

The Victorian Mentally Healthy Workplaces Framework

Victorian Government

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Acknowledgement of Country

We acknowledge the First Peoples of the lands and waters across Victoria and their ongoing strength in practising the world's oldest living culture. We acknowledge the Traditional Owners of the lands and waters on which we live and work and pay our respect to their Elders past and present.

We recognise that poor mental health disproportionately affects First Peoples' communities. Further, there are long-lasting, far-reaching and intergenerational consequences of the dispossession of First Peoples and their Country that are a direct result of colonisation and the establishment of the State of Victoria. This history, and the systems it gave rise to, continue to harm First Peoples today. It is only through community-led approaches to supporting healing and structural transformation to enable true self-determination that we can begin to right the wrongs of the past.

Disclaimer

This Framework document has been created to reflect best practice and guide Victorian workplaces to be mentally healthy. Taking guidance from this Framework is not an obligation under Victorian Occupational Health & Safety (OHS) Regulations, and as such, abiding by the actions recommended by this Framework does not entail that a workplace has met their obligations under the Occupational Health and Safety Act 2004 (VIC) Act or any other relevant Acts of Parliament. To meet their OHS obligations, workplaces will need to follow the guidance and any relevant compliance codes developed by WorkSafe Victoria and available through the WorkSafe Victoria website. Additional resources and material by organisations such as the Victorian Department of Health (DoH) and Department of Jobs, Skills, Industry and Regions (DJSR) are also recommended to be considered.

Acknowledgement of Lived and Living Experience

We acknowledge people with lived experience of mental ill-health and recovery and the experience of people who have been carers, families, or supporters. Some of the most powerful evidence to the Royal Commission into Victoria's Mental Health System came from the personal experience of people living with mental ill-health, their families, and carers. There has been extraordinary determination and courage as people have revisited painful memories in the hope of shaping a better future for themselves and others. We and other Victorians are deeply appreciative for this.

This website uses language to describe and discuss themes and concepts relating to mental health, but we acknowledge others might use different words to communicate their experience which are also valid.

Crisis support services

If you or someone you know or work with are experiencing a mental health crisis, please contact one of these 24 hours, 7 days services

Lifeline: 13 11 14

Suicide Call Back Service: 1300 659 467

Beyond Blue: 1300 224 636

MensLine Australia: 1300 789 978

QLife: 1800 184 527 (3pm to midnight daily)

Kids Helpline: 1800 551 800

13YARN: 13 92 76

About the Victorian Mentally Healthy Workplaces Framework

Mentally healthy workplaces are good for people and good for businesses and organisations

Mentally healthy workplaces:

- Promote wellbeing and positive aspects of work.
- Identify and manage risks to create a fair and safe workplace.
- Respond early to warning signs, with effective tools, skills and commitment.

In February 2021, the Royal Commission into Victoria's Mental Health System (RCVMHS) handed down its [Final Report](#) outlining key recommendations to the Victorian Government.

This Victorian Mentally Healthy Workplaces Framework ('the Framework') has been developed in response to the Victorian Government's commitment to implement all recommendations of the Royal Commission, which includes delivering a state-wide framework to support mentally healthy workplaces.

Work is underway to support mentally healthy workplaces in Victoria. This includes changes to Occupational Health and Safety regulations to better address risks to the psychological health of workers. WorkSafe Victoria provides workplaces with tools, templates, and resources to address work-related factors that impact mental health and promote good practice.

The Framework complements existing resources developed by [WorkSafe Victoria](#), the National Workplace Initiative and Business Victoria to help support Victorian workplaces implement good practices.

