Bolton Clarke

HEART OF POSITIVE AGEING

Piecing the Puzzle Together
Driving Psychological Health & Safety in the Workplace

Women in Safety Summit
November 2025

Context

Links between health, safety, wellbeing and work

Wellbeing as a shared responsibility

Holistic approach to wellbeing

Treating wellbeing like safety

Practical experiences – challenges and opportunities particularly for psychological wellbeing

Key takeaways

Background context

Our environment

- National presence

- Aged care, community-based healthcare/support services, retirement villages, commercial kitchens, food delivery, maintenance, support teams

- Different levels of (risk) control

- Multiple legislative frameworks

- Size & scale considerations

My role and background and team interplay

- Injury management & injury prevention

- Safety & wellbeing

- People & culture functions

**Interplay with clinical teams and protocols**

Thank you...

Always Safe

Safety isn't just a priority; it is a way of life. We are committed to, and value, consistent safe practices in all that we do.

...for living our values

Links between health, safety, wellbeing and work

- Potential workplace impacts on wellbeing

- Psychological safety among high performing teams

- Kindness as a key strategic priority – psychosocial interplay

- Poor psychological health and injury risk

- Psychosocial risk exposure impacts

- Societal expectations around wellbeing supports

- Safety and wellbeing embedded into 'how we do things'

Worksafe QLD model
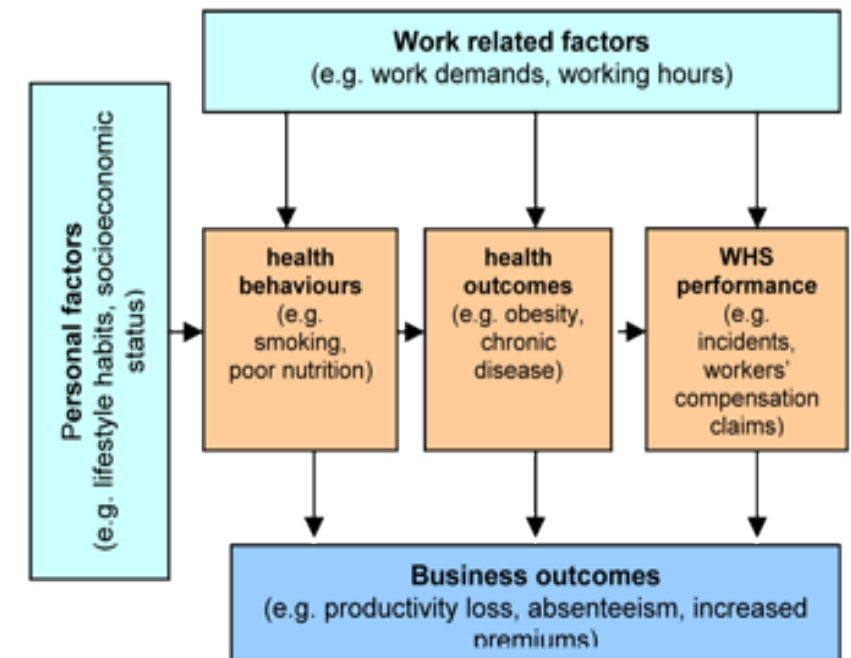
Links between health, safety, wellbeing and work

To make lasting change, mental health and wellbeing
must be viewed as core elements of business operations,
integral to organisational risk management and legal obligations,
rather than merely a human resources (HR) issue.

Leaders can positively impact mental health
by providing flexibility, support, effective
management of work, and recognition.

Source: Corporate Mental Health Alliance Australia - The Leading Mentally Healthy Workplaces Survey Report 2025

People who are exposed to psychosocial hazards at work are at greater risk of developing a
work-related psychological injury, and poorer mental health outcomes.

Source: Safe Work Australia, Psychological health and safety in the workplace

Why are wellbeing approaches worthy of attention?

