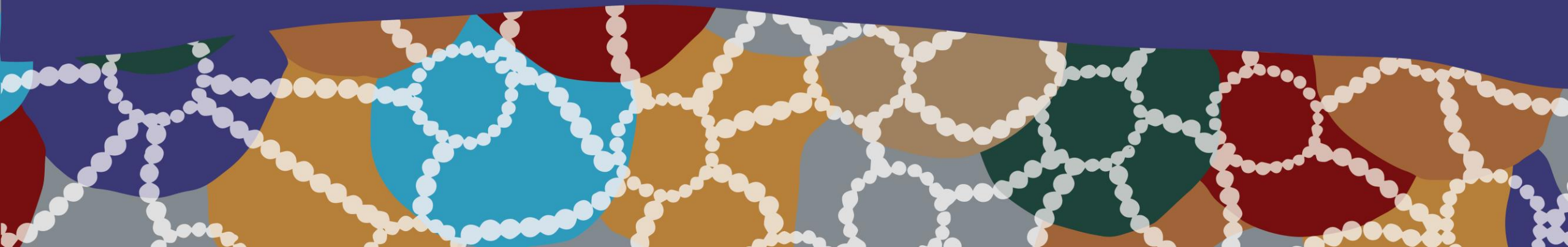


Building shelter from the perfect storm

Understanding psychological injury risks and responsibilities, and the supports your centre should provide (2 of 2)

CLC Queensland Leadership Forum– November 2022



knowmore Legal Service Limited | ABN 34 639 490 912 | ACN 639 490 912.
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the Attorney-General's Department, the Department of Social Services and
the National Indigenous Australians Agency.

Image inspired by original artwork by Dean Bell depicting knowmore's
connection to the towns, cities, missions and settlements within Australia.



Acknowledgment of Country

We acknowledge and pay respects to Traditional Owners of the lands and waters across Australia on which we live and work. We pay our deep respects to Elders, past and present for their ongoing leadership and advocacy.

**We also acknowledge and pay our respects to all
Aboriginal and/or Torres Strait Islander people
joining us today.**



Session 2 of 2: What we will cover

- ✓ Recap on last session
- ✓ Preparing your organisation for culture shifts and practice change;
- ✓ Tackling the realities of implementation.

Group discussion

Any reflections on this morning's content?

The Perfect Storm



“a particularly violent storm arising from a rare combination of adverse meteorological factors;

an especially bad situation caused by a combination of unfavourable circumstances” (Oxford dictionary)

The Perfect Storm was a phrase first adapted by knowmore for a presentation to the 2018 NACLC conference to try and describe the unique stressors and pressures of regular work with complex trauma survivors in a legal setting. Although we were originally describing our own storm, we soon realised we shared it with many others in our sector.

PREVENT, SUPPORT, ENHANCE

Best practice research on mental health in the workplace and understanding what the law says suggests we have three primary responsibilities. These are to:

PREVENT: to reduce risk factors for people in the course of their work

SUPPORT: to monitor mental health and wellbeing, and to act where required

ENHANCE: to build resilience and other protective factors for staff member

Governance and Executive leadership

Key tasks: Understand the risks of psychological injury and their legal responsibilities in regard to wellbeing and safety of their staff, ensure proper reporting in place, be overt in their organisation's commitment to wellbeing and resilience, ensure supports are resourced and occurring, cultures are monitored/adapted, frameworks, policy and procedure in place and practiced, patterns are analysed and responded to, and lead by example.

Funders have responsibilities too

knowmore's primary (AGD) funding agreement

Our agreed Activity Plan includes the deliverable “Operate a trauma-informed legal practice”. One of the specific ‘Measures of Success’ that we report on is:

Appropriate measures are in place to support staff, including when staff are required to work remotely due to restrictions imposed as a result of COVID-19 public health measures.

For those in governance roles: How did the need to focus on worker wellbeing first come onto the radar for you at a MC/Board level?

What were/are some of the things you have to wrestle with?

What were the first steps you were part of deciding to take, to focus on that?