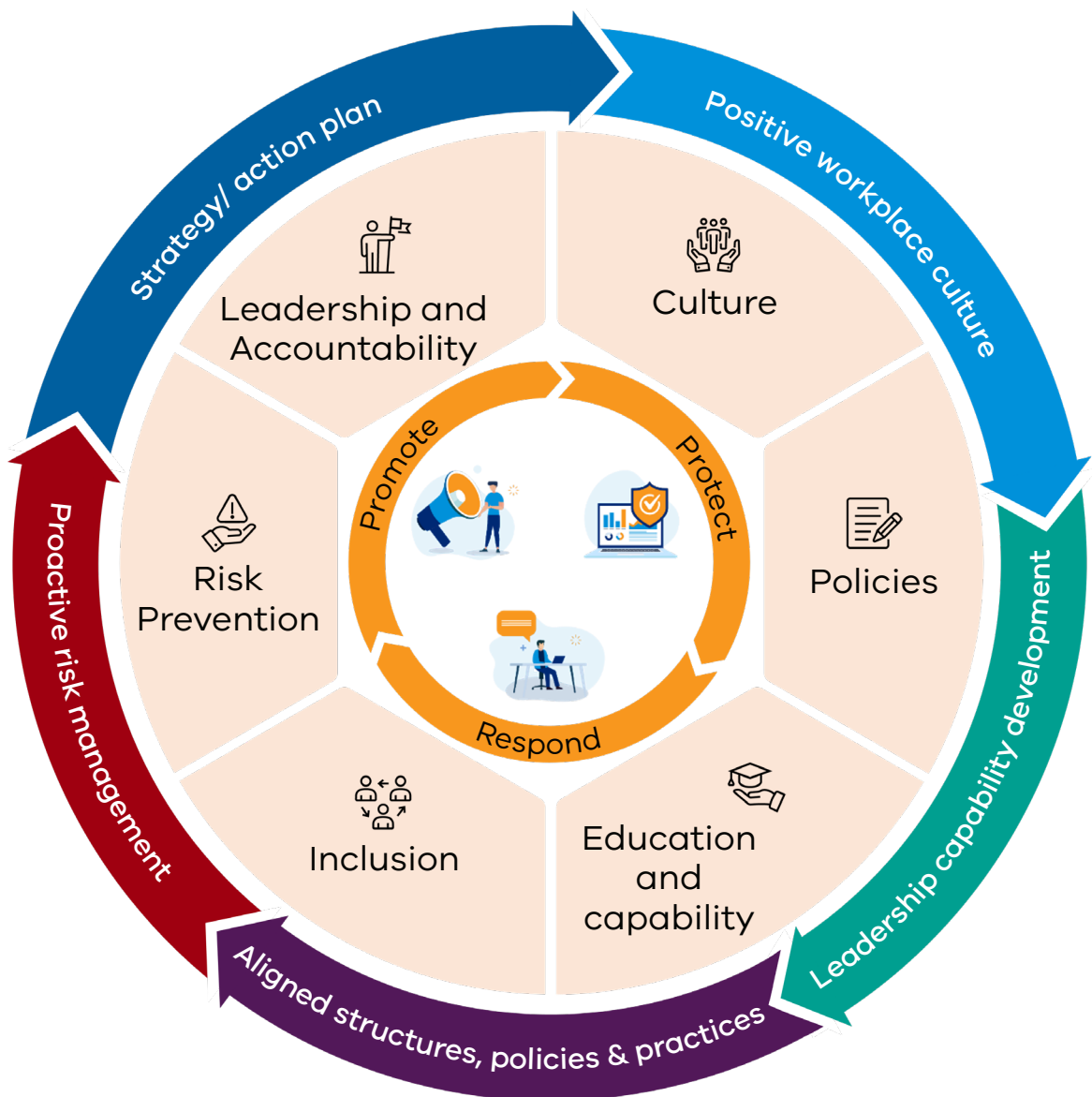
It includes:

- **3 foundational features** to create mentally healthy workplaces – 'promote', 'protect', and 'respond'.
- **6 areas of focus** to drive and enable mentally healthy workplaces.
- **5 starting actions** with clear, effective, and practical steps for organisations to take.
- **6 best-practice ways to guide how to implement the Framework** in each workplace.

The Victorian Mentally Healthy Workplaces Framework

FRAMEWORK OBJECTIVE

The Victorian Mentally Healthy Workplaces Framework aims to assist all Victorian workplaces and workers to thrive. This Framework prioritises action areas for businesses to easily focus efforts to improve and progress safety, education, wellbeing, inclusion, and performance – for organisations, their teams and for all workers.



Key terms and their meaning:

Business Types: This framework has been developed for all Victorian businesses, including sole-traders, small business, not-for-profit organisations, for profit organisations, government organisations and volunteer organisations. Either the term “**workplaces**” or “**organisations**” has been used in this framework as a catch-all to represent all different types of businesses and places where people conduct work. Unless specifically mentioned, the information provided is guidance for all Victorian business types and all workplace types, including working from home or remote work, and working outdoors.

Employment Type: This framework has been developed for all Victorians engaged in work. It recognises that people are engaged in work as full-time, part-time or casual employees, self-employed, contractors, subcontractors, volunteers, apprentices, student-workers and other types of work. The term “**worker**” has been used in this framework to represent all the different ways Victorians are engaged in work. This includes all forms of work, including short term, casual, irregular or insecure work.



Framework features

Promote | Protect | Respond

There are three foundational features, which are **all** required to develop a mentally healthy workplace.



Promote

Mentally healthy workplaces recognise and promote the positive aspects of work, including:

- Seeking ways to support good mental health and wellbeing.
- Identifying and building on 'what is working well'.
- Supporting workers and teams to use their strengths.
- Providing learning opportunities.
- Encouraging workers to collaborate to build a mentally healthy workplace.

Protect

Mentally healthy workplaces take steps to prevent physical, environmental and psychological harm to workers, including:

- Identifying and assessing risks to psychological health.
- Evaluating and proactively managing psychosocial hazards.
- Engaging in good work design, which involves workers having input into how they manage and complete their own tasks.
- Reviewing the wider workplace environment to ensure safety. (e.g. as worker and customer interactions and effectively managing any conflicts).

