



Safe Work and Return to Work Awards

Shane Webcke, Queensland Safety Ambassador

Safe Work and Return to Work Awards example entry Category five – Best commitment to work health and wellbeing

1. Describe how work health and wellbeing is embedded into your organisations system and culture.

People Make the Difference is a key focus area for the WMQ Strategic Plan 2019-2022. With this strategic focus set, WMQ's Health and Wellness Profile and Strategy Proposal for Horizon Two was submitted and approved by the Executive Leadership Team (ELT) in October 2018 following the prior approval for a 6-month temporary appointment of a Health and Wellness Coordinator to undertake a scoping exercise to:

- Collect baseline Health and Wellness data for WMQ workforce
- Determine WMQ Employee Health Profile
- Conduct a needs and gap analysis
- Review existing programs
- Explore existing infrastructure
- Determine WMQ hot spots
- Chair the Wellness Advisory Group
- Estimate the cost of Horizon Two.

Higher level strategic goals for each Horizons are outlined as below:

- Horizon 1 (April 2018-Oct 2018) - Collect baseline data, establish a Wellness Advisory Group(WAG), Assessment of existing programs and estimate costs for Horizon 2.
- Horizon 2 (Nov 2018 - Dec 2021) - Determine best communication and marketing strategies, Identify and create effective wellness programs, involve leadership and implement wellness initiatives.
- Horizon 3 (Jan 2022 - Jun 2023) - Monitoring and Evaluation, explore future projects, initiatives and opportunities.

Among the approved proposals for Horizon Two was the appointment of a designated role to implement and oversee the program's success. WMQ's Workforce Wellbeing Manager (WWM) heads the Health and Wellness programs that drive and create a sense of value, belonging and overall connectedness of the WMQ workforce.

The WWM also chairs the Wellness Advisory Group (WAG) which is made up of the sponsoring Director from People and Culture and appropriate expertise and managers from across the organisation. The Wellness Advisory Group has the key function of identifying, coordinating and promoting wellness activities across WMQ.

The Committee achieves this through the following:

- Promoting a positive healthy connected culture within our workplaces.
- Determining activities that would promote staff engagement and wellbeing.
- Overseeing the delivery and promotion of wellness activities.
- Monitoring the effectiveness of wellness activities.
- Engaging with relevant external providers to ensure a high standard of delivery is provided to all WMQ staff.
- Making recommendations of prioritisation of program activities.
- Providing advice to ensure that the initiatives undertaken are relevant and appropriate for the target groups.

WMQ's Workforce Health and Wellbeing Framework

WMQ is committed to providing a healthy workplace that improves the health and wellbeing of our workforce. We believe that Healthy Connected People will be mentally healthy and overall, well people. They are the key to our organisational success, sustainability and growth.

This framework is a guide for WMQ to establish, promote and maintain the health and wellbeing of our workforce through workplace practices that focus on increasing knowledge and awareness around mental health and wellbeing issues, reducing stigma around depression and anxiety in the workplace, building resilience and support mechanisms, and embedding psychological safety.

We understand that most people spend around half of our waking hours at work and that the workplace is therefore an important setting for promoting and supporting good health.

This framework provides a clear and positive statement underlining the value that we place on the health and wellbeing of our workforce. It serves as a very practical and formal way of making a statement that we are serious about the health of our people.

Building Healthy Connected People brings together the elements of Culture, Body, Mind and Spirit and Workplace. This framework applies to our whole workforce of over 5000 people inclusive of contractors, volunteers and casual employees.

WMQ's health and wellness strategy flows from our framework and focuses on evidence-based programs that foster and support an engaged, healthy, resilient and high performing workforce.

Our strategy aims to:

- Identify the area of our work environment where there are opportunities to promote healthy choices and behaviours.
- Encourage and enable active participation.
- Support and educate staff.
- Include a range of programs, which benefit our health, wellbeing and quality of our working life.
- Nurture a sense of belonging in the workplace.

WMQ's Health and Wellbeing programs are provided to staff via 3 tiers.

- Tier 1 - Wellness topical monthly themed events, information and communications. For example, in 2018 our monthly theme topics were:
 1. Nutrition – January
 2. Financial wellness – February
 3. Sleep hygiene – March (sleep awareness week)
 4. Compassion – April (World health day)
 5. Active Living – May (heart and exercise right weeks)
 6. Men's health – June
 7. Chronic disease prevention – July (diabetes week)
 8. Work life balance - August
 9. Women's health - September
 10. Mental health – October
 11. Family and Social Connection – November
 12. Fun - December (workplace challenges)
- Tier 2 - Tailored adhoc programs to services identified as at risk or 'hot spots'. We work collaboratively with the WHS team, Business Partners and local managers of identify services that may need short term intensive support e.g. if there was a traumatic incident (family member of a colleague who has suicided, restructure etc.) to provide tailored and effective support for that service area. This could mean bringing in or increasing awareness of our Mental Health First Aid network or EAP services, present tailored resilience programs or showing we care through team building/connection activities.