Warren and other CEO's here today: What were your initial thoughts on wellbeing for the workforce? What did you think was needed, and how has that evolved over time? What has been helpful at a governance level in terms of support, and what if any challenges have you faced?

What things do you believe you and/or your CLC already do well when it comes to mental health in the workplace?

What areas would you like to improve in?

Let's take a 5 minute break



- What kinds of workplace environments and cultures help promote a wellbeing-friendly workplace?
- What culture shifts might you be thinking about in terms of better orientating your organisation to focus on mental health and wellbeing?

Workplace cultures that help

1. Mental health-friendly
2. Recovery-oriented
3. Action-focused
4. Participatory and consultative
5. Supports and encourages work-life balance
6. Culturally safe
7. Trauma aware
8. Zero tolerance approaches to bullying and poor behaviour
9. Strong team relationships are valued
10. Success is celebrated

Recommended Core Skills Training

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These suggestions are intended to:

- ensure organisations and staff understand their legal rights and responsibilities in relation to mental health and wellbeing at work;
- ensure people have the appropriate skills to work with the client group they serve;
- ensure leaders have new appropriate skills and knowmore to support staff wellbeing;
- positive organisational cultures including cultural safety are built, enhanced and maintained.

Who	What	Frequency
All	Cultural Awareness, cultural competency and cultural safety Mental health in the workplace Trauma informed practice Vicarious trauma, burnout, resilience and self-care Understanding legal rights and responsibilities (relevant to role/position) in relation to WHS, psychological injury and workplace bullying	On commencement then annually
Line Managers	Trauma informed practice for managers Providing supervision to staff Mental health in the workplace for managers Responding to challenging client/staff behaviours/having difficult conversations Building and maintaining happy teams	On commencement or as required
Staff and Volunteers	Responding to challenging behaviours Common mental health issues for clients and how to work well with them Suicide risk Accidental counsellor (frontline/admin/intake)	On commencement then annually

Building Wellbeing and resilience in CLCs

Recommended Staff Supports

Support	Who	Frequency
Management Supervision A regular meeting with a line manager that meets professional practice supervision requirements, monitors workload and work-life balance factors, cultural safety, and checks in around signs and symptoms of mental health distress, psychological injury and vicarious trauma and burnout. Ensures staff member is accessing external supervision and identifies matters for discussion in either external supervision or EAP where appropriate.	Line manager and staff member	As per professional standards, or a minimum of monthly where they do not apply
External supervision A regular meeting with an appropriately qualified and experienced external supervisor to debrief client work, actively monitor and assess signs and symptoms of mental health distress, psychological injury and vicarious trauma and burnout and support where required. To explore workplace issues that may be impacting on the staff member's wellbeing and suggest strategies to address. To support work-life balance and minimise work that 'goes home' with the staff member. To actively identify and enhance individual resilience factors and self-care strategies. To identify where persistent distress, impacts or imbalance patterns are occurring, and suggest interventions to assist, including the use of EAP	All client-facing staff	For staff members who work 3 days per week or less: every six weeks For staff members who work 4 days per week or more: every four weeks

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Cultural mentoring Support for Aboriginal and/or Torres Strait Islander staff that recognises the unique cultural impacts and aspects of living and working in community. Provides a safe space to talk about issues of cultural protocol, and the challenges of working with/in mainstream organisations/structures. Ensures that issues which may impact on their 'cultural practicing certificate' are talked about, and that support is given.	All Aboriginal and/or Torres Strait Islander staff	As required, recommend organisations resource a minimum of quarterly
Core skills training; and Individual professional development	See core skills sheet Staff member and line manager	See core skills sheet Annually
Team/office meetings Ensure that staff across the office/organisation have an opportunity to regularly connect, discuss common work areas and challenges, problem solve, hear relevant organisational information, discuss issues and share challenges and successes. As well as information sharing and common work, team/office meetings should support and foster high team functioning	Office/team managers and staff	Once per month
Peer support/supervision/multidisciplinary practice meetings Formats can be varied to suit however common inclusions are peer-driven and led meetings, preferably with people across different teams/roles with a focus on practice-based discussions and a focus on client work and enhancing co-working relationships.	Interested client-facing staff (not compulsory although encouraged)	
Employee Assistance Program Private and confidential external psychological counselling support available to all staff and volunteers regardless of role. Use is encouraged for maintenance of wellbeing and individual resilience as well as for the monitoring and treatment of workplace impacts including vicarious trauma and burnout. EAP should also be encouraged for use in relation to ANY issue whether personal or professional that is or has the capacity to, disrupt a staff member's wellbeing and mental health.	All staff and volunteers	As required

