Mental Health & Wellbeing Strategy

Heath Frewin – Head of Distribution

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Overview

» Energy Networks Australia

» Why did we develop a Mental Health & Wellbeing Strategy

» Lessons learned from the strategy development and launch Seminar

» Results of first year implementation survey

» Habits of top performing organisations

Energy Networks Australia

Our members provide energy to virtually every household and business in Australia

Energy networks are leading the transformation of the grid into a platform for new products and services—empowering customers with new information, new tools and new ways to cut costs.

Why and how did we develop a Mental Health & Wellbeing Strategy?

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Our industry is changing rapidly

CHANGES IN THE CURRENT LANDSCAPE

Customers embrace new technologies such as rooftop solar, storage (e.g. batteries) and electric vehicles and more actively manage their energy use
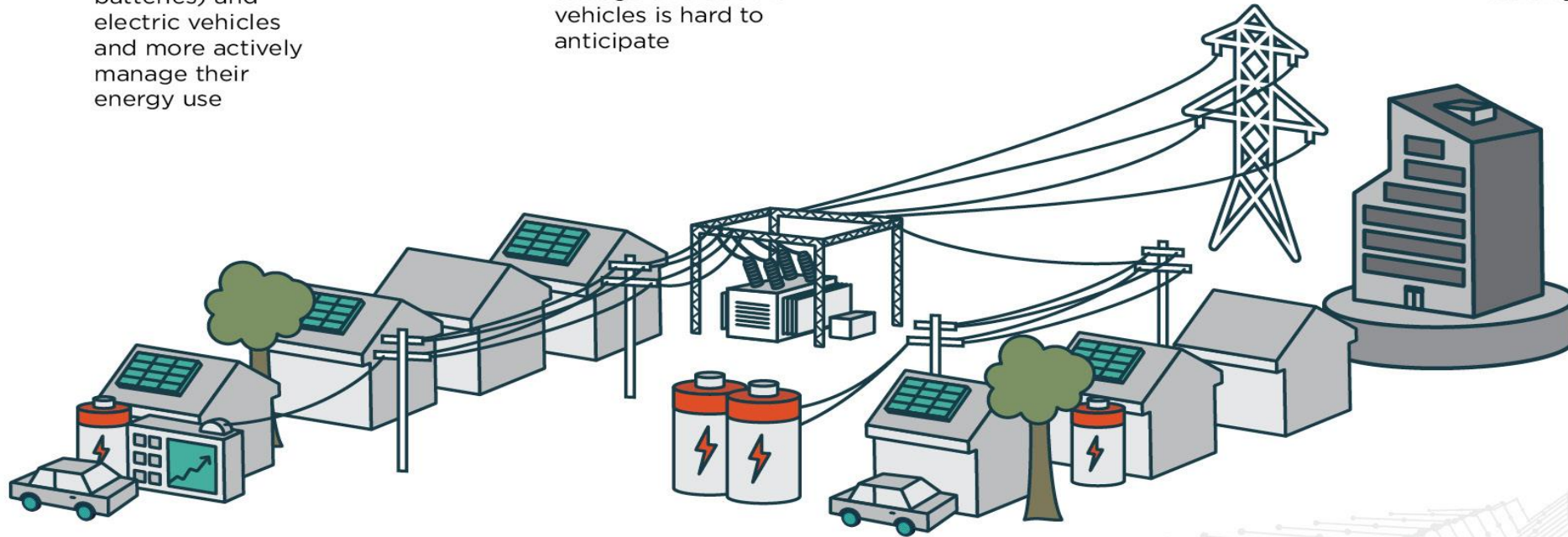
Solar and storage use grows at a rapid rate. Behaviour of solar, storage and electric vehicles is hard to anticipate
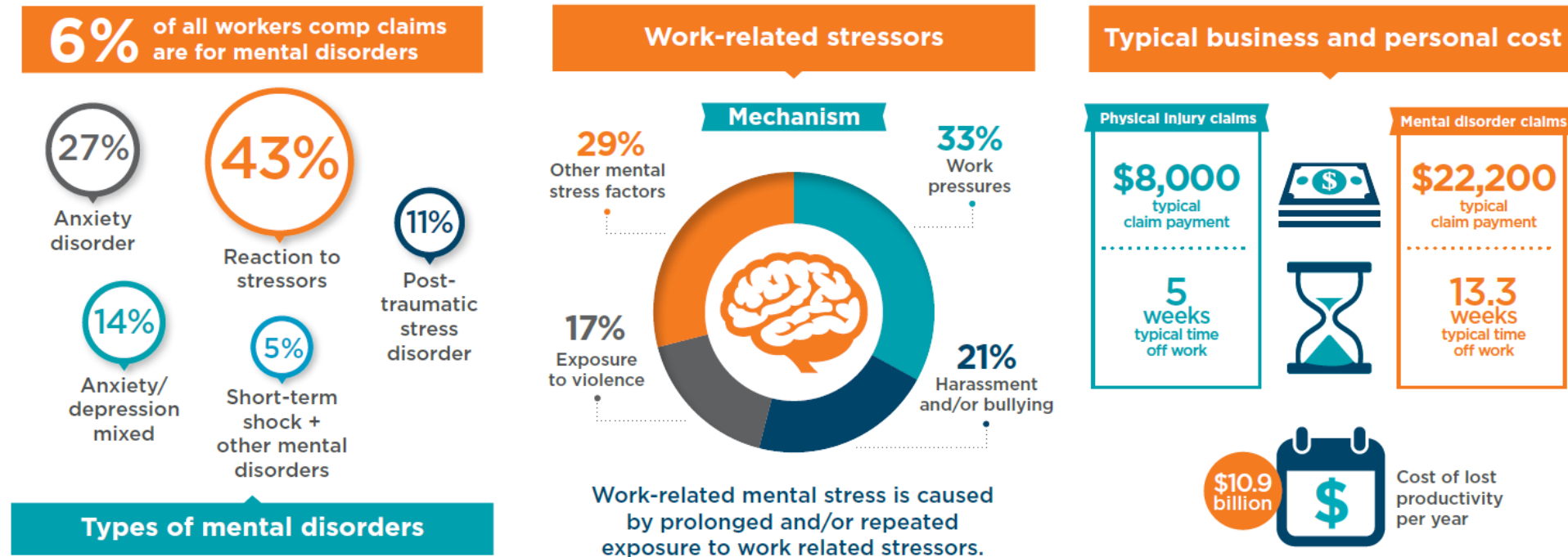
Power flow is now in two directions