Please see [WorkSafe Victoria](#) for additional guidance.

Respond

Mentally healthy workplaces identify and respond early to any warning signs of distress, declining wellbeing and mental ill-health.

This is to make sure that people are given appropriate support. This includes:

- Being prepared to support workers experiencing mental distress or ill-health.
- Responding early to any warning signs to improve the likelihood of better health and wellbeing outcomes, which in turn may also lead to better workplace outcomes (e.g. reduced absenteeism).

All three features are related, interconnected and have a more positive impact on the workforce and workplace when considered together.

Areas of focus – What will help you drive a mentally healthy workplace

Leadership and accountability

- Leaders create a psychologically safe environment and set the tone for how safety, mental health and wellbeing in the workplace is valued and prioritised.
- Positive leadership practices and behaviours promote worker wellbeing, create inclusive cultures and work experiences, and lead to improved performance.
- Workers are more likely to seek help, reach out to leaders and support each other through difficult times when the tone from the top reinforces these behaviours as 'norms'.

Culture

- Teams with positive, strengths based cultures promote psychological safety.
- Promote actions that include diversity, inclusion, respect, collaboration, camaraderie, reward and recognition, and a strong sense of meaning and purpose.
- Culture is influenced best at a team level, where strengths can be better identified, with the aim to expand across the whole organisation.

Policies and practices

- When designing or reviewing any workplace structures, systems, policies and practices, consider worker wellbeing alongside your organisation's needs and outcomes.
- Policies that prioritise wellbeing should be effectively communicated in a way that a diverse workforce and those who may need additional support can understand.
- All wellbeing and mental health policies should consider your workers' privacy and how confidential information will be kept secure.

External factors and specific industry circumstances will influence what areas of focus are most relevant for your workplace.



Education and capability

- Individuals and teams have the confidence and skills to understand their own wellbeing and support the wellbeing of others.
- Addressing stigma and providing supports can look different in every workplace but should include education and awareness.
- All workers understand and respect the need to maintain privacy and confidentiality in relation to mental health disclosures.



Inclusion

- An inclusive workplace creates equal opportunities for individual workers and teams to participate, contribute, and develop healthy and respectful interpersonal relationships.
- Paying attention to the unique and diverse needs of individuals across the workforce can support the design of workplaces and resources that are tailored and accessible to all workers.



Risk prevention

- Psychosocial risks are aspects of work and workplaces that can cause psychological or physical harm or injury. These can lead to workers having long recovery times, with cost to themselves and their workplace.
- Investing in ongoing education and training, supports, processes and systems can help to proactively identify hazards and assess and manage risks to psychological health.
- Timely and effective solutions can be created by implementing a range of assessment tools to identify hazards, in addition to regular and ongoing worker consultations, effective management of hazards, and transparent reporting.
- [WorkSafe](#) offers further guidance.

External factors and specific industry circumstances will influence what areas of focus are most relevant to your workplace.

Where to start

Start with these five priorities known to create mentally healthy workplaces.

01

Strategy / Action Plan

Co-design and develop your plan with workers and identify opportunities to include mental health and wellbeing actions into accountable business practices.



02

Positive Team and Workplace Culture

Promote and embed a culture of care, trust, safety and transparency across all teams and at all levels of the organisation, including all units/divisions and different worksites. Foster a culture that creates psychological safety and upholds the values of diversity and inclusion.



03

Leadership Capability Development

Equip leaders with the skills, capabilities and confidence to create a mentally healthy workplace and lead teams that are psychologically safe.



04

Aligned Structures, Policies, & Practices

Embed structures, systems, policies, and processes to support mental health and wellbeing.



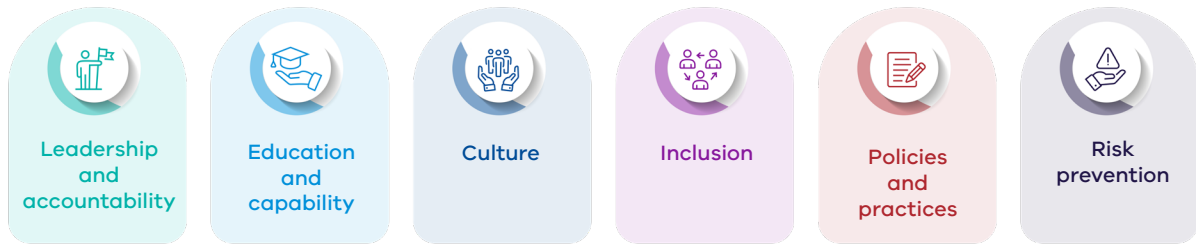
05

Proactive Risk Management

Proactively manage psychosocial hazards and prioritise psychological safety.



