and relevant community services to support early access to effective assistance for mental health problems (including substance use), and factors that might be associated with such problems (e.g. financial, family, legal concerns). These should include links to effective online options, integration of both online and face-face education

Referral information about key health and social services is readily available for staff
Training and support provided for staff in encouraging staff to seek appropriate help

Provide clear assessment and timely referral pathways for employees

Workforce are aware of referral pathways

Ensure mental health assessments included as part of RTW programs and address environmental and personal risk factors for mental ill-health

RTW procedures include mental health assessments

Resourcing and partnership opportunities

Establish links between minerals industry companies and existing programs and organisations that can support the development of mental health promotion messages and strategies for the minerals industry and broader community

Formal linkages with health service providers established and jointly developed pathways to health care for employees and their families

Engagement with relevant community agencies and services to address key risk factors

Establish mental health networks in the minerals industry

Resource sharing across the industry relating to effective strategies for mental health problems

ACTIONS	MILESTONES
Research and development	
Build partnerships between minerals industry and research institutions to build the evidence base for effective strategies	<p>Research priorities and research partnerships established</p> <p>Research framework to evaluate priority elements of Blueprint established</p>
Develop understanding about the prevalence, determinants and impact of mental ill-health across the minerals industry	Increased level of knowledge about mental health needs in the minerals industry and effective workplace intervention
Develop an evidence-base for effective mental health programs in the minerals industry	Increased evidence regarding effectiveness and quality workplace strategies in diverse settings (including online strategies, availability, acceptability and cost effectiveness)



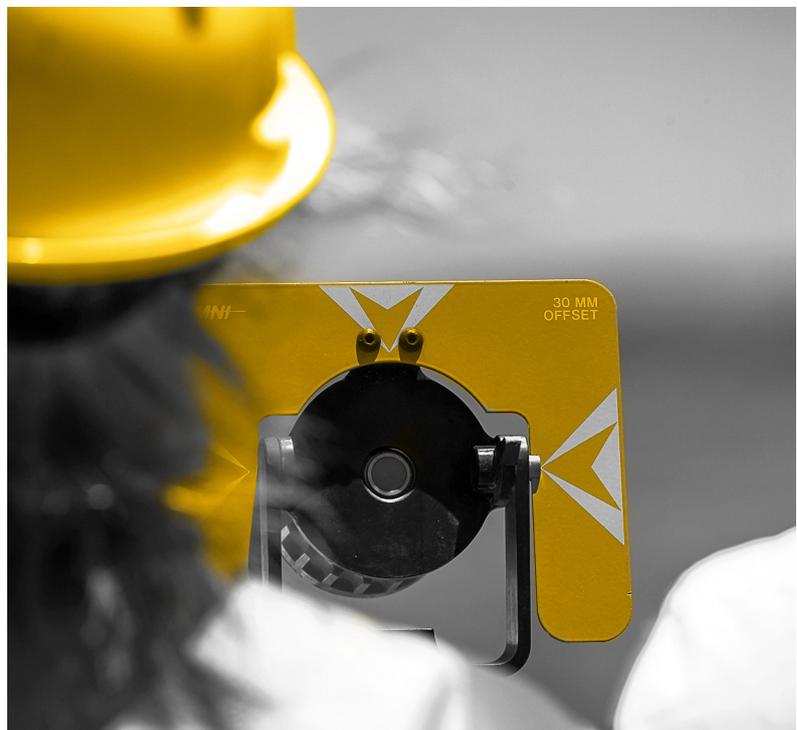


MONITORING THE IMPLEMENTATION OF THE BLUEPRINT

As part of the commitment to mental health, the MCA will monitor the implementation of the Blueprint, through a range of activities.

These will include:

- Observe companies with a mental health strategy
- Examine the type and nature of activities undertaken as part of mental health strategies
- Determine and respond to key gaps in knowledge for addressing mental health, mental ill-health and associated risk and protective factors



An effective framework should include a demonstrated commitment by leaders, executives and managers, and be supported by clear communication and effective mental health policies.

