



thrive

TANYA HEANEY-VOOGT

CHANGE | LEADERSHIP | WELLBEING

Demystifying Psychological Health & Safety

**Fresh Hope Communities
21st August 2025**

WWW.TANYAHEANEYVOOGT.COM



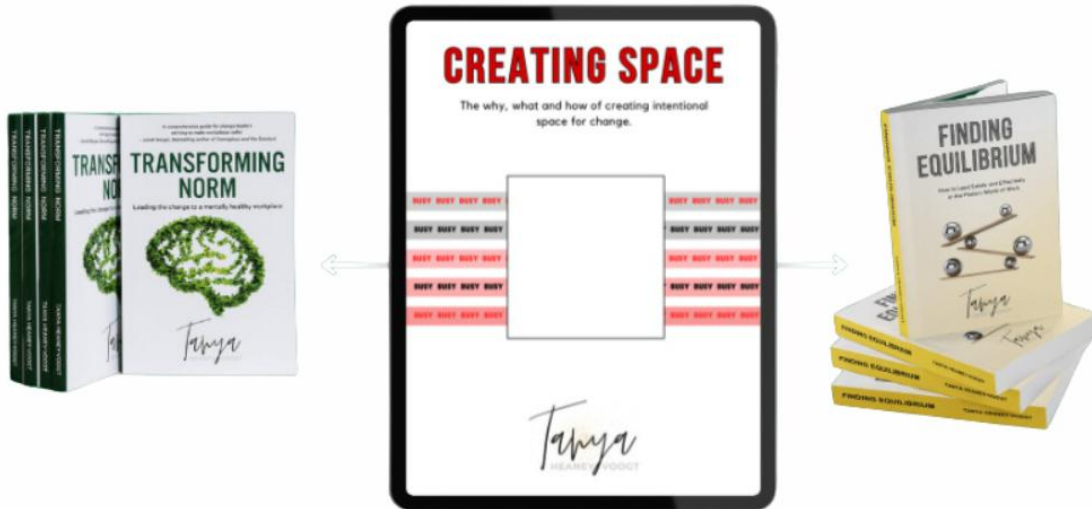
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Positive Change Drives Positive Results

Providing change, leadership and wellbeing expertise for leaders and teams **to thrive in the modern world** of work.



Our Objectives

- Understand role of the organisation and leaders in meeting PH&S obligations
- Support this role with clarity on terminology, unpacking myths and misapplications
- Share tools & techniques to help you navigate the space

Mindset



Psychological Health & Safety At Work

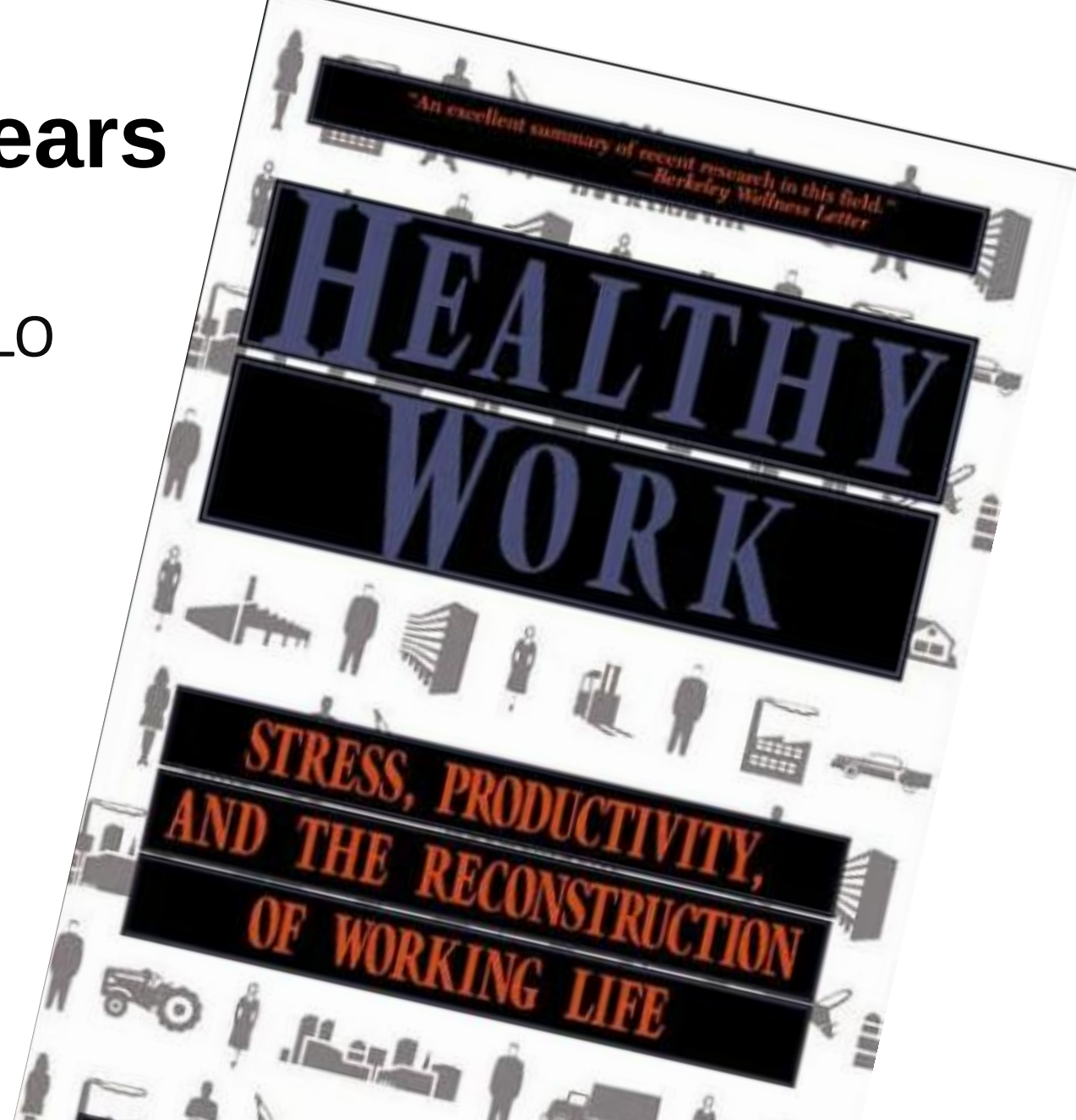
How did we get here?



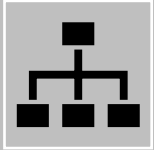
Last 40 Years

- ❖ 1984 - Joint ILO/WHO Committee (ILO part of UN)
- ❖ WHO Global Occupational Health strategy @ 1995.

The committee noted that traditional occupational health focused on physical and chemical hazards, but the “psychosocial environment” of work was an increasingly important determinant of health, productivity, and social stability.



Last 20 Years – Generational & Other Shifts



A desire for flatter structures & more collaborative leadership



Employees want a focus on wellbeing and enjoyment at work, purpose-based roles



Work factors contributing to poor worker mental wellbeing & therefore organisational performance and economic impact

Last 10 Years Globally

Occupational stress continues
to be problematic

Burnout a chronic problem

Mental injury claims impact

Personal Mental Health being
spoken about more openly

Reminded that :
Psychological Health
& Safety a legal
requirement



Last 10 Years in NSW

3.5%



53%

SafeWork NSW