Attraction/retention

Employee value proposition in a competitive marketplace

Lower turnover, reduced burnout

Job satisfaction

Branding/reputation

Greater productivity

Quality of care / customer service

Better outcomes for employees and potential reduction in claims / injuries

Holistic approach to wellbeing

- Not a one-off program delivered in isolation

- Not a "safety team program" but shared responsibility

- A holistic approach embedded in business activities and culture - aligned with tailored psychosocial risk management strategies, employee engagement, focus on psychological safety and mental health awareness

- Incorporating physical, mental health, social and financial elements and programs
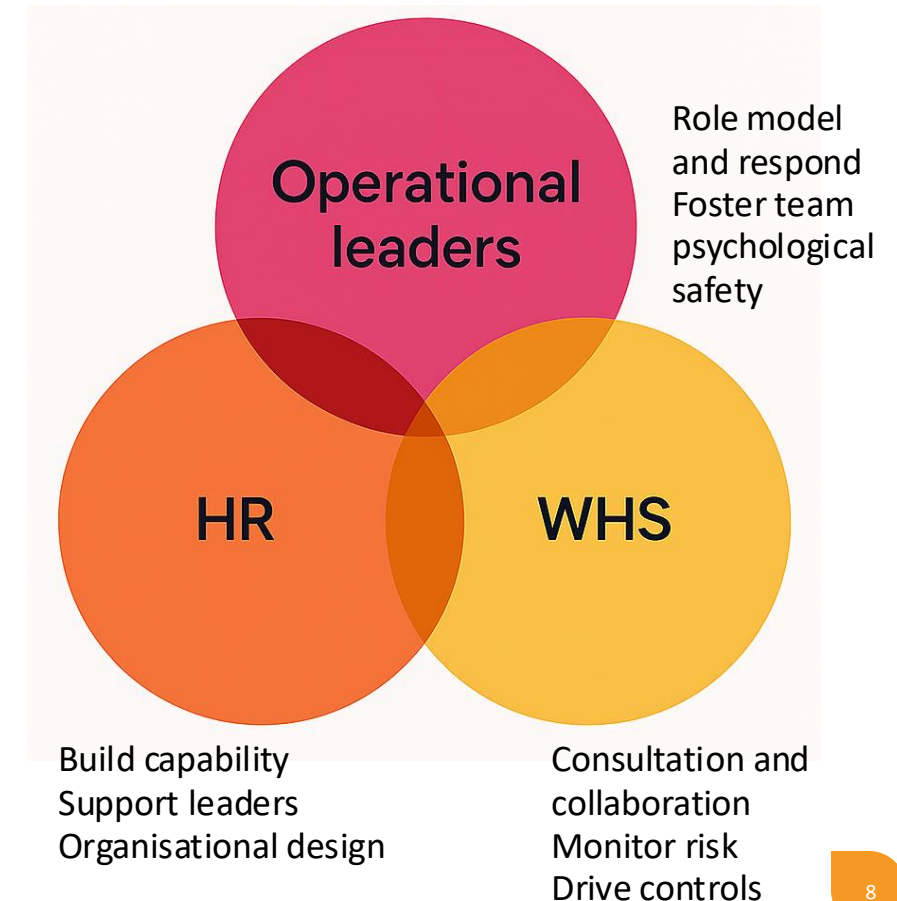
Wellbeing and psychosocial risk management as a shared responsibility

HR, WHS and Operational Leaders bring different perspectives and skillsets

- Operational leaders – day-to-day influence, role modelling behaviours, building team cultures, potential to flag early warning signs

- HR – culture, leadership, employee experience, empowering policies/processes, data-informed strategies (e.g. turnover, grievances)

- WHS – hazard identification, risk assessment and controls, EAP, safety management system considering psychological factors, injury management

Shared accountability model

Operational leaders

Role model and respond Foster team psychological safety

HR

WHS

Build capability
Support leaders
Organisational design

Consultation and collaboration
Monitor risk
Drive controls

Approaching wellbeing like safety

- If we accept a holistic approach is required, then strategies incorporating consideration of psychological wellbeing, effective psychosocial risk management and optimisation of protective factors need to be embedded in everyday business operations

- Linking wellbeing to the safety management system and operating models will support

- Consider key performance indicators for wellbeing alongside traditional safety indicators

The Victorian Mentally Healthy Workplaces Framework | vic.gov.au

Mentally healthy workplaces toolkit | WorkSafe.qld.gov.au

Practical challenges / hurdles to overcome

- Sharing of key data points or access to required data

- Concerns about confidentiality / how information will be used

- Perceived "ownership" / "patches"

- Compliance vs culture considerations

- Potential stigma

- Limited confidence managing mental health concerns

Building Psychological Safety in Teams
Information session for managers

Opportunities and strategies

- Cross-functional psychosocial work group

- Board and executive focus – driven from the top

- Awareness programs (psychosocial risk, mental wellbeing continuum and resources)

- Range of reporting mechanisms including anonymous reporting of psychosocial hazards and whistleblower avenues