- Tier 3 - Constant review and implementation of procedures and policies that exists to ensure and reinforce a culture of harm prevention and psychological safety is upheld. eg Recover@Work procedure, Supporting Staff with Mental Health concerns: a Guide for Managers.

2. Describe how your organisation implements work health and wellbeing into everyday operation.

With WMQ's Workforce Health and Wellbeing Framework to help inform program planning, some of the key Healthy Connected programs and initiatives that exists to improve and support the health and wellbeing of our workforce include:

1. Designated Workforce Wellbeing department and Advisory Group that provides:
 - Wellness Monthly Calendars that have topical focus themes which speaks to what is happening in the organisation eg Sleep well June, Know your risk July, Me Time May, Work-Life Balance August, Nutrition January.
 - Tailored support to each of WMQ Services upon request to support managers in supporting the wellbeing of their teams.
 - A suite of resources and programs on demand that speaks to each of the domains in the Healthy Connected People Framework.
2. Building and maintaining a Healthy Connected Culture that:
 - Supports a healthy work/life balance, as well as making reasonable adjustments for life stage changes such as but not exclusive to transitioning through menopause and transitioning to retirement. This is demonstrated through the following:
 - Flexible working arrangements procedures.
 - Carer's leave allowance.
 - Employee Assistance Program and Benestar MyCoaching.
 - Recover@work procedure.
 - Encourages and equips its leaders to model healthy behaviours and supports our people to engage in wellness initiatives that promote healthy connected bodies, mind and spirit. This is demonstrated through the following:
 - Beyond Blue training program for Managers, available in the Training Hub.
 - Self-directed Learning Packages in the Training Hub.
 - Health and Wellbeing Centres (Chermside and Sinnamon Village Campuses).
 - Celebrates participation in healthy initiatives. This is demonstrated through the following:
 - Personal Support and Wellbeing Support Centre on intranet, and the Wellness Monthly Calendars.
 - The Wesley Charter, and Organisation wide Charter Day event.
3. Building a Healthy Connected Workplace that:
 - Promotes psychological safety and anti-discrimination (including bullying and harassment) for all. This is demonstrated through the following:
 - Anti-discrimination and anti-bullying Policy.
 - Diversity and Inclusion Policy.
 - Supports healthy behaviours and attitudes towards mental health illnesses. This is demonstrated through the following:
 - Beyond Blue training program for Managers, available in the Training Hub.
 - Mental Health First Aid network.
 - Chaplaincy services.
 - Self-directed Learning Packages in the Training Hub.
 - Employee Assistance Program and Benestar MyCoaching.
 - Recover@Work programs and procedure.

- Supports healthy behaviours with our environment and facilities to help make healthy choices the easier choices. This is demonstrated through the following:
 - Employee Benefits programs.
 - Health and Wellbeing Centres (Chermside and Sinnamon Village Campuses).
 - Corporate gym memberships with Goodlife, Fitness First and Jetts gyms.
 - Subsidised employee access to our Allied Health and Mental Health professionals
4. Building a Healthy Connected Mind and Spirit by:
- Increasing our workforce's knowledge and awareness of mental health and wellbeing issues and behaviours and reduce stigma around depression and anxiety in the workplace. This is demonstrated through the following:
 - Beyond Blue training program for Managers, available in the Training Hub.
 - Supporting Staff with Mental Health Concerns: A guide for Managers.
 - Staff Wellbeing Management Guide.
 - Domestic and Family Violence Support and Leave from Work.
 - Employee Assistance Program and Benestar MyCoaching.
 - Mental Health First Aid Network.
 - Building psychological resilience through the facilitation of our workforce's active participation in a range of initiatives that support mental health and wellbeing. This is demonstrated through the following:
 - Mental Health First Aid training and network.
 - Staff Wellbeing Management Guide.
 - Personal Support and Wellbeing Support Centre, and the Wellness Monthly Calendars.
 - Building psychological safety through Healthy Connected Workplace policies. This is demonstrated through the following:
 - Anti-discrimination and anti-bullying processes and policy.
 - Diversity and Inclusion Policy.
 - Recover@work procedure.
 - Return to work - Non-work-related injury or illness (guide for managers).
5. Building a Healthy Connected Body By:
- Creating opportunities for our workforce to access health information and programs that promote physical resilience, active lifestyles and better understanding of individual health risks and profiles. This is demonstrated through the following:
 - Health and Wellbeing Centres (Chermside and Sinnamon Village Campuses).
 - Corporate gym memberships with Goodlife, Fitness First and Jetts gyms.
 - Annual Corporate Team Challenges.
 - Employee Assistance Program and Benestar MyCoaching.
 - Personal Support and Wellbeing Support Centre, and the Wellness Monthly Calendars.
 - Making reasonable adjustments for life stage changes such as but not exclusive to transitioning through menopause and transitioning to retirement. This is demonstrated through the following:
 - Flexible working arrangements.
 - Recover@work procedure.
 - Return to work - Non-work-related injury or illness (guide for managers).
6. Annual Corporate Challenges: WMQ enlists external partners to run our Annual Corporate Challenges where teams compete in friendly physical challenges to boost physical health but also improve connections within the organization. Data and reporting from these challenges continue to indicate the success of the programs in achieving these goals and highlighting the benefits of physical activity not only for physical health but also mental health. (See Criteria 3 for results)