Footing the bill

knowmore recommends

All client-facing staff

10 sessions per year for 0.8FTE and above

7 sessions per year for 0.6 FTE and below

@\$200 per session

optional

4-6 weekly group supervision (8-10 participants)

@\$500 per session

Options for consideration

All client-facing staff

4 sessions per year

@\$200 per session

Or

All client-facing staff

4-6 weekly group supervision (8-10 participants)

@\$500 per session

Or combinations of the above

Building wellbeing and resilience in CLCs

Human Resource practices

1. Recruitment

Advertising, job descriptions, selection criteria and interviews should all include clear reference to staff wellbeing, both in terms of describing the organisation's commitment to it for potential employees, and also ensuring people looking to join the workforce know what kind of culture and practices they are coming in to and what will be expected of them in return.

2. Induction

Inductions should be thorough, and set the staff member up for success. They should be prompt, up to date, and clearly explain the staff member's role, how they will be developed to perform it, and how their wellbeing will be supported, including information about external support and who they can go to for help.

3. Ongoing professional development

Staff should be given the right tools to do their jobs, including working with complex trauma survivors who may, as a result of their trauma, exhibit symptoms that require careful response and challenging behaviours that require the same. Increasing staff skills to work with these challenges is known to help mitigate their risks of vicarious trauma and burnout.

4. Performance appraisals

Performance appraisals should include a review of the staff member's participation in compulsory supports such as external supervision and line management and team meetings. They should include a check on cultural safety, both in terms of experiences for Aboriginal staff, and whether non-Aboriginal staff members work in a way that is culturally safe. The appraisal process should also include an opportunity for the staff member to comment on the level of support provided to them by the organisation, and if there are any things that could be done differently or better. The quality of external supports should also be assessed via the appraisal process.

5. Support/return to work plans

A staff member is not required to inform their organisation of a mental health diagnosis, unless it is impacting their ability to perform their role. However, where such impacts are identified, a wellbeing- and resilience-focused organisation must be able to support workers' recovery from psychological distress.

Not every situation will require a formal plan; staff should be supported to drive their own recovery wherever possible including if they decide to option a small amount of leave or vary their work arrangements temporarily. A note should be placed on a HR file but not be extensive; rather, it should allow for any pattern over time to be noted.

What clearly works – “Bring your dog to work day ... !!”

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- What are some cost-neutral steps you can take (or have taken) to prevent, support and enhance mental health and wellbeing in your CLC?

Examples: Cost neutral steps towards better mental health in the workplace

- self audit against the CLC framework about what you already provide and identify your gaps. Develop a wishlist and an idea of what you might be able to resource;
- Review your budgets and finding agreements. Talk to your grants manager about the need for this to be budgeted for;
- Ensure managers are asking staff about how they are travelling, and taking action if there are issues identified. Get them training on basic mental health in workplace if they need it. We have an example of a line management supervision tool that can help ensure managers are checking in on all four quadrants with staff which can be adapted to purpose;
- Update your HR processes in line with our resource sheet. Think about recruitment, induction (there are all sorts of online videos that orgs like Blue Knot, Beyond Blue and Black Dog have that you can ask staff to watch for eg), having a clear return to work plan should someone need it;
- Have info on hand about other external services available or people, including how they can access mental health care plans;
- Talk to your EAP provider about what more they can do. Can they come on site for eg one day every couple of months and take bookings for a check in?