- Investigations, risk registers and risk indicators incorporating psychosocial work factors

- Psychosocial tools alongside employee engagement and culture data, HR and safety lag indicators, clinical indicators

- Dashboards with cross functional data to inform risk profile

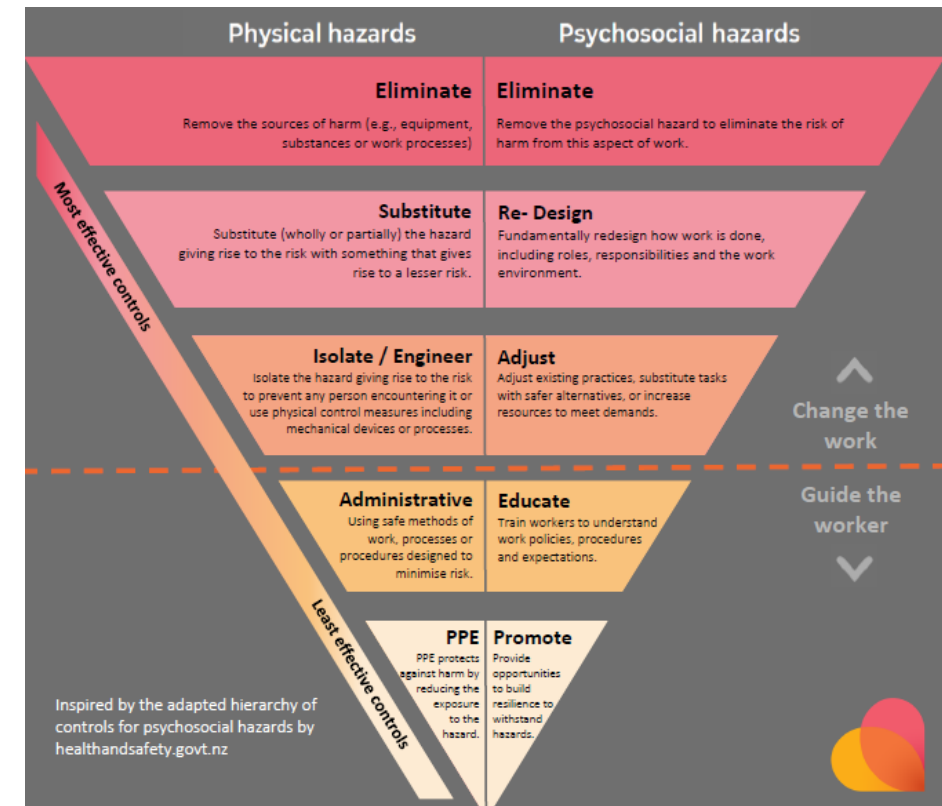- Focus on themes and trends, not individual data points
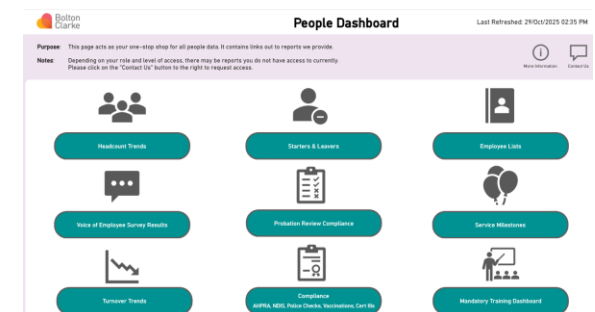
Opportunities and strategies

- Project collaboration

- Strategic Home Reviews

- Leadership programs incorporating WHS and HR insights

- Holistic onboarding including wellbeing and psychosocial themes

- Site-based psychosocial risk review with input from WHS, injury management, General Manager and HR Business Partner

- Tailored risk assessments with key stakeholders e.g. OVA

- Considering psychosocial work factors in wider work design discussions

- Integrating Respect@Work, anti-bullying and harassment education, code of conduct and behavioural expectations

Key takeaways

✓ Wellbeing supports form a key part of a holistic approach to talent management (attraction, retention, engagement) and are expected in the marketplace.

✓ An integrated approach to business operations, health, safety and employee wellbeing is crucial, aligned with effective management of psychosocial risk.

✓ If staff are thriving and feel supported, they will be in the best position to deliver high quality care/customer service and optimal productivity.

✓ Embedding into business operations requires shared accountability and commitment from across the business – it's not just a "safety team responsibility".

✓ Cross-functional collaboration including operational leadership, HR teams and WHS/injury management teams is key.