7. Grants won for Staff Wellbeing programs - collaboration with WHS and Mental Health Services teams:
 - Workplace Wellness Program grant proposal was approved in 2016 for the purchase of specialist gym equipment for our Health and Wellness Centre at Sinnamon Village. This was part of a pilot work hardening program for our workforce to prevent musculoskeletal injuries.
 - A Mental Health “Let’s Talk” campaign at WMQ in 2017 won some grant funding from Queensland Mental Health Commission. Activities run from the coffee van to promote mental health awareness included:
 - talks by guest speakers to coincide with coffee van visits - Glen Wallwork (Suicide Prevention Manager) will present on the topic of ‘Suicide Prevention in Older People’ and Shele Liddle (Mental Health Services and Practice Manager) will present on ‘Supporting Mental Health and Wellbeing in the Workplace’.
 - representatives from WMQ Workplace Health and Safety and Mental Health teams will hand out mental health resources e.g. ‘100 ways in 100 days’ cards and information from QMHW, Heads Up and Beyondblue.
8. Quit smoking program promotion: 21 staff accessed and were supported in the Workplace Quit Smoking Program through WMQ in 2017 and 2018 before the cessation of the Queensland Government program.
9. My Health for Life (MH4L) program: Staff are given the opportunity to undertake the Australian Type 2 Diabetes Risk Assessment Tool during our monthly wellness calendars for Know Your Risk July, Chronic Disease Prevention June, Active Living May, Nutrition January in 2019. A total of 24 staff were identified as high risk. Three groups of staff (21 staff) completed the MH4L program through WMQ.
10. Development of a network of Mental Health First Aid (MHFA) Officers: WMQ now has a network of over 120 MHFA officers across 55 WMQ services. The established network of Mental Health First Aid (MHFA) officers aims to help improve the awareness and reduce the stigma related to mental health in the workplace and reduce isolation. Our MHFA officers are equipped with the skills to be the first responder and to provide the initial support for their peers when they are experiencing a mental health crisis.

WMQ’s network of MHFA officers was awarded the GOLD MHFA Skilled Workplace recognition award in 2020. This recognition is the highest recognition by MHFA Australia and demonstrates the strong commitment to embedding the MHFA program into WMQ’s culture; through actions like senior leadership support, relevant policies, supporting Mental Health First Aid Officers and continuous improvement.

This award highlights the commitment WMQ has to our residents, clients, volunteers and staff in creating a workplace environment where everyone can feel safe and happy coming to and can thus bring the best of themselves to work.

11. Supporting our frontline workforce through the COVID pandemic: 2020 will forever be remembered as the year that tested our resilience and our ability to adapt and ‘ride the wave’ of uncertainty ahead. In response to the pandemic and with challenging times predicted, WMQ’s Executive Leadership Team approved for more people and resources from various services across the organisation to work with the Workforce Wellbeing team and build a collaborative integrated organisational approach to the health and overall wellbeing of its staff. As a result, many programs and initiatives were implemented during the course of 2020. It included:
 - Creation of a permanent Gratitude Wall and garden along with the burial of a time capsule. Every rock painted for the wall mosaic and time capsule memory was created by WMQ’s staff, volunteers, residents and clients. A ceremony and blessing made the unveiling of this wall a celebration of the organisation’s resilience watched by many.
 - Creation of a video montage that told of WMQ’s coronavirus journey titled #Dontworrybehappy #OneWMQ.