Examples: Cost neutral steps towards better mental health in the workplace cont....

- Implement ProQol surveys as a measure of how people are travelling
- Develop/update your policy. Resource sheet on kit about what a good policy should include and lots of examples online including one Warren mentioned yesterday
- Reporting: what can you report on currently? Uptake of EAP etc what else?
- Resilience committee
- Bring your dog to work day
- Instigate finishing on time (saves you on a flex bill too)
- What free mental health training can you source?
- Consider group supervision if you can't afford one-on-one. Can be a great way to enhance teamwork also.
- Well-being budget for staff (idea from staff and volunteers session)
- Have a "how are we travelling" check in at the start of your team meetings.
- Mindfulness activities - heaps of free ones on YouTube
- What is up and around in your workspace? Signage about staying well and how to get help is a good way to let people know you take it seriously

Examples: Cost neutral steps towards better mental health in the workplace cont....

- What is up and around in your workspace? Signage about staying well and how to get help is a good way to let people know you take it seriously
- Lead by example!
- Deal with bullying, poor behaviour and negative team cultures
- Ask people what they would find helpful. Most staff are realistic about budgets etc but at least you have a clear understanding of what you can prioritise
- Who do you have on your board? What knowledge and skills might you want to build in board members so that they can share some of their expertise?
- Could you talk to a larger counselling organisation like a Relationships Australia or others that might be local to you, and see if you could come up with a mutually beneficial arrangement for eg an on-site legal clinic for their clients once per month in exchange for them providing you some external supervision?

What does leading by example mean for you when it comes to promoting wellbeing in your CLC?

Leading by example

Remember: “Do as I say and not as I do” didn’t work for our parents and it won’t work in the workplace either

Share personal wellbeing and resilience strategies
Model good self-care and make time for it. Minimise others’ exposure to the not so good ones (eg over-use of alcohol)

Be realistic when you are struggling. Find appropriate (you don’t need to overshare but saying something can help) ways to identify this with others who might be being impacted around you, and show them the proactive steps you are taking to recover.

Engage in external supports such as supervision, mentoring or using EAP

Monitor your own behaviour and make yourself accountable to your peers to do the same

Deal with interpersonal conflicts with colleagues promptly and well and at all times seek to communicate respectfully and helpfully. Apologise when you behave badly

Notice, name and support positive self-care strategies in others

Head home at a reasonable hour and have staff see you do so

Take leave regularly

Model work-life balance – share (appropriate) information about life outside of work, and what else matters to you

What is one thing you are going to actively do in the next week and one thing in the next three months to progress wellbeing supports of your organization?

What is one thing you are going to do for your own wellbeing in the next week?

Questions?