Local network challenges can exceed network limits and cause risks to system security

Evidence base building: mental health costs $10.9bn

6% of all workers comp claims are for mental disorders

Types of mental disorders

- 27% Anxiety disorder
- 43% Reaction to stressors
- 11% Post-traumatic stress disorder
- 14% Anxiety/depression mixed
- 5% Short-term shock + other mental disorders

Work-related stressors

Mechanism

- 29% Other mental stress factors
- 33% Work pressures
- 17% Exposure to violence
- 21% Harassment and/or bullying

Work-related mental stress is caused by prolonged and/or repeated exposure to work related stressors.

Typical business and personal cost

Physical injury claims
- $8,000 typical claim payment
- 5 weeks typical time off work

Mental disorder claims
- $22,200 typical claim payment
- 13.3 weeks typical time off work

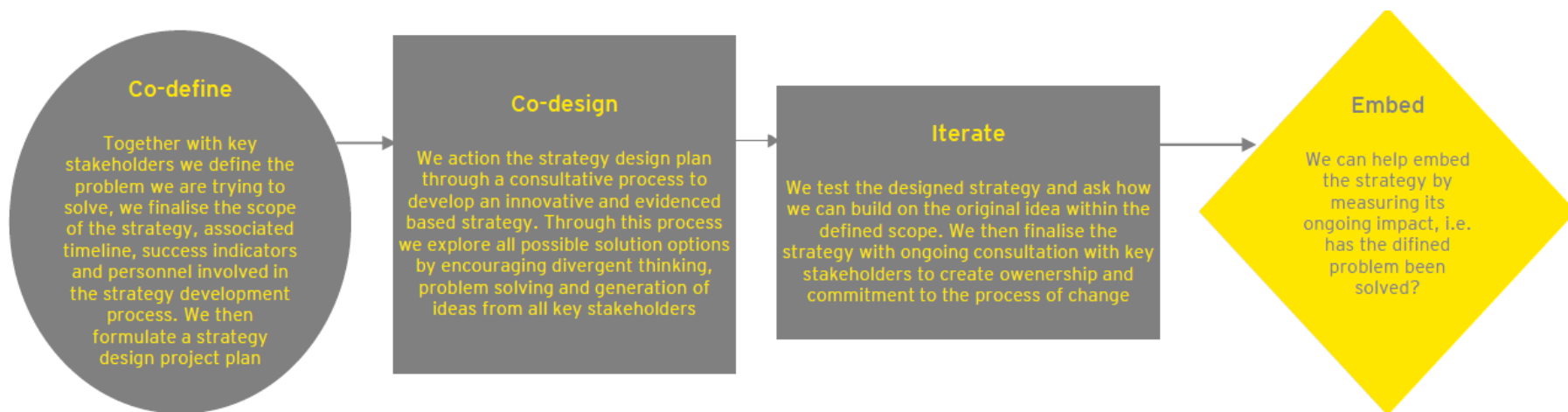$10.9 billion — Cost of lost productivity per year

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Strategy development timeline

» 2015 Health & safety leadership workshop
  – *"mental health during industry structural change is a significant yet misunderstood risk"*

» 2015 November AMC and Board meeting papers
  – *Workshop seen as a success. Strong response on mental health discussion.*

» 2016/17 Asset Management Committee work plan
  – *HSE Reference Group tasked with developing a 'Mental Health Blueprint'*

» 2016 November HSERG meeting
  – *Small project working group formed*

» 2017 (May) Ernst & Young engaged
  – *Co-define, Co-design, iterate, embed.*

» 2017 (October) Strategy completed and launched
  – *"fostering positive mental health is a business investment with significant rewards"*

Mental Health & Wellbeing Strategy

October 2017

Strategy development process

Co-define

Together with key stakeholders we define the problem we are trying to solve, we finalise the scope of the strategy, associated timeline, success indicators and personnel involved in the strategy development process. We then formulate a strategy design project plan

Co-design

We action the strategy design plan through a consultative process to develop an innovative and evidenced based strategy. Through this process we explore all possible solution options by encouraging divergent thinking, problem solving and generation of ideas from all key stakeholders

Iterate

We test the designed strategy and ask how we can build on the original idea within the defined scope. We then finalise the strategy with ongoing consultation with key stakeholders to create owenership and commitment to the process of change

Embed

We can help embed the strategy by measuring its ongoing impact, i.e. has the difined problem been solved?

Step	Details
Co-Define	• Small working group utilised to define scope/objectives • Energy Networks Australia Board members interviewed by EY
Co-Design	• Workshops held in Melbourne and Sydney, to gain input from all Australian network operator HSE specialists
Iterate	• Small working group reviewed several drafts • Workshop attendees utilised again to review final draft • beyondblue utilised to provide input into final version
Embed	Two "tools" developed: 1. Organisation maturity assessment tool 2. Strategy implementation tracking tool

Mental Health & Wellbeing Seminar

October 2017

Mental Health & Wellbeing Seminar

Mitch McPherson – Founder, SPEAK UP! Stay ChatTY

» Held at State Library of Victoria

» 80 representatives attended

» Strategy launched by Board Chairman

» Seminar program based on structure of the Strategy
 – Leadership
 – Policies & responsibility
 – Strategy implementation
 – Measuring & monitoring

» Speakers and presentations from practical perspectives

Lessons learned

Strategy

» Pros
- Small core project working group with driven personalities, invested in project success
- Co-define with stakeholders
- Utilise professionals and existing resources
- Flexible implementation requirements

» Cons
- Did not have an appropriate project sponsor
- Did not engage Board and Committee effectively throughout the whole development journey

Seminar

» Pros
- Hard deadline for launch of strategy
- Opening presentations from CEOs (establishes importance)
- Practical advice from those who have "walked the walk"
- Personal perspectives
- Positive messages

» Cons
- Did not attract many non-HSE specialists
- Did not integrate event into wider 'Mental Health Week'
- Venue was too large for audience size