- 1 min organisational 'Clapping for our Carers' on International Nurses Day.
- Celebrating Aged Care Employee Day with hampers for each of our 50 frontline services.
- As well as ad hoc and tailored approaches to the needs of our services - hydration program for services that had to wear masks during lockdown and care packages sent to our Aged Care Team who volunteered to work in Victoria during the initial outbreak in June 2020.

3. Describe how work health and wellbeing is evaluated and monitored for continual improvement.

WMQ's Workforce health and wellbeing programs and initiatives are governed by the Wellness Advisory Group to ensure continual improvement and accountability. This group meets bimonthly where the programs' success and learnings are reported and discussed.

In addition, Health and Wellness progress is discussed in the quarterly Workplace Health and Safety Advisory Committee meetings.

A board report is also completed annually to the Executive Leadership Team and WMQ Board Members.

Some evaluation and reporting of WMQ's Workforce Wellbeing Health and Wellness programs are as below:

1. Collaboration of People and Culture Teams: Working alongside our Workplace Health and Safety Team, WMQ's WorkCover QLD premiums have significantly reduced due to proactive and effective management of workforce health and wellbeing and safety initiatives and programs that aim to create a culture of risk prevention and harm minimisation. Please refer to details below -

WorkCover Premium for WMQ 2021-2022:

- Across the 4 WICs – premium rates have all decreased – particularly with the Aged Care and Other Social Assistance Services WICs.
- This is resulting in significant decrease in premium in the amount of approximately \$800,000.
- Last year's premium - \$2,874,455, with anticipated premium for this year - \$2,013,493.
- All Wesley Mission's premium rates are significantly below each industry business rate.
- Employment WIC is 35% (.346) of Industry Rate of 1.0.
- Aged Care WIC rate is 58% (1.41) of Industry Rate of 2.466.
- Child Care Services WIC rate is 10% (0.135) of industry rate of 1.352.
- Other Social Assistance Service WIC rate is 68% (1.53) of industry rate of 2.276.

Claims - Wesley Mission Queensland - WCA150979594

- 98.5% Average Final Return to Work Rate Across 4 WICs.
- Significantly decreased statutory claims costs this year – particularly with Aged Care and Other Social Assistance Services.
- Stay at Work Rate – Aged Care - Increased to 35% this year from 30% last year.
- Stay at Work Rate – Other Social Assistance Services – Increased to 40% this year from 26% last year.
- Average Total Incapacity Days – Aged Care - Down from 25.73 days last year to 7.79 days this year.
- Average Total Incapacity Days – Other Social Assistance Services – Down from 13 days last year to 5 days this year.
- Average First Return to Work – Aged Care - Down from 10.92 days last year to 10 days this year.

- Average First Return to Work – Other Social Assistance Services – Down from 9 days last year to 5 days this year.
 - Average Claims Costs – Aged Care - Down from \$8,762 last year to \$2,432 this year.
 - Average Claims Costs – Other Social Assistance Services – Down from \$7,334 last year to \$2,032 this year.
 - Common Law/Damages Claims lodgment decreased in past financial year, compared to previous year.
2. Effectiveness of the MHFA network: In November 2020, WMQ partnered with QUT to conduct research to evaluate the effectiveness of the Mental Health First Aid (MHFA) network. This study explored how effective the network is at reducing stigma of mental health issues, generating a safe and open environment at work for people to seek help, and improving employee wellbeing across the firm.

Key finding of the study included:

- Whilst 90% of the participants were aware of the network, only 16% of those had sought help from a MHFA Officer.
 - Those who were aware of MHFA program reported feeling psychosocially safer at work than those who were unaware of the MHFA program.
 - An inverse relationship exists within WMQ between psychosocial safety and perceived stigma for depression and anxiety, more notable in some directorates than others.
 - Depression is viewed as more stigmatised than anxiety.
 - Psychosocial safety is at an acceptable level across the organisation.
3. Interventions made by MHFA Officers: In 2020, our MHFA officers documented 367 occasions of interactions to support their colleagues. This was particularly high in Mar and April at the peak of COVID.
4. Annual Corporate Challenge Results Summary

2020 – Virgin Pulse Global Challenge
Executive Summary - Headline Results:

- 201 participants, 40 teams.
- 70% of your employees now meet the recommendation of 10000 steps per day vs 15% pre challenge.
- 53% of employees are now more aware of what they eat.
- 68% of employees who tracked their weight have lost weight.
- 72% of your employees now meet the recommended amount of sleep vs 52% pre challenge.
- 77% of employees have reported a decreased in their stress levels either at home or at work.
- 74% of employees have reported an increase in either their productivity or concentration.

