



Global Paramedic Leadership Mental Health Summit



Mental Health Matters

March 2018 Warwickshire UK



Global Paramedic Leadership Mental Health Summit Australasia Update 2018

The Council of Ambulance Authorities (CAA)

The CAA was established as the peak body by Australian and New Zealand's ten statutory ambulance services to collaborate on ambulance and pre-hospital issues of national, regional and international significance.



Restoring life. One heart beat at a time. 2

CAA Member Services



esa.act.gov.au



NSW Ambulance

www.ambulance.nsw.gov.au



www.dhhs.tas.gov.au/ambulance



www.ambulance.vic.gov.au



ambulance.qld.gov.au



**Government
of South Australia**

SA Health

www.saambulance.com.au



**SA
Ambulance
Service**

www.stjohnnt.org.au



www.stjohnambulance.com.au



St John

www.stjohn.org.nz



**WELLINGTON
FREE AMBULANCE**
kia ora te tangata

We are the ones. 111

www.wfa.org.nz

Australia/Europe



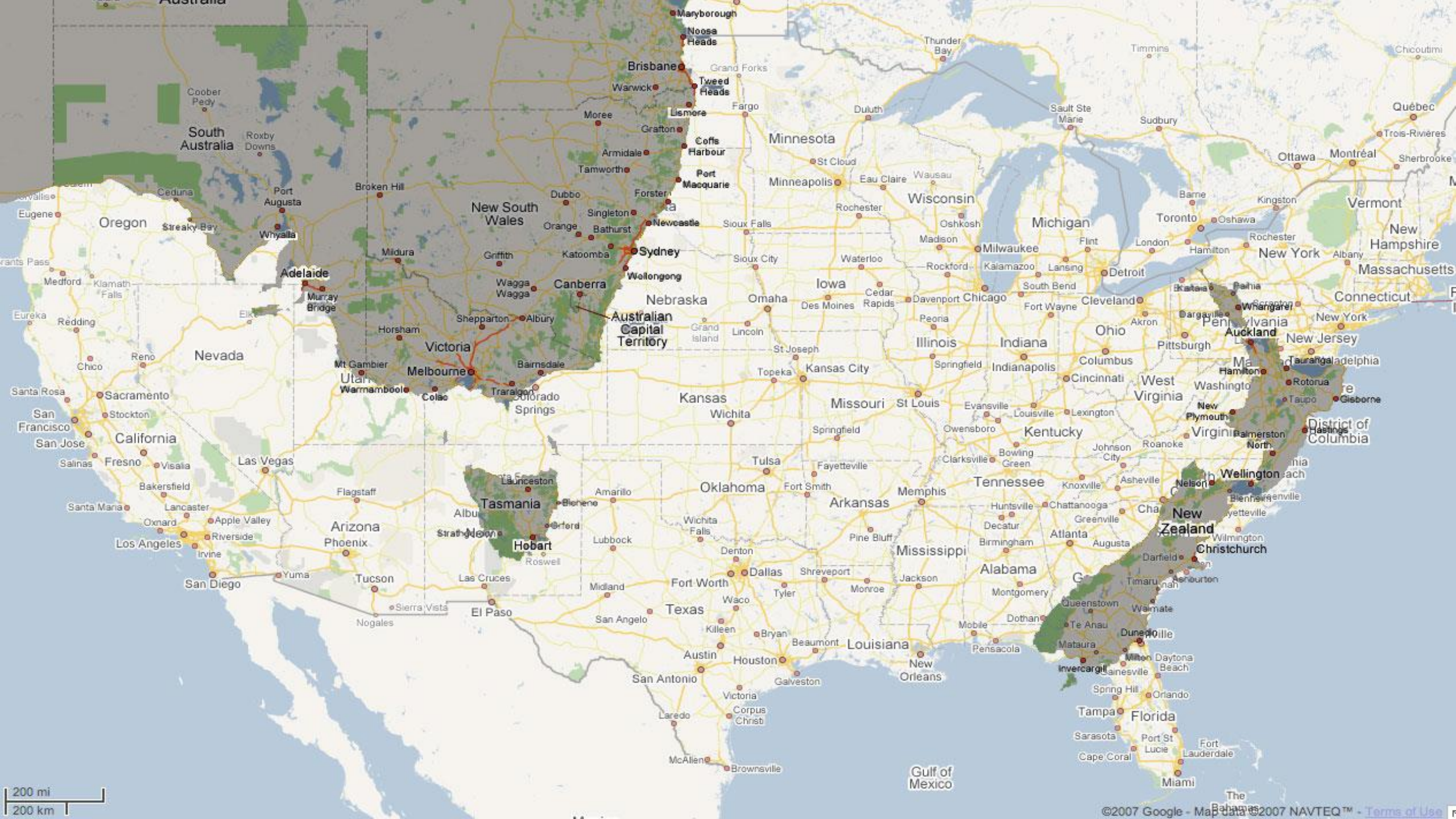
Australia/Japan



Australia/British Isles



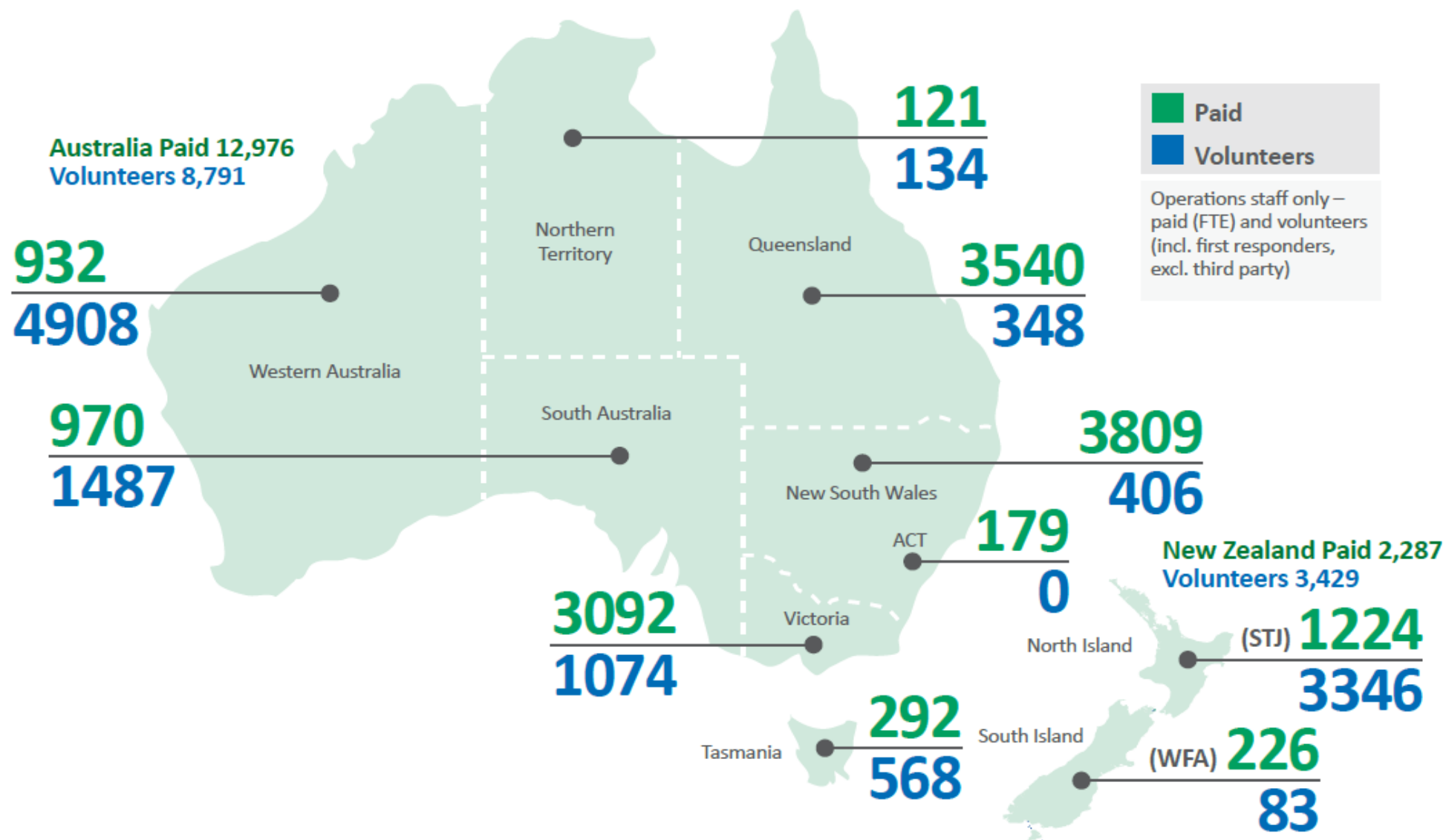




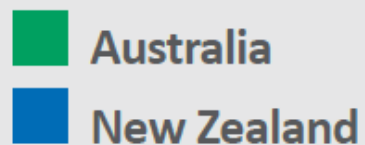
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Operational staff and volunteers in Australia and New Zealand



Meeting patients' needs (2014-15)



Attended patients

3,200,917

514,647



Patients each day

8,770

1,410



Patients an hour

365

59



Patients every minute

6

1

What we do:

CAA assists the emergency ambulance sector in a range of areas, including:

- Education - accredits all tertiary paramedic courses (AU & NZ)
- Paramedic registration
- Mental health and well-being of the sector's workforce

HOW? Operates 13 committees and forums, including:

- Operations,
- Strategic Business,
- Education,
- Clinical,
- Research,
- Emergency Management,
- Quality Standards,
- Fleet,
- Wellness and Resilience,
- Rural and remote.



CAA Mental Health Strategy

Background

Based on research in Australia

based on the best available evidence, the research concluded that there are six key domains which workplaces need to address to maximise the mental health and well-being of their workforce.

Ref: **Developing a mentally healthy workplace: A review of the literature** - A report for the National Mental Health Commission and the Mentally Healthy Workplace Alliance (90)

Developing a mentally healthy workplace: A review of the literature

A report for the National Mental Health Commission and the Mentally Healthy Workplace Alliance