In developing and implementing the priority actions, consider all of the areas of focus that were introduced in the beginning of the Framework:

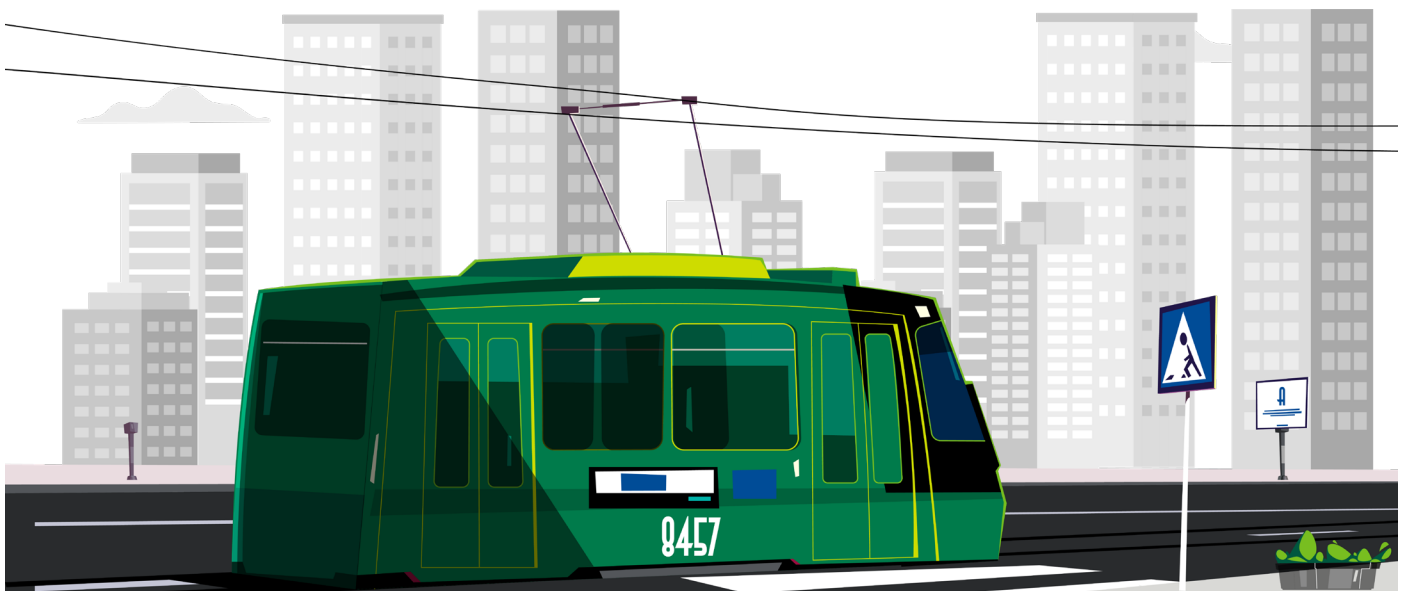


1. Strategy / Action Plan

Create a Mental Health and Wellbeing Strategy/Action Plan to know what to do to drive commitment, accountability and action across your organisation. This Strategy/Action Plan should consider the whole workplace, your organisation's needs and challenges, unique worker groups and regulatory requirements. The Strategy/Action plan should align with the organisation's overarching mission/vision, values and strategic / business plan. It should outline the:

- A) Key goals (shared vision) in creating a mentally healthy workplace,
- B) Action areas/initiatives that will be delivered,
- C) Roles and accountabilities for achieving these goals and initiatives, and
- D) Metrics or measures for monitoring progress and outcomes.

A tool has been developed to support organisations through the key steps to create a Strategy/ Action Plan. Please see here for the [Guide to developing your Mentally Healthy Workplace Strategy and Action Plan](#).



2. Positive team and workplace culture

Promote a positive culture where workers and their teams are supported to create a safe environment of personal and professional care.

Key things for you to consider include:

A) ORGANISATIONAL PURPOSE IS CLEAR AND WELL UNDERSTOOD

- Workers connect with the organisation's mission and understand how their role and responsibilities relate to the organisation's overarching purpose.
- Information is shared openly, allowing workers to feel empowered to build a stronger sense of purpose in their work, and foster trust in their team and the workplace.

B) TEAMS EXPERIENCE PSYCHOLOGICAL SAFETY

When developing psychological safety, leaders and teams need to consider:

- What a shared understanding of psychological safety would look like, be experienced, and how to create it.
- How to undertake team-based co-design activities that focus on defining behaviours and barriers to creating psychological safety in your organisation.
- How they will measure psychological safety at regular intervals to ensure it is consistently maintained.
- Workplace leaders and advocates to promote psychological safety.