2021 – 15 Minute Challenge

Report summary:

- 28 Teams.
- 175 Active users.
- 6,064 exercise sessions conducted.
- 265,400 minutes of exercise completed.
- Average of 25hrs of exercise completed per person.
- Maintained strong ongoing interest with 70% of participants remaining engaged until the end of the competition.
- 90% of participants who finished the challenge met the recommended exercise minutes of 150 minutes of moderate or 75min of vigorous exercise a week.
- 73% of participants saw an increase in overall health.
- 63% of participants were interacting in a fun way with their colleagues and/or improved team morale.

5. Staff Engagement Results and Testimonials: 2019 and 2020 Review

It is estimated that on average, about 1/3 of WMQ's workforce have accessed or participated in a work health and wellbeing intervention yearly. This is according to numbers reported as below -

2019 - Staff Engagement Overview

- Over 1,800 staff attendances to wellness events.
- Staff from across all directorates in over 55 services have attended.
- Staff clinic checks - 52 staff attend and 24 identified as high risk.
- 185 wellness events hosted organisationally.
- 48 Wellness on the Road visits.
- approximately 12 ongoing/seasonal staff programs annually including staff walking groups and staff fitness groups at various WMQ locations.
- 2 WLOL Banner stories – Men's Health and Domestic Violence - 133 clicks in total.
- 2020 Significant Highlights.
- Organisational Wellness Response to COVID FUN Raising Committee.
- F2F moved to virtual platforms.
- Coordinated organisational wide celebration of International Nurses Day - Clapping for our Carers.
- 1300 free The Coffee Club coffee vouchers for our caring staff.
- We provided hampers across our Aged Care Services both in RAC and our communities to celebrate Aged Care Employee Day.
- Creation of uplifting video #DontWorryBeHappy #OneWMQ.
- Creation of a Gratitude Wall and unveiling ceremony including:
 - Poem reading.
 - Time Capsule.

Some Staff Testimonials

2019

- Health and Wellness is an absolutely fantastic initiative. I'm very fortunate in that I have a manager that is supportive of everything that we do and encourages us to take part in the wellness sessions. (Pam, Allied Health Team)
- I attended the skin checks session. Had I not gone, I would not have thought to go to the doctor for another 6-12 months....The outcome was that it was a melanoma. It was very early detection. My results were good which was very encouraging, but had I waited, it could have been different. (Geoff, CEO)
- Thank you....I've had a not so good day yesterday and the session helped me put everything in perspective. (Marlize, RAC)

2020

- As a remote team we have never felt as supported as we have in the last two years and I can't thank you enough. (Tara; WMQ CATS)
- I've just picked up the jug and had some filtered water. Thanks for all the inspiration. (Ainsley; Hummingbird House)
- I got a lot out of your talk yesterday, thank you so much for the work you do and the positive message you are sending out to us all. (Helen, In home care)
- Thank you. I am grateful to you and your drive of positive psychology to support our workforce. (Leisa, Youth and Family support)
- I wanted to personally thank you for these initiatives. Living by myself in a suburban house, I certainly will be relying on the Wellbeing Network for interaction now that self-isolation and work from home directive is underway. Great work, thanks again. (Jen, People and Culture)
- This year has been a very difficult one. Unexpected surprises like this one make me tear up a bit. I have found the wellness sessions this year to be very helpful, even if it just means connecting with other people as sometimes it can feel a bit isolating and disconnected at home. (Carol, Business Solutions)

Conclusion

WMQ's Health and Wellbeing strategy is completing its 3rd year. Prior to its inception, wellbeing programs at WMQ were silo/adhoc and perhaps even insular in its approach with some parts of the organization doing it well and if at all in other services.

We believe what we have built this past 3 years is an organizational approach to Workforce Wellbeing that has reached a level of maturity in which staff are engaged and appreciate that their health and wellbeing is valued at WMQ.

In May 2021, WMQ's Executive Leadership team have approved for the implementation of Horizon 3 of the Workforce Wellbeing strategy. (See criteria 1 for details) Along with its existing programs created in Horizon 2, this next horizon will provide a holistic, end to end approach to corporate wellness where staff recognition and reward platform and volunteering options within the organisation will be revised and streamlined with the purpose of making these programs transparent, consistent and fair.

We know that success of this program is by continued collaboration with the many internal and external partnerships we have created but having continued Executive Leadership endorsement of this strategy will continue to bring success to the programs.

Wesley Mission Queensland has demonstrated that our workforce wellbeing remains a strategic priority that will drive employee engagement, organisational energy and productivity.