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November 2014



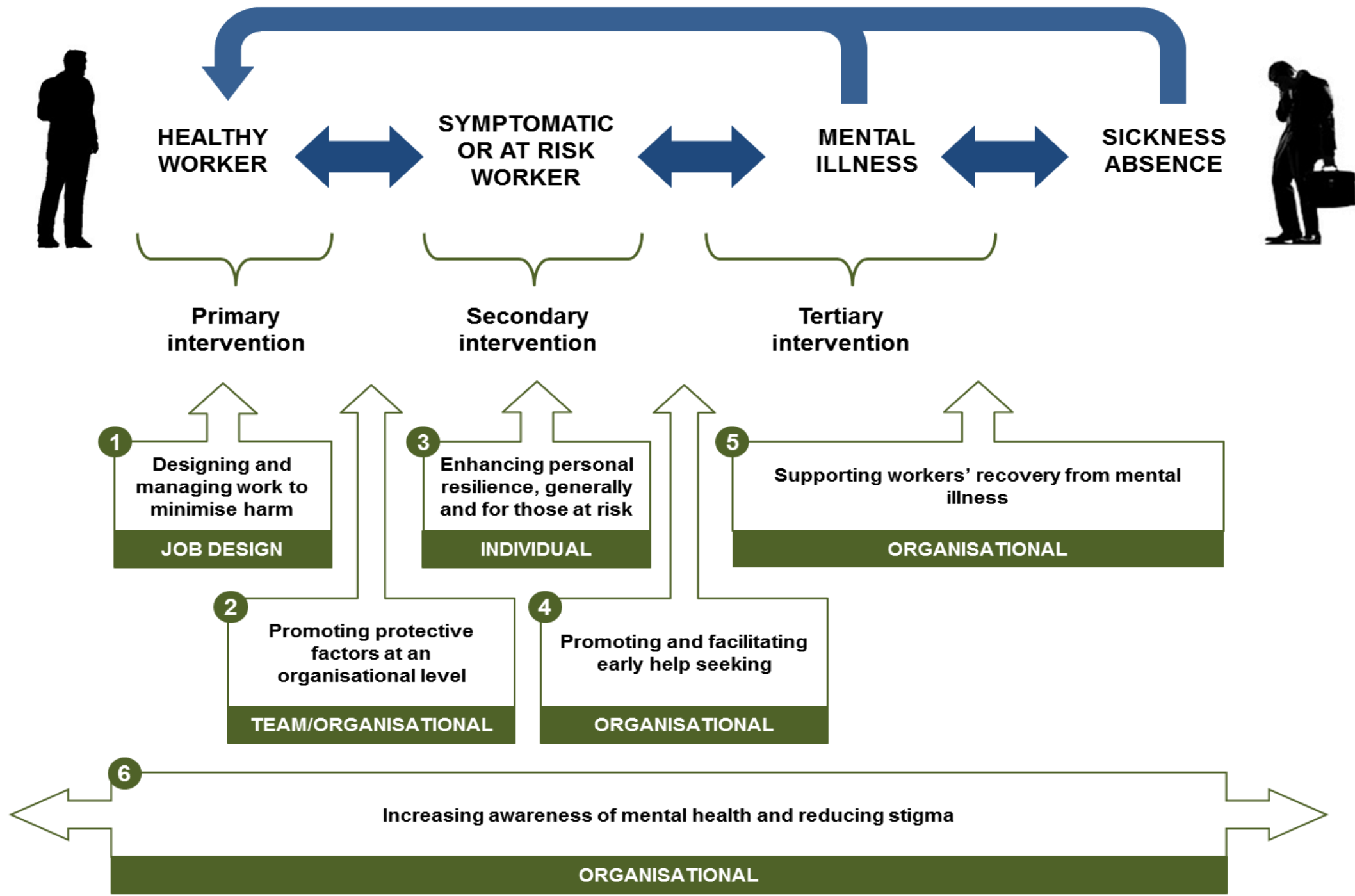
Psychiatry
Medicine



Australian
School of
Business

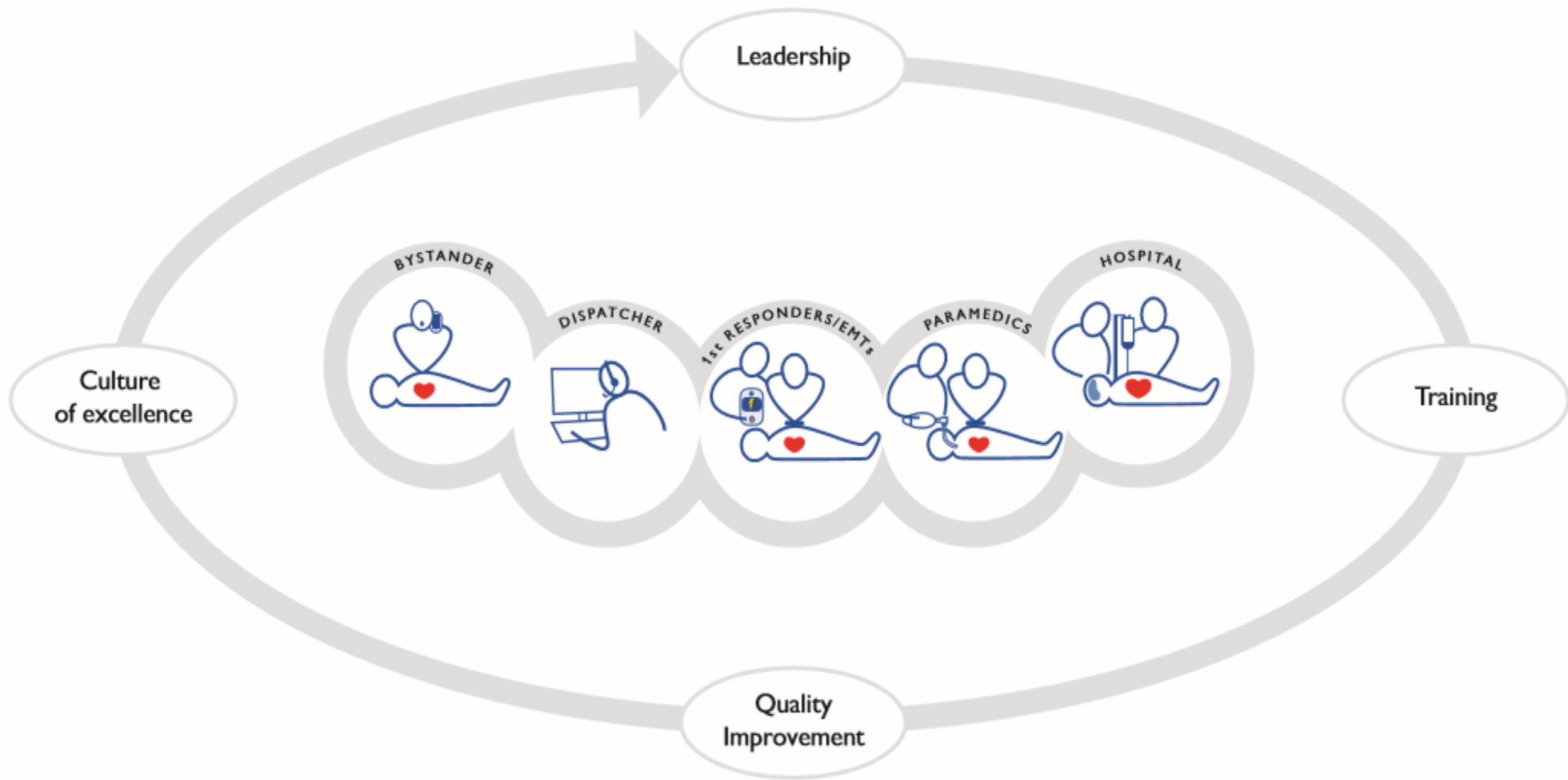


The views in this report should not be taken to represent the views of individual Mentally Healthy Workplace Alliance members unless expressly stated

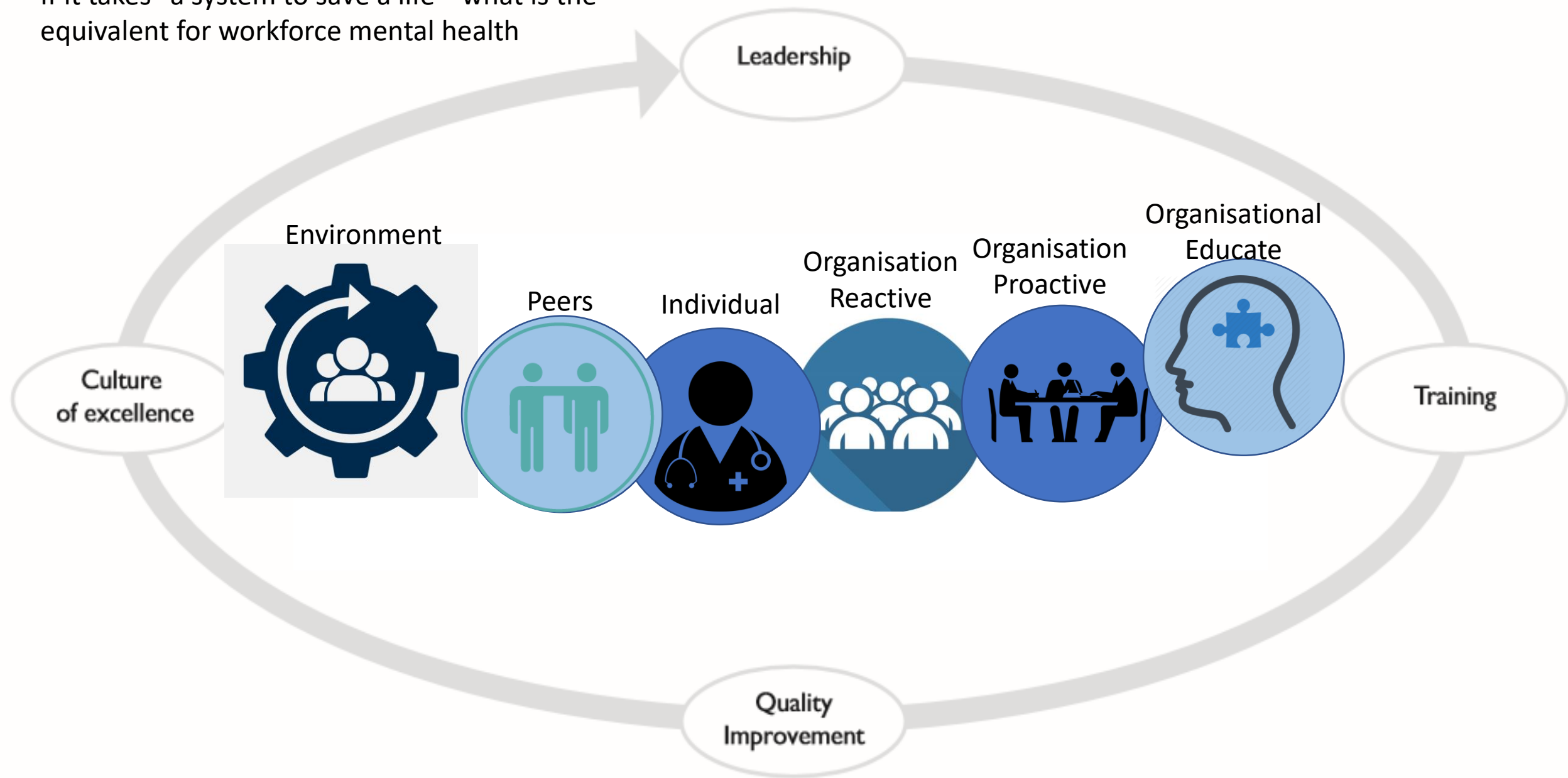


Intervention level	Research informed workplace strategy
<ul style="list-style-type: none"> Job design 	<ul style="list-style-type: none"> Designing and managing work to minimise harm Encouraging flexible work Encouraging employee participation Reducing other known risk factors and ensuring the physical work environment is safe
<ul style="list-style-type: none"> Team/Organisational 	<ul style="list-style-type: none"> Promoting protective factors at a team and organisational level to maximise resilience Building a psychosocial safety climate Enhancing organisational justice Providing team based interventions Providing manager and leadership training Managing change effectively
<ul style="list-style-type: none"> Individual 	<ul style="list-style-type: none"> Enhancing personal resilience Stress management/resilience training Resilience training for high risk occupations Coaching and mentoring Worksite physical activity programs