C) WORKPLACE MENTAL HEALTH IS CONSIDERED ACROSS DIFFERENT STAGES OF AN INDIVIDUAL'S EMPLOYMENT

- Provide relevant interventions which recognise worker needs and their circumstances at different employment life-cycle stages (e.g. induction or onboarding, promotion into leadership role).
- Provide workers with the right resources and training to improve their skills and confidence, and independently choose how they structure or conduct their work (whenever possible).
- For workers experiencing declining wellbeing or mental ill-health, co-design and provide reasonable adjustments and provisions to reduce or remove barriers that they may be experiencing when at work.
- Certain worker groups (e.g. women, young individuals, migrant individuals) are at an increased risk within a workplace. As an employer or leader, you should be mindful of this and provide and maintain a working environment that is safe and free from risk to health so far as reasonably practical.

D) MENTAL HEALTH AND WELLBEING LITERACY IS PROMOTED

- Promote and support education, learning and development that is designed with workers to improve workplace mental health and wellbeing knowledge, understanding and skills across all levels.
- Upskill leaders to actively set an example of 'best practice' and engage in open conversation about mental health and wellbeing. Ensure leaders and workers understand the importance of maintaining privacy and confidentiality.
- Promote and provide clear pathways of support.

E) PROMOTION OF CARE, TRUST, DIVERSITY AND INCLUSION

- Workers at all levels of the organisation demonstrate care and compassion and treat each other with trust and respect.
- Workers and leaders create a strong sense of belonging and inclusion for all workers.
- Leaders encourage, support and reinforce positive behaviours through appropriate recognition and role modelling.
- People address conflict proactively when it arises.

F) PSYCHOLOGICAL SAFETY ENABLES DIVERSITY AND INCLUSION

- Adopt ways of working and interacting at work that promotes trust, transparency, a speak-up culture and enables workers to learn and grow.
- Have regular conversations and open discussions about mental health (e.g. on lived/living experience, case studies, sharing of experiences) to reduce stigma.
- When making decisions or planning and implementing any change agendas, consider the wellbeing of workers, including people with lived/living experience.
- Use a holistic, person-centered approach that considers worker wellbeing from a physical, psychological, social, cultural and spiritual perspective when designing and providing support.
- Seek understanding and insights as to the best ways to provide supports to workers from diverse backgrounds (e.g. through materials translated into a worker's preferred language and practical demonstrations guiding task completion, where appropriate).

G) PROACTIVE PSYCHOSOCIAL HAZARD MANAGEMENT

- Identify psychosocial hazards through widespread and regular worker consultations to ensure proactive identification, management and prevention.
- Transparently report all identified psychosocial hazards and how these are managed.
- Work collaboratively with workers to identify effective strategies to address risks.

3. Leadership capability development

Actively support and promote opportunities for all workers to grow and develop. Equip leaders with specialist skills-based training to build their confidence and capability in managing people, especially through difficult times. This could include training on how to become a trauma-informed workplace.

Key things for you to consider include:

A) VISIBLE ROLE MODELLING

- Leaders actively role model care and proactively engage in early intervention conversations to contribute to a culture of openness.
- Leaders role model how to manage competing priorities, professionally and personally.
- Leaders have good communication skills, including being able to effectively resolve conflicts.
- Leaders know how to create psychological safety and avoid toxic positivity (which encourages individuals to only report positive outcomes and feedback, regardless of the reality of their circumstances).

B) LEADERS FEELING EMPOWERED TO SHARE

- Leaders are educated, supported, and empowered to show appropriate vulnerability and know how to safely speak about their lived experience in a workplace context, or share learnings and challenges in their careers.
- Leaders are educated in how to display emotional intelligence.
- Leaders understand the benefits of supporting a safe environment which allows individuals to be vulnerable, and able to share their experiences in their workplace.
- Leaders actively role model care and proactively engage in early intervention conversations to contribute to a culture of openness.

C) STRENGTHS BASED LEADERSHIP

- Leaders are collaborative and support workers and teams to use their strengths at work, providing personal and professional development opportunities for them to feel empowered in their roles.
- Leaders encourage job crafting (when appropriate) and know how this improves psychological wellbeing.
- Leaders regularly praise workers and teams for positive work behaviours and outcomes.
- Leaders ensure that workers receive adequate support to complete their tasks, while also accounting for other priorities.

D) ACCOUNTABLE AND RESPONSIBLE LEADERSHIP

- Leaders understand regulatory obligations and their role in developing and implementing strategy, plans and actions that embed workplace mental health and wellbeing (including safety).
- Leaders recognise barriers that may impact their working environment based on circumstances such as industry and organisation size, and ensure they are able to address these and adjust accordingly.
- Consider the needs of diverse workers and any barriers they may face to seeking help.



4. Aligned structures, policies, and practices

A mentally healthy workplace is driven by a foundation of strong structures, systems, policies and practices that considers the mental health and wellbeing of all individuals. Key steps you can take include:

A) POLICIES ARE DESIGNED WITH WORKERS FOR WORKERS

- Policies, practices, systems, and structures are co-designed, implemented, and reviewed in collaboration with the workers that may be impacted by them.