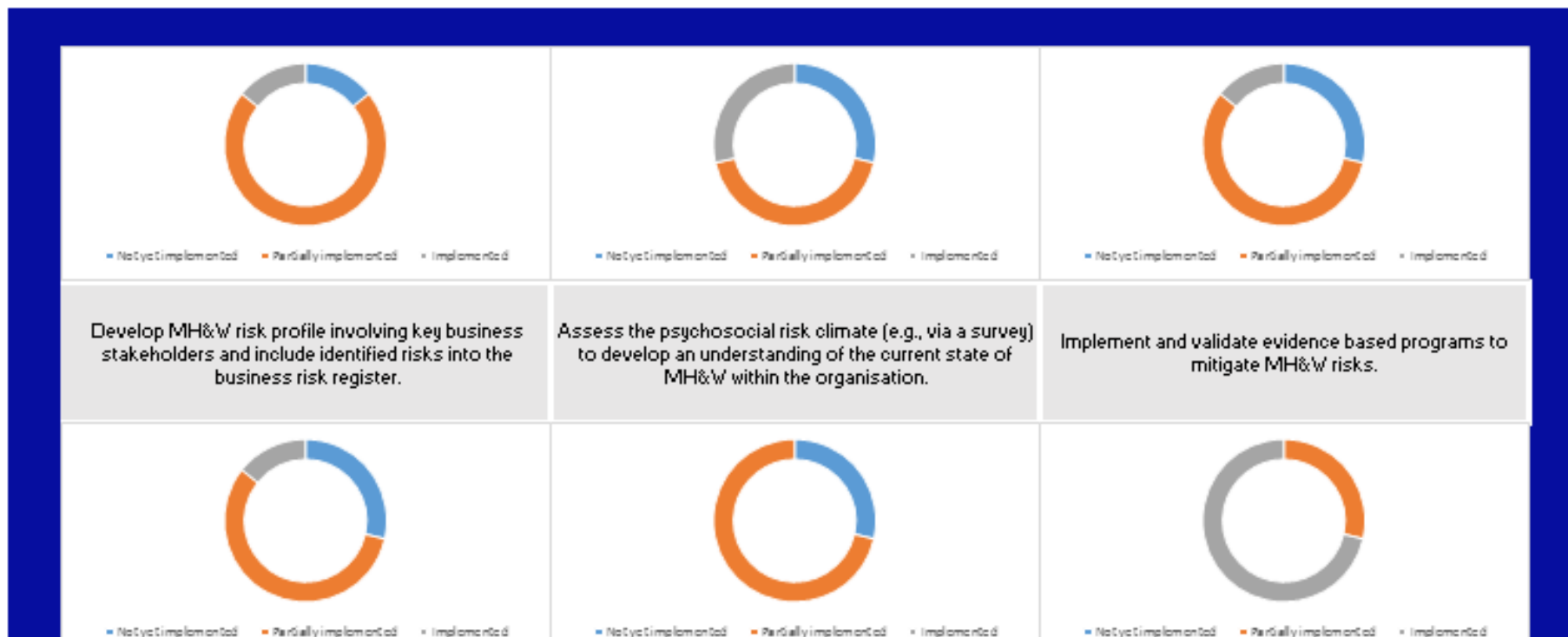# Inaugural industry assessment
September 2018

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Training

Not yet implemented   Partially implemented   Implemented

Establish and implement a training program in order to nurture and develop MH&W literacy and capability within the workforce.

Not yet implemented   Partially implemented   Implemented

Implement workplace education programs which address specific risk factors for workers. Training may include preventative strategies such as training in early intervention and resilience.

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Systems

■ Not yet implemented   ■ Partially implemented   ■ Implemented

Develop key MH&W goals and targets for the business.