Organisational	<ul style="list-style-type: none"> ◦ Promoting and facilitating early help-seeking ◦ Well-being checks or health screening ◦ Employee Assistance Programs (EAP) and workplace counselling ◦ Appropriate response to traumatic incidents
Organisational	<ul style="list-style-type: none"> ◦ Supporting workers' recovery from mental illness ◦ Supervisor support and training ◦ Partial sickness absence ◦ Return-to-work programs ◦ Work focused exposure therapy ◦ Individual placement and support (IPS) for severe mental illness
Organisational	<ul style="list-style-type: none"> ◦ Increasing awareness of mental illness and reducing stigma ◦ Mental health first aid and education



If it takes “a system to save a life” what is the equivalent for workforce mental health



The Council of Ambulance Authorities (CAA), Ambulance New Zealand and the National Council of Ambulance Unions (NCAU) recognise the essential role of mental health and wellbeing in achieving a resilient workforce and healthy workplace and are committed to ensuring that the mental health and wellbeing of staff (employed and volunteer) is promoted and supported.

To enable this, they have recognised the need for, and agreed to, an overarching strategy to guide initiatives that promote staff psychological health, minimise psychological harm due to workplace factors and support protective factors to develop mental health resilience across the workforce.

The **strategy** is – **to pro-actively provide and strengthen effective leadership across CAA member ambulance services to significantly reduce the likelihood of psychological harm to staff due to workplace factors.**

The Strategy was adopted and signed off in July 2017 and members are actively looking to implement the 10 steps of the strategy in their services. Below is a summary of their work against the strategy steps.



CAA

The Council of
Ambulance Authorities Inc.



Health and Wellbeing Strategy – a resilient workforce and healthy workplace

The Council of Ambulance Authorities (CAA), Ambulance New Zealand and the National Council of Ambulance Unions (NCAU) recognise the essential role of mental health and wellbeing in achieving a resilient workforce and healthy workplace and are committed to ensuring that the mental health and wellbeing of staff (employed and volunteer) is promoted and supported. To enable this, they have recognised the need for, and agreed to, an overarching strategy to guide initiatives that promote staff psychological health, minimise psychological harm due to workplace factors and support protective factors to develop mental health resilience across the workforce.

The **strategy** is – **To pro-actively provide and strengthen effective leadership across CAA member ambulance services to significantly reduce the likelihood of psychological harm to staff due to workplace factors.**

The **10 steps** below provide a high-level framework to underpin the strategy:

1. **Promote** a positive mental health culture in the workplace through leadership, communication, policy/procedure, environment, work/job design, resource balancing, rest and recovery.
2. **Reduce** stigma around mental health conditions and psychological stress in the workplace
3. **Improve** the mental health literacy of the workforce
4. **Develop** the capability of staff to interact with and help someone experiencing a mental health crisis, from identification through to return to work e.g. using peer support networks and provide ready access to professional clinical services
5. **Ensure** that an integrated approach to mental health and wellbeing is woven through the workplace and that leadership at all levels model behaviours and practices that promote a mentally healthy workplace culture
6. **Implement** examples of best-practice and effective initiatives between services e.g. the beyondblue guide for first responders
7. **Seek** internal/external specialist expertise to achieve improved mental health and wellbeing outcomes for the workforce.
8. **Collaborate** to ensure staff, during each phase of their career have adequate self-awareness, knowledge and support in relation to managing their personal mental health and psychological stressors
9. **Implement** systems that provide the service with early notification of potential psychological harm related risk
10. **Collect, monitor and respond** to data that evaluates the mental health and wellbeing of the workforce and the possibility of psychological harm occurring e.g. using data to validate Mental Health Workcover claims and supporting ongoing ambulance/emergency service specific research into the prevention and management of mental health injuries

These 10 steps provide high level guidance and need to be interpreted and implemented in a manner that best suits the strategic purpose, operational and legislative environment and culture of each organisation. Importantly, these 10 steps clearly signal that the ambulance sector believes in cultivating an emotionally safe workforce and is committed to an organisational culture that allows both good physical and mental health to flourish. This investment will better enable the staff of our members to provide the best service to their community and deliver optimum care.

Version 3- CAA-July 2017

Signed:

Chair of CAA

CEO of AMBNZ

President of NCAU

1. **Promote** a positive mental health culture in the workplace through leadership, communication, policy/procedure, environment, work/job design, resource balancing, rest and recovery.