B) POLICIES ARE REVIEWED TO BALANCE PEOPLE AND YOUR ORGANISATION'S NEEDS

- Regularly review policies, practices, systems, and structures to ensure they meet and balance the mental health and wellbeing needs of workers and the needs of the organisation.
- Ensure workers feel comfortable raising questions, challenges or concerns, or proposing changes, in a safe forum with the expectation that they will be supported and a meaningful outcome can be reached.

C) AVAILABILITY OF MENTAL HEALTH AND WELLBEING RESOURCES

- Adequate tools, resources, and interventions are available, accessible, and known to all workers, through organisations such as Beyond Blue, WorkSafe Victoria, and Black Dog Institute, amongst others.
- Ensure resources and supports are easily accessible for all workers in time of need, ideally housed in a single location, such as a shared-drive or intranet.
- Regularly remind workers that they can access support through helplines, organisation specific support programs, medical professionals, and online tools and resources.
- Ensure resources are regularly updated so that they remain fit-for-purpose and relevant.

D) EMBED MENTAL HEALTH AND WELLBEING INTO BUSINESS-AS-USUAL PRACTICES

- Enable, promote and role model practices that embed mental health and wellbeing into daily tasks, meetings, training, projects, workplans, and decision-making processes.
- Ensure leaders are consistent and clear in their practices and strategies to encourage mental wellbeing and ensure that work is structured to support this.

E) ENSURE THE PRIVACY AND CONFIDENTIALITY OF YOUR WORKERS

- It is essential to consider the privacy of your workers and the confidentiality of any information you receive.
- Ensure that your policies and procedures consider how you will keep information confidential and model respect for worker privacy.
- Ensure that you have the agreement of the person experiencing the illness or injury regarding what is shared (or not), with whom and under what circumstances.
- Ensure that data that is captured about the workforce, such as disability status or the proportion of the workforce from a diverse cultural background, is stored sensitively and for a purpose.
- Ensure that you are aware of relevant legislation in data collection, storage and disposal practices
- Review and update the confidentiality agreement so that it remains relevant and fit-for-purpose.



5. Proactive risk management

Workers are likely to be exposed to a range of psychosocial hazards within and outside the workplace, which may contribute to declining wellbeing or mental ill-health. Where hazards are not managed well, they can psychologically injure a worker.

Workplaces should encourage proactive risk management to mitigate and minimise psychological hazards. Key steps to support this include:

A) COLLABORATE AND CONSULT WITH WORKERS TO IDENTIFY, ASSESS, AND MITIGATE HAZARDS

- Leaders work collaboratively with workers to identify psychosocial hazards to mental health and wellbeing and assess the risks.
- All leaders and workers collaboratively mitigate the impacts of hazards, as far as reasonably practical, and implement and communicate controls to prevent their re-emergence.
- Provide all workers with training on identifying psychosocial hazards and associated risks to help drive risk management capability and protection from harm, including mechanisms for reporting. [WorkSafe Victoria](#) has a range of existing resources dedicated to managing psychosocial risk factors through the WorkWell Program. Mental Health First Aid training may also be beneficial.

B) ADOPT A STRENGTHS BASED APPROACH

- Use strengths based approaches when identifying and managing workplace risks and hazards, including recovery-at-work or return-to-work practices. Consider how hazards have been effectively mitigated in other parts of the organisation and apply those learnings across the organisation.
- Emphasise the value that workers bring to the workplace as individuals, through their skills, knowledge and potential.

C) PSYCHOLOGICAL SAFETY IS EMBEDDED ACROSS TRAINING AND WORKPLACE PRACTICES

- Drawing on the key action areas of Positive Team and Workplace Culture and Leadership Capability Development, embed psychological safety into workplace training, practices and policies to ensure that workers feel safe to raise issues or concerns about hazards in a timely manner, and feel confident that these will be proactively managed and addressed as a priority.
- Measure psychological safety in teams as a lead indicator for safety and workers willingness to speak up early.
- Measure psychological safety for diverse worker groups, including culturally and linguistically diverse workers.