4.1 What will success look like?

For the Industry:

- Increased investment in the mental health and wellbeing of the workforce
- Increased understanding of the extent of mental ill-health, factors that contribute to mental ill-health and the impact mental ill-health has on individuals, families the workplace and the minerals industry as a whole
- Increased number of initiatives focused on reducing mental illness and promoting mental health and wellbeing
- Development of industry wide guidance for improving mental health and addressing mental ill-health
- Greater inclusion of mental health programs within general health and safety policy and programs within the industry
- Continued research and evaluation initiatives to increase understanding of programs that improve employee mental health and wellbeing in the minerals industry
- All programs used are in line with current evidence based practice
- Addressing mental health as part of the overall approach to health and safety

For sites:

- Management commitment to
 - › Promoting mental health and wellbeing
 - › Preventing mental ill-health
 - › Implementing programs that promote early identification and intervention for mental ill-health
 - › Supporting employees with mental ill-health
 - › Addressing workplace factors that may affect the mental health of employees
- Provision of information and development of employee skills, with approaches tailored to the needs of the mining industry
- Increase in productivity, reduction in employee absenteeism, presenteeism and turnover
- Supervisors trained in recognising and supporting people with mental ill-health
- Policy that supports the mental health and wellbeing of all employees

For Employees:

- Improved mental health and wellbeing
- Increased awareness and understanding of mental health and mental ill-health
- Increased awareness of services available and more favourable attitudes towards seeking help when needed
- Positive attitudes to their own and others mental health and wellbeing
- Increased capacity to identify mental health problems in colleagues, and connect/ refer to appropriate support services
- Support for workers experiencing mental ill-health to stay at work
- Support for workers overcoming mental illness return to work

BLUEPRINT
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RESOURCE SUPPORT

Support and advice for mental health issues

Lifeline

lifeline.org.au
13 11 14

Access to crisis support, suicide prevention and mental health support services.

MensLine Australia

mensline.org.au
1300 789 978

Professional telephone and online support, information and referral service for men with family and relationship concerns.

Suicide Call Back Service

suicidecallbackservice.org.au
1300 659 467

A free nationwide telephone and online counselling to anyone 15 years and over who has been affected by suicide.

beyondblue

www.beyondblue.org.au
1300 224 636

A national support service that provides professional counselling for anyone who needs someone to talk to.

Mind health connect

mindhealthconnect.org.au

A range of mental health resources and a portal for various online and phone-based support services.

Man Therapy

mantherapy.org.au

Practical D.I.Y. tips for tackling depression, protecting wellbeing and providing a pathway to professional treatment if required.

Conversations Matter

conversationsmatter.com.au

Online resource to support safe and effective community discussions about suicide.

Organisations that can support workplaces

Hunter Institute of Mental Health

himh.org.au

A national leader in promotion of mental health and wellbeing, prevention of mental ill-health and prevention of suicide. They have developed and run a number of programs that build the capacity of individuals, communities and workplaces to be involved in mental health and suicide prevention. They have been working closely with the NSW Minerals Council to provide advice on interventions and initiatives relevant to the mining and minerals industry.

beyondblue

beyondblue.org.au

Provides a national focus and leadership to increase the capacity of the broader Australian community to prevent depression and anxiety and respond effectively to it. They provide a national workplace program, which includes a suite of online and face-to-face resources for workplaces.

Black Dog Institute

blackdoginstitute.org.au

Dedicated to improving the lives of people affected by mood disorders through translational research, clinical expertise and national education programs, including a workplace mental health and wellbeing program.

SANE Australia

sane.org

A national charity helping all Australians affected by mental illness lead a better life through campaigning, education and research. The organisation runs a program known as Mindful Employer which is an online and face-to-face workplace mental health training program offered to Australian businesses.

MATES in Construction

matesinconstruction.com.au

Helps to deliver better mental health and wellbeing for construction workers. The program aims to de-stigmatise mental health and wellbeing issues, and to encourage help seeking for a range of issues, not just those that pertain to suicide.

The Mentally Healthy Workplace Alliance

workplacementalhealth.com.au

A new national approach by business, community and government to encourage Australian workplaces to become mentally healthy for the benefit of the whole community and businesses, big and small.

Centre for Corporate Health

cfch.com.au

A consultancy-based organisation that offers psychological services, as well as training across a range of mental health related areas in the workplace.

CommuniCorp

communicorpgroup.com

Specialises in developing positive workplace mental health, wellbeing and resilience capabilities – Australia wide. They offer mental health and wellbeing training, targeting early identification and intervention across different work levels and roles in organisations, as well as practical programs to develop personal and organisational resilience.



ENDNOTES

- ¹ NSW Minerals Council, *Blueprint for Mental Health and Wellbeing*, NSW Minerals Council, Sydney, 2014.
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