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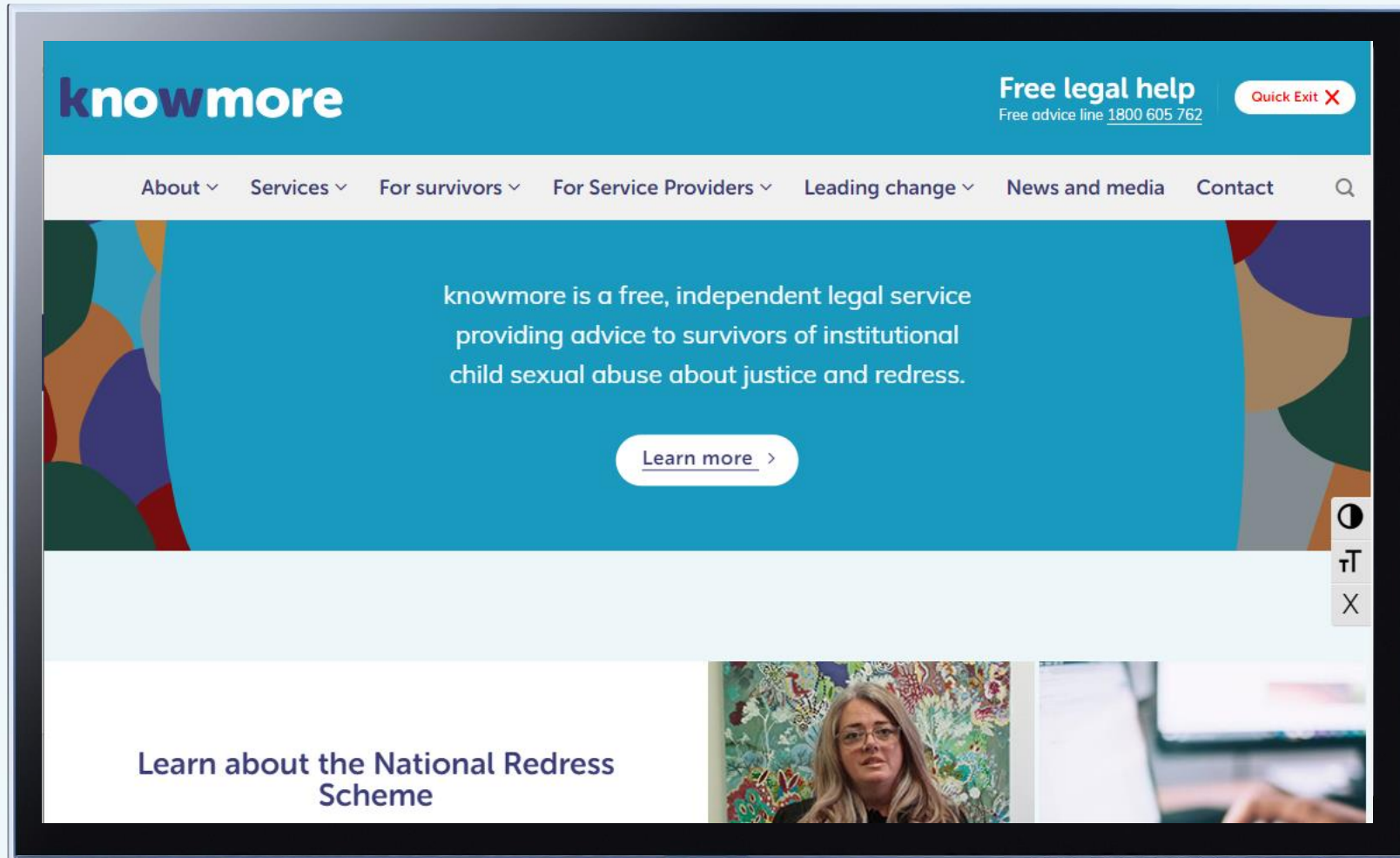
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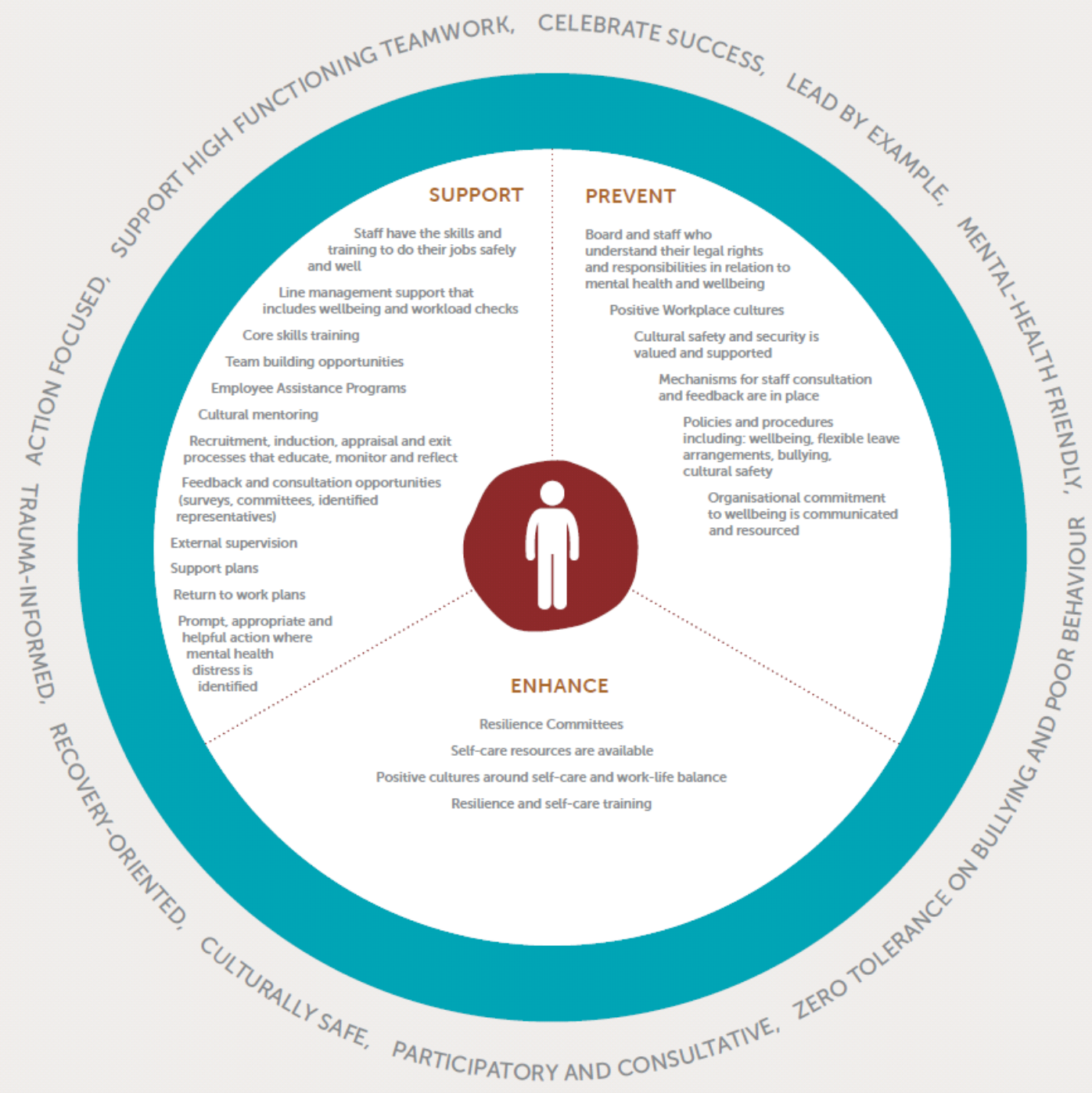