D) MONITOR, MEASURE, AND REPORT TRANSPARENTLY

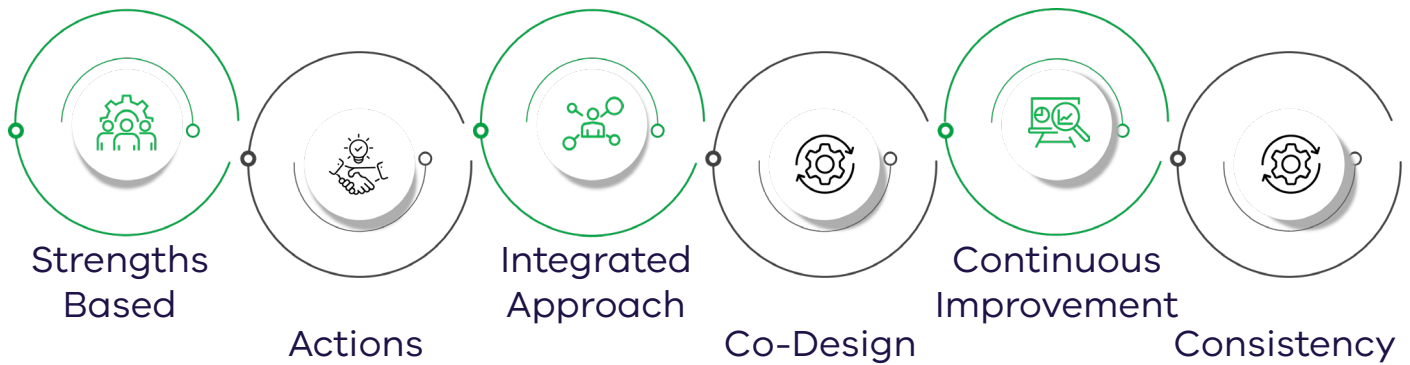
- Embed processes to transparently monitor, measure, and share findings on the psychosocial risks and levels of psychological safety in the workplace and review for continuous improvement in consultation with workers.
- Monitor, measure and report on cultural diversity data relating to levels of psychological safety and emotional and mental wellbeing at the workplace.
- By keeping all workers aware of the actions that the workplace is undertaking in supporting their emotional and mental wellbeing while at work, workplaces can build trust amongst their workers.



How to implement the Framework

Implementing the Framework features should be guided by the principles outlined below. They build on best practice and evidence-based research for success.

The implementation principles are:



Strengths Based

A strengths based approach leverages the strengths of individuals, teams and organisations. It applies to tasks, interventions, worker interactions, team cultures, and workplace actions. Strengths based approaches improve the likelihood of positive outcomes for workers and the workplace.

Reframing mistakes as learning opportunities will also support worker and team development and growth.

Consider needs, preferences, and strengths that vary across different worker groups.



Actions

Creating a mentally healthy workplace and workforce is an ongoing process, requiring organisations to prioritise actions, embed these into business-as-usual and measure the outcomes over time. Workplaces should assess the level of effort, resources and time that actions will take, and the impact it will have on workers' wellbeing and the organisation.

This should be done in consultation with workers. This will allow some actions to be prioritised and create a pace of change in workplaces that allows leadership and workers to be brought along the journey.

Where possible, instead of focusing on the 'quick wins', workplaces should prioritise actions that prevent the highest risks to worker safety and mental health and wellbeing, including to culturally diverse workers.



Integrated Approach

The Framework, and its features, should not be considered in isolation.

Developing an integrated approach to workplace mental health requires all three features to be addressed:

- Protecting mental health by reducing workplace risks and hazards;
- Promoting mental health by taking strengths based approaches; and
- Responding early to mental ill-health regardless of the 'root' cause (workplace or external) in a timely and appropriate manner.



Co-design

Actions should be co-designed, implemented and evaluated with people with lived and living experience, and/or the impacted workforce. This includes people from diverse cultural and demographic backgrounds, individuals with intersecting identities, people living with disability, people across a range of employment types, and people across different locations.

Co-designing actions will promote buy-in and participation from workers as they are more likely to feel engaged, valued and heard. It will also mean that actions and interventions are better catered to meeting their needs and preferences.

Note: consultation with workers is not the same as co-designing with workers. Consultation is asking for input from workers but controlling the outcome. Co-design enables workers to be actively involved in the whole process, including design, prioritisation/decision making and implementation.



Continuous improvement

Continuously monitoring and improving actions, initiatives and interventions will allow workplaces to understand what works best for their workers and their organisation. This may include how to adapt existing initiatives and assess what is sustainable.

Be willing and prepared to adjust initiatives to respond to the evolving environment and changing needs of workers and the workplace.

Reporting progress and outcomes transparently builds trust and engagement with workers.



Consistency

Workplaces vary in how progressed they are in implementing initiatives. To ensure the approach taken is effective, interventions and actions must be evidence-informed and have a level of standardisation in how tools and resources are applied in practice.

As workplaces seek to implement programs, actions and approaches to support workplace mental health, they should leverage guidance from key agencies and tools.