Service	Program/Initiative	% Step Completed
NSW	Developed 3 day Wellbeing Workshops – for all staff. Launch 27 March 2018	100% ready for delivery
QLD	Classified Officers Development Program, Manager and Supervisor Trauma & Resilience in the Workplace Training, QAS Commissioner Summits	
VIC	Mental Health Strategy and Occupational Violence training	100%
WA	Undertaking operational restructure “The Road Ahead” “Leading with Purpose” training	WIP
SA	Peer Support Program (est. 25 years); SAASfit – (physical wellbeing - est. 13 years); EAP; Fatigue Risk Management System; Roadfit – fitness for duty; drug & alcohol disorder support	85%
TAS	Peer support programme being extended	
ACT	Providing flexible work arrangements, wellbeing room for debriefing and re-calibration space post potentially traumatic jobs / outcomes	
NT	Approval and implementation of St John Ambulance (NT) Mental Health & Wellbeing Strategy across the Northern Territory	30%
STJ NZ	Implementing CAA mental health strategy. Values well embedded	
WFA	WFA is working hard on its Staff Welfare program, which is branded Wellaware, and is at the stage where a number of activities are about to be launched.	

2. **Reduce** stigma around mental health conditions and psychological stress in the workplace.

Service	Program/Initiative	% Step Completed
NSW	Stigma reduction through personal stories – video and shared through online mental health literacy program available to all staff.	100%
QLD	Manager and Supervisor Trauma and Resilience in the Workplace Training, Finding the Silver Lining Resilience Program, Peer Support Program.	
VIC	The Ambulance Victoria Mental Health and Wellbeing Strategy 2016-19	Year 2 of a 3 year Strategy
WA	Wellbeing and Support Strategy	100%
SA	Intro training “Managing personal stressors in the Workplace” in induction module for all operational (career and volunteer staff) outlines what to expect and support mechanisms in place	100%
TAS	Training now in place	
ACT	PFA and MH First aid courses	
NT	The implementation of the Silver Lining Training for new graduates which now forms part of their induction.	100% (Ongoing)
STJ NZ	Training now in place	
WFA	We have created an advisory group with external sector specialists and key internal staff as members. This group meets every two months to share ideas and to help promote the program. There are representatives from Whitireia, St John, Defense Force, ACC, Fire; internally Peer support lead, the Chaplin, key managers and a paramedic representative are also represented.	

3. **Improve** the mental health literacy of the workforce.

Service	Program/Initiative	% Step Completed
NSW	Online mental health literacy program available to all staff	100%
QLD	Manager and Supervisor Trauma and Resilience in the Workplace Training, Finding the Silver Lining Resilience Program, University Student Resilience & Readiness Training .	
VIC	Mental Health Matters @ AV training program. Delivered to all staff including operational, corporate and volunteers	Phase 1 rollout complete, Phase 2 rollout underway (to capture new and RTW staff)
WA	Annual face to face Wellbeing Education for all operational staff and as many volunteers as possible. Weekly lunchtime wellbeing education for support and admin staff.	100%
SA	Implement ongoing training for staff across the agency as part of annual accreditation process; regular feature articles in staff circulations; high profile features on Office 365 page for staff; regular presentations to frontline and senior managers at Senior Leadership Team Briefings	70%
TAS	Training now in place	
ACT	MH first aid training, wellbeing matters training, MANERS PFA training in In-service	
NT	Implementation of First Aid for the Mind for new graduates - induction	100%
STJ NZ	Training now in place	
WFA	Increased training for managers on how to identify and help staff with mental health issues	

4. **Develop** the capability of staff to interact with and help someone experiencing a mental health crisis, from identification through to return to work e.g. using peer support networks and provide ready access to professional clinical services.

Service	Program/Initiative	% Step Completed
NSW	Headcoach, PSO PFA training, R U OK conversation tool	80%
QLD	Peer Support Program, Manger and Supervisor Trauma and Resilience in the Workplace Program	
VIC	In addition to MHM@AV training, AV is participating in the Black Dog Institute Head Coach trial, an online training program for managers to equip them with the knowledge and skills to have supportive conversations with staff.	
WA	Annual wellbeing education for 2018 includes the topic “How to have a Supportive Mental Health Conversation”. Wellbeing and Support team provide consultation/guidance from identification to return to work. Ongoing communication in regard to mental health support options.	100%
SA	Multiple pathways into our support programs – self referral, peer referral, manager referral, family referral etc.	95%
TAS	Induction process now include this	
ACT	Manger Welfare Programs FTE, peer support teams, partnerships to external agencies	
NT	13 additional Peer Supporters trained and active across the Northern Territory and across all job functions. Long term target of 10% of workforce to be trained Peer Support Officers.	60%
STJ NZ	Induction process now include this. Peer support being enhanced	
WFA	Revamping our induction process for all staff to include a family member and a dedicated focus on mental health tools for staff	

5. Ensure that an integrated approach to mental health and wellbeing is woven through the workplace and that leadership at all levels model behaviours and practices that promote a mentally healthy workplace culture.