■ Not yet implemented   ■ Partially implemented   ■ Implemented

Audit the effectiveness of MH&W requirements & expectations with established management systems.
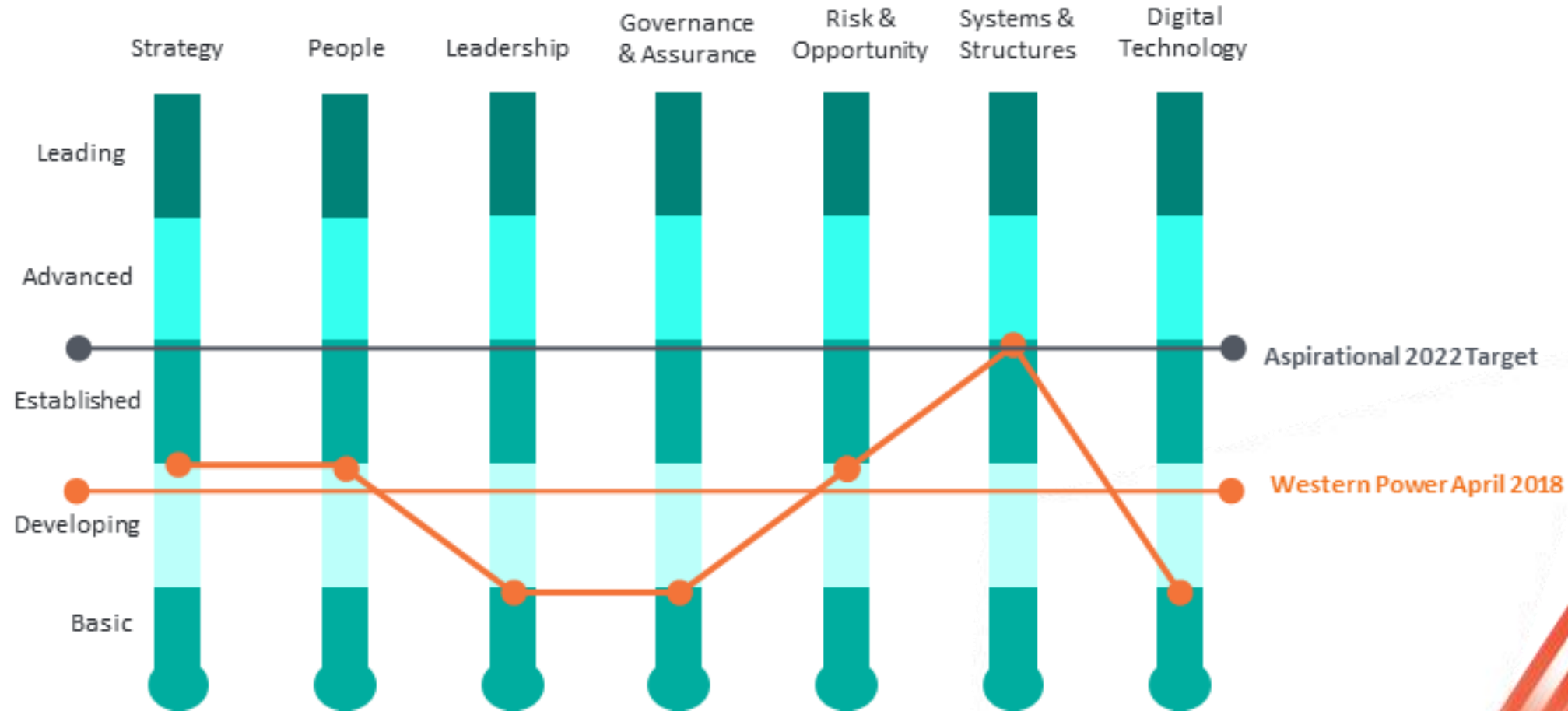
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Executive / non-HSE leader Engagement

Develop MH&W risk profile involving key business stakeholders and include identified risks into the business risk register.

Demonstrate executive attendance at MH&W events.

Industry leaders: engage, develop, implement, measure, adjust, engage

The current state assessment determined that our overall organisational mental health and wellbeing status is at the high end of developing. The measurement process used is aligned to the Workforce Safety Maturity measurements.

Leadership – Executive sponsorship

Leadership – Dedicated mental health advocate positions

Pictured: Energy Skills Qld CEO David Cross, EQL Chief Transformation Officer Belinda Watton, MATES in Construction's John Brady, Aaron McCann and James Hill, and EQL CEO David Smales.

Thank you

Thank you to:

» Peter Berry (EEA)

» James Dodwell (EEA)

» Peter Napolitano (MultiNet)

» George Karlis (SA Power Networks)

» Daniel Santos (formerly United Energy, now Telstra)

» Roberto Garcia (EY)

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