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A CLC framework for supporting our people



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Image inspired by original artwork by Dean Bell depicting knowmore's connection to the towns, cities, missions and settlements within Australia.

Wellbeing and Resilience – Responsibilities and Action Plan

A CLC framework for supporting our people

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Prevent: to minimise risk

- Commit the organisation to wellbeing. Develop a statement of commitment. Utilise all appropriate opportunities to communicate this including annual reports & AGM's, funding reports, submissions, CLE
- Create a cultural safety commitment and plan or similar
- Understand legal responsibilities regarding psychological injury, mental health and bullying via training and induction materials for Boards/CEO Exec leaders. Have staff wellbeing as a standing agenda item on board/executive leadership meetings
- Ensure policy and procedures that support wellbeing are in place including a wellbeing policy, flexible work arrangements, cultural leave, WHS inclusive of psychological injury, bullying and interpersonal conflict, including grievance procedures
- Ensure staff know their legal rights, and how to voice concern/complaint
- Ensure staff consultation and participation process are in place. Review WHS arrangements including committees and identified staff. Consider a Wellbeing Committee or similar. Ensure staff know where to go with concerns, and feel confident in doing so.
- Identify the core-skills, external supports & individual professional development requirements of staff and leaders and resource appropriately
- Review staffing profile to identify where coordination/oversight best sits
- Create, enhance and maintain positive organisational cultures. Consult with staff on current culture & identify strategies to address deficits
- Consider a staff survey or other anonymous opportunities for feedback