Service	Program/Initiative	% Step Completed
NSW	CORE values, Wellbeing Workshops, induction program	100%
QLD	Manager and Supervisor Trauma and Resilience in the Workplace Training, Critical Incident Management Training for Managers, Peer Support across all levels, Classified Officer Development Program, Critical Care Paramedic Leadership Development Program.	
VIC	The Psychological Health and Wellbeing Consultative Group, chaired by CEO Tony Walker, ensures the implementation of the AV MHW Strategy, which takes an integrated whole of organisation approach to mental health at AV. Leaders, including CEO Tony Walker, at AV model behaviors that promote a positive workplace culture, and openly speak about mental health and accessing psychological support.	
WA	Leadership capacity building with all members of leadership group undertaking First Aid for Mental Health, Providing Support after a Potentially Traumatic Event and Gatekeeper Suicide Prevention training. Wellbeing and Support team to provide wellbeing leadership coaching to ensure implementation.	Rollout in 2018
SA	Finalise development of overarching strategies that ties all existing 'pillars' of wellbeing programs together; key role of new Staff Wellness Officer (due to start in April 2018)	35%
TAS	Leadership actively involved and supporting all mental health initiatives	
ACT	RTW management – partnerships developed with services, Manager Welfare Programs and Govt agencies	
NT	Conducting Peer Support Manager & Supervisor Training in March 2018 (Northern Region) and in April 2018 (Southern Region) of Northern Territory	50%
STJ NZ	Leadership actively involved and supporting all mental health initiatives	
WFA	The design and launch of a WFA mental health continuum, a circle in the colours of Purple, Red, Orange and Green: align with our call colours	

6. Implement examples of best-practice and effective initiatives between services e.g. the *beyondblue* guide for first responders.

Service	Program/Initiative	% Step Completed
NSW	Welcome to NSW Ambulance – Supporting our families	100%
QLD	Extensive research across life of program, 10 year externally conducted reviews undertaken by academic experts and stakeholders.	
VIC	<ul style="list-style-type: none"> - MHM@AV – developed in collaboration with <i>beyondblue</i> - HeadCoach – manager training - Development of new GAP mental health training – in line with first responder framework 	<ul style="list-style-type: none"> - 100% complete – work underway to implement as BAU - 80% GAP trg
WA	Appointed Expert Advisory Group to undertake literature review and provide expert recommendations based on literature review (completed). Once signed off, will share with CAA working group.	80%
SA	Overlaying current activities against SA Mental Health Strategic Plan, <i>beyondblue</i> ‘Good practice framework for mental health and wellbeing in first responder organisations’ for congruence and ensuring current activity contemporary and meeting best practice standards	75%
TAS	Participating in CAA MH&R Committee and sharing initiatives	
ACT	ACTAS Mental Health and Wellbeing Plan – commitment to enhancing staff support	
NT	Developing networks across services and universities CAA, NT Police, ECU and CQU	10%
STJ NZ	Participating in CAA MH&R Committee and sharing initiatives	
WFA	<p>We are finalizing a structure which is likely to include a clinical psychologist</p> <p>The creation and launch of a Family council within the next 3 – 6 months</p>	

7. **Seek** internal/external specialist expertise to achieve improved mental health and wellbeing outcomes for the workforce.

Service	Program/Initiative	% Step Completed
NSW	Research partnerships with Beyondblue, BDI, UNSW, Syd U, CSU	100%
QLD	Collaboration with: academic experts, the Qld Mental Health Commission, other services, and consultation across all work groups.	
VIC	<ul style="list-style-type: none"> - Internal psychological and emergency services expertise provided by Senior/Principal Psychologist (AS) - <i>beyondblue</i> input into training and strategy - Black Dog - Phoenix Australia (Review of Services and Psychosocial Survey) 	
WA	Ongoing local Expert Advisory Group has been appointed to provide guidance and feedback on Wellbeing and Support activities and initiatives. Wellbeing and Support team now managed by a Clinical Psychologist.	100%
SA	Participate in external studies (Griffith University, <i>beyondblue</i> national survey, Flinders Univeristy SA), participate as member of CAA Mental Health and Wellbeing Working Group, participate as member of SA Emergency Services Wellbeing Forum (reporting directly to all emergency services sectors CEOs), work with SA Mental Health Commission	90%
TAS	Utilizing external expertise to provide expertise – looking at adding internal capability/expertise.	
ACT	Participating in BB National police and emergency services survey, more broadly work with other agencies in the ESA (such as UNSW etc)	
NT	Working with QLD consultants Paul Scully & Laanie Metcalf with focus on Peer Support.	60%
STJ NZ	Utilizing external expertise to provide expertise – looking at adding internal capability/expertise.	
WFA	We are finalizing a structure which is likely to include a clinical psychologist	

8. Collaborate to ensure staff, during each phase of their career have adequate self-awareness, knowledge and support in relation to managing their personal mental health and psychological stressors.

Service	Program/Initiative	% Step Completed
NSW	Programs provided during Induction, in-service 1, in-service 2 for paramedics, online learning, career workshops, learning and support through Apps, developing a transition to retirement program, NSW Ambulance Legacy launched for retiring and retired staff.	80%
QLD	Resilience and Readiness Training, Peer Support, Trauma and Resilience in the Workplace Training, regular station visits, transition from employment counselling.	
VIC	Collaboration with key stakeholders on a range of projects and initiatives including: psychological screening of new recruits, transition to retirement program, review of Graduate Ambulance Paramedic induction program.	
WA	Face to face, annual Wellbeing education is provided to all staff during their career. In addition to annual education, customised wellbeing education provided for role changes/transition including relocation to country, clinical support, return to work after leave/injury and transition to retirement.	100%
SA	Building plans for ongoing training as part of annual accreditation for operational staff; modify training and deliver to non-operational staff (i.e. in business call centre) for managing stressful or challenging callers	70%
TAS	Introducing a number of training initiatives to deliver on the CAA MH&R Strategic goals	
ACT	Personal development plans	
NT	Working with Health @ Work to provide a holistic wellbeing program to include seminars and physical challenges across the organization beginning in July 2018.	0%
STJ NZ	Introducing a number of training initiatives to deliver on the CAA MH&R Strategic goals	
WFA	The design and launch of a WFA mental health continuum	

9. **Implement** systems that provide the service with early notification of potential psychological harm related risk.