Glossary

Term	Definition for the purposes of this Framework
Absenteeism	Absenteeism is when an employee is absent from work for lengths beyond what is considered an acceptable time span.
Continuous Improvement	An ongoing effort to improve services, experiences or processes. These efforts can seek “incremental” improvement over time or “breakthrough” improvement all at once.
Diversity	Diversity is about recognising, respecting and valuing differences based on ethnicity, gender, age, race, religion, disability and sexual orientation. It also includes an infinite range of individual unique characteristics and experiences, such as communication style, career path, life experience, educational background, geographic location, income level, marital status, parental status and other variables that influence personal perspectives.
Integrated approach	An integrated approach to creating and maintaining a mentally healthy workplace ensures that interventions protect mental health by reducing work-related risk factors, promote good mental health by developing the positive aspects of work, and respond to mental ill-health, irrespective of cause.
Intersectionality	Refers to the ways in which different aspects of a person’s identity can expose them to overlapping forms of discrimination and marginalisation.
Leader	A person within a workplace who – through their title, role, or responsibilities – has the ability to positively influence the lives of individual co-workers and those within teams or the broader organisation.
Lived or Living experience	People with lived/living experience identify either as a person who is living with (or has lived with) mental illness or psychological distress, or someone who is caring for or otherwise supporting (or has cared for or otherwise supported) a person who is living with (or has lived with) mental illness or psychological distress (adapted from Royal Commission into Victoria’s Mental Health System).
Mental health	A state of wellbeing in which a person realises their own abilities, can cope with the normal stresses of life, can work productively and is able to contribute to their community (Royal Commission into Victoria’s Mental Health System). This includes ‘social and emotional wellbeing’ which refers to being resilient, being and feeling culturally safe and connected, having and realising aspirations, and being satisfied with life.

Glossary (Continued)

Term	Definition for the purposes of this Framework
Mental illness or Mental health condition	<p>A medical condition that is characterised by a significant disturbance of thought, mood, perception, or memory (adapted from Mental Health Act 2022 (Vic)). In line with the Final Report from the Royal Commission into Victoria’s Mental Health System, we note that people with lived/living experience can have varying ways of understanding the experiences that are often called ‘mental illness’. It acknowledges that mental illness can be described using terms such as ‘neurodiversity’, ‘emotional distress’, ‘trauma’ and ‘mental health challenges’.</p>
Mental ill-health or poor mental health	<p>A state of low, declining, or poor mental health and wellbeing impacting negatively on an individual’s mood, energy, thought and/or behaviour that does not meet the criteria for a mental health condition.</p>
Mentally healthy workplace	<p>A mentally healthy workplace is a workplace that:</p> <ul style="list-style-type: none"> • promotes mental health and wellbeing by recognising and enhancing the positive aspects of work that contribute to good mental health; • protects the mental health and wellbeing of its workers by identifying and managing work-related risks to mental health; • and responds (early, and irrespective of cause) to the needs of its workers by identifying and responding to support people experiencing declining wellbeing, mental ill-health or distress.
Priority population	<p>These include individuals who are typically at a higher risk of experiencing of health inequities (e.g. healthcare access, health outcomes). In Victoria, examples of these individuals include from those from a culturally and linguistically diverse (CALD) background, Aboriginal and Torres Strait Islander people, people experiencing homelessness, and people who identify as LGBTIQ+.</p>
Psychosocial	<p>Refers to the involvement of psychological and social factors and the influence that social, emotional, spiritual, and mental influences can have on a person’s wellbeing.</p>
Psychosocial hazard	<p>Psychosocial hazards are factors in the design or management of work that increase the risk of work-related stress and can lead to psychological or physical harm. Hazards can be work factors and human factors.</p>
Psychosocial risk	<p>Psychosocial risks consider the degree and likelihood of consequence or impact of psychosocial hazards on individuals exposed to the hazards.</p>

Glossary (Continued)

Term	Definition for the purposes of this Framework
Psychological safety	Psychological safety is creating an environment where there is a shared belief among team members that they can express themselves, can speak up, share ideas, ask questions, take risks and make mistakes without fear of humiliation, ridicule, embarrassment or retribution.
Strengths based approach	A strengths based approach in creating and maintaining a mentally healthy workplace moves the focus away from deficits/problems, and focuses on the strengths (skills, talents, creativity, innovation, knowledge etc) and resources of the people, team and the broader organisation. It is an approach that builds on what is working well, and looks for ways to use these strengths to address vulnerabilities being experienced by teams, workers and the organisation.
Stigma	Stigma is when someone sees you in a negative way because of your mental illness. Discrimination is when someone treats you in a negative way because of your mental illness. Social stigma and discrimination can make mental health problems worse and stop a person from getting the help they need.
Trauma-informed practice	Trauma-informed practice is an approach that recognises that trauma is common and that people accessing services and people delivering services may be affected by trauma.
Work	Includes all forms of work, including full-time, part-time, short term, contract, casual, irregular or insecure work, and volunteering.
Worker	The term “worker” has been used in this framework to represent all different ways Victorians are engaged in work. This includes all forms of work, including short term, casual, irregular or insecure work, as well as volunteers, apprentices, student-workers or contractors.
Workplace	The term “workplaces” or “organisations” has been used in this framework as a catch-all to represent all different types of businesses and places where people conduct work. Unless specifically mentioned, the information provided is guidance for all Victorian business types and all workplace types, including working from home or remote work, and working outdoors.