Support: to monitor & act

- Ensure supports are in place for Board members, CEO, Executive leaders
- Ensure that staff supports provided via line managers are resourced and occurring
- CEO, Exec leadership - Create a management supervision framework and monitoring mechanism
- CEO, Exec leadership – Create a wellbeing supports monitoring mechanism
- CEO, Exec leadership - regularly review reports back from monitoring mechanism
- CEO to update Board on all of the above

Enhance: to build resilience

- Lead by example including modelling own self-care, reasonable work hours, work-life balance, own recovery when impacted
- Resource resilience-building activities – many can be generated from staff's own ideas or skills
- Create a Resilience committee or similar so that interested staff can contribute to ideas for activities and share their own interests (eg yoga, mindfulness)
- Resource training or other materials for staff on resilience and self care that they can access

- Understand legal responsibilities re psychological injury, mental health and bullying via training and induction materials. Have staff wellbeing as a standing agenda item on team meetings
- Ensure you and staff know and work to policy and procedures that support wellbeing
- Ensure staff know their legal rights, and how to voice concern/complaint
- Ensure staff consultation and participation processes occur including WHS committees, Wellbeing Committee, Resilience Committee or similar. Ensure staff know where to go with their concerns, and feel confident in doing so.
- Ensure individuals attend and benefit from core-skills training, external supports and individual professional development
- Create, enhance and maintain positive organisational cultures. Action results of staff consultations and surveys
- Promote non-compulsory support such as Employee Assistance Programs

- Provide clear line management support and regular file reviews that monitor performance and workload as per the Risk Management Guide, checks in on wellbeing (inclusive of cultural safety) and addresses and supports where required, identifies and addresses poor behaviour, interpersonal conflict or bullying
- Monitor and act, promptly and well, on issues of staff wellbeing (including mental health distress, cultural safety, vicarious trauma and burnout)
- Monitor and act, promptly and well, on issues of poor staff member behaviour, interpersonal conflict and bullying
- Develop and lead happy, high functioning teams
- Ensure staff participation and consultation practices (including WHS, Wellbeing committees or similar) are in place and occurring according to legal requirements
- Ensure HR strategies that are overt and clear in relation to wellbeing including recruitment, induction, appraisals, support plans, return to work places and exit interviews.
- Ensure staff supports including external supervision (if provided), mentoring, cultural supervision/mentoring are in place and being attended with recommended frequency. Periodically monitor the quality of external supports
- Ensure core skills training is offered regularly and attended by all staff who require it. Develop and maintain a register of mandatory training and attendance. Report to the CEO/ exec leadership group on this.

- Lead by example including modelling own self-care, reasonable work hours, work-life balance, own recovery when impacted
- Ensure staff are aware of and utilising training or other materials for staff on resilience and self care
- Support the resilience committee or similar so that interested staff can contribute to ideas for activities and share their own interests (eg yoga, mindfulness)
- Champion examples of good self-care in the work group

- Understand legal rights and responsibilities re psychological injury, mental health and bullying via training and induction materials.
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- Participate in core-skills training, external supports & individual professional development
- Contribute to positive organisational cultures.
- Understand core wellbeing concepts including mental health distress, vicarious trauma and burnout, bullying and what signs and symptoms are
- Understand what cultural safety means and how to work in a culturally safe way.

- Know what own signs and symptoms are in relation to mental health distress, vicarious trauma and burnout and engage in discussion with appropriate members of staff about getting help
- Act when concerned about a colleague, including talking to a line manager if required
- Attend and participate in all compulsory supports provided by the organisation
- Contribute to positive work environments by ensuring own good behaviour, and by raising concerns when the behaviour of others is affecting that staff member.

- Develop a self-care plan
- Utilise training or other materials for staff on resilience and self-care
- Participate in the resilience committee or similar and contribute to ideas for activities and share their own interests (eg yoga, mindfulness)
- Share own examples of good self-care with the work group



Governance & Executive Leadership



Management & Operations



Staff & volunteers

Wellbeing and Resilience – Responsibilities and Action Plan

A CLC framework for supporting our people

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