Service	Program/Initiative	% Step Completed
NSW	First Contact Coordinators to assist staff to notify wc incidents, Significant Events Support Policy and Register to provide proactive support following attendance at jobs based on potential risk.	100%
QLD	Peer Support, Critical incident activation and tracking, Managers Mentoring, data collection via peer support and counselling.	
VIC	<ul style="list-style-type: none"> - Psychological screening of recruits - Occupational violence incidents are reported and followed up - Head coach training endorses early follow up and intervention of staff experiencing mental health issues 	
WA	Formal notification guidelines with a focus on shared responsibility across operations, leadership and Wellbeing and Support team to ensure distress as a result of job related events is monitored and followed up with support if required.	100%
SA	Longstanding procedures for Peer Support Activation within Emergency Operations Centre (EOC);	100%
TAS	Peer Support, Critical incident activation and tracking, Managers Mentoring, data collection via peer support and counselling.	
ACT	ACTAS Managers provide welfare notifications with escalation points to support staff seek assistance	
NT	Implemented an 1800 number for Peer Supporter activation across organization. Currently reviewing current workers compensation claims as well as Mental Health Professional services.	100% 40%
STJ NZ	Peer Support, Critical incident activation and tracking, Managers Mentoring, data collection via peer support and counselling.	
WFA	We are piloting a Health Survey this month, due to launch in April.	

10. **Collect, monitor and respond** to data that evaluates the mental health and wellbeing of the workforce and the possibility of psychological harm occurring e.g. using data to validate Mental Health Workcover claims and supporting ongoing ambulance/emergency service specific research into the prevention and management of mental health injuries.

Service	Program/Initiative	% Step Completed
NSW	First Contact Coordinators, Significant Events Support Register, Psychological program KPIs, development of internal Staff Psychological Service and well check program.	70%
QLD	Ten year external reviews, continuous and ongoing research, Peer Support Data, Counsellor data, WorkCover Data	
VIC	<ul style="list-style-type: none"> - Psychology and Support Services Department provides monthly, quarterly and annual utilisation data - AV Psychosocial Survey conducted by Phoenix Australia in 2016 provided a comprehensive overview of mental health at AV - Occupational Violence data is reported on to the AV Board - Participation in Surveys e.g People Matters Survey - The establishment of the Professional Conduct Unit (PCU), which serves as a centralised contact point for any internal complaints or misconduct. Thematic data is collected, monitored and responded to. 	
WA	Motivated Minds injury management initiative "On Road Ready" Student Ambulance Officer resiliency training	Ongoing In progress
SA	Review data on claims, costs, trend analysis reviewed by CEO, Chief Psychologist and EAP Manager quarterly and programs developed to manage trends; all findings reported on at multiple internal committees	85%
TAS	Data collection through Peer Supporters provides usage of program, highlights high user groups. Tracking of Occupational Violence and workers compensation mental health related claims.	
ACT	ACTAS Welfare notifications, RISKMAN / WHS systems	
NT	Data collection through Peer Supporters provides usage of program, highlights high user groups. Tracking of Occupational Violence and workers compensation mental health related claims.	50% 50%
STJ NZ	Data collection through Peer Supporters provides usage of program, highlights high user groups. Tracking of Occupational Violence and workers compensation mental health related claims.	
WFA	We are piloting a Health Survey this month, due to launch in April.	

GLOBAL PARAMEDIC LEADERSHIP ALLIANCE MENTAL HEALTH AND WELLBEING STRATEGY – A RESILIENT WORKFORCE

The members of the **Global Paramedic Leadership Alliance (GPLA)** recognise the essential role of mental health and wellbeing in achieving a resilient workforce/sector and are committed to ensuring that the mental health and wellbeing of staff (employed and volunteer) is promoted and supported.

To enable this, the members of the GPLA have recognised the need for, and agreed to an overarching strategy to guide initiatives that promote staff psychological health and minimise psychological harm due to workplace factors and support protective factors to develop mental health resilience across the workforce.

The **strategy** is – **To pro-actively provide and strengthen effective leadership across ambulance/EMS services to significantly reduce the likelihood of psychological harm to staff due to workplace factors.**

The **10 steps** below provide a high-level framework to underpin the strategy:

Promote a positive mental health culture in the workplace through leadership, communication, policy and procedure, environment and work/job design

Reduce stigma around mental health conditions and psychological stress in the workplace

Improve the mental health literacy of the workforce

Develop the capability of staff to interact with and help someone experiencing a mental health crisis, from identification through to return to work

Ensure that an integrated approach to mental health and wellbeing is woven through the workplace and that leadership at all levels model behaviours and practices that promote a mentally healthy workplace culture

Share examples of best-practice and effective initiatives between services

Collaborate to ensure staff, during each phase of their career have adequate self-awareness, knowledge and support in relation to managing their personal mental health and psychological stressors

Implement systems that provide the service with early notification of potential psychological harm related risk

Collect, monitor and respond to data that evaluates the mental health and wellbeing of the workforce and the possibility of psychological harm occurring

Seek internal/external specialist expertise when necessary to achieve improved mental health and wellbeing outcomes for the workforce.

These 10 steps provide high level guidance only and need to be interpreted and implemented in a manner that best suits the strategic purpose, operational and legislative environment and culture of each organisation. Importantly, **these 10 steps clearly signal that the ambulance/EMS sector believes in cultivating an emotionally safe and resilient workforce and is committed to an organisational culture that allows both good physical and mental health to flourish.** This investment will better enable the staff of our members to provide the best service to their community and deliver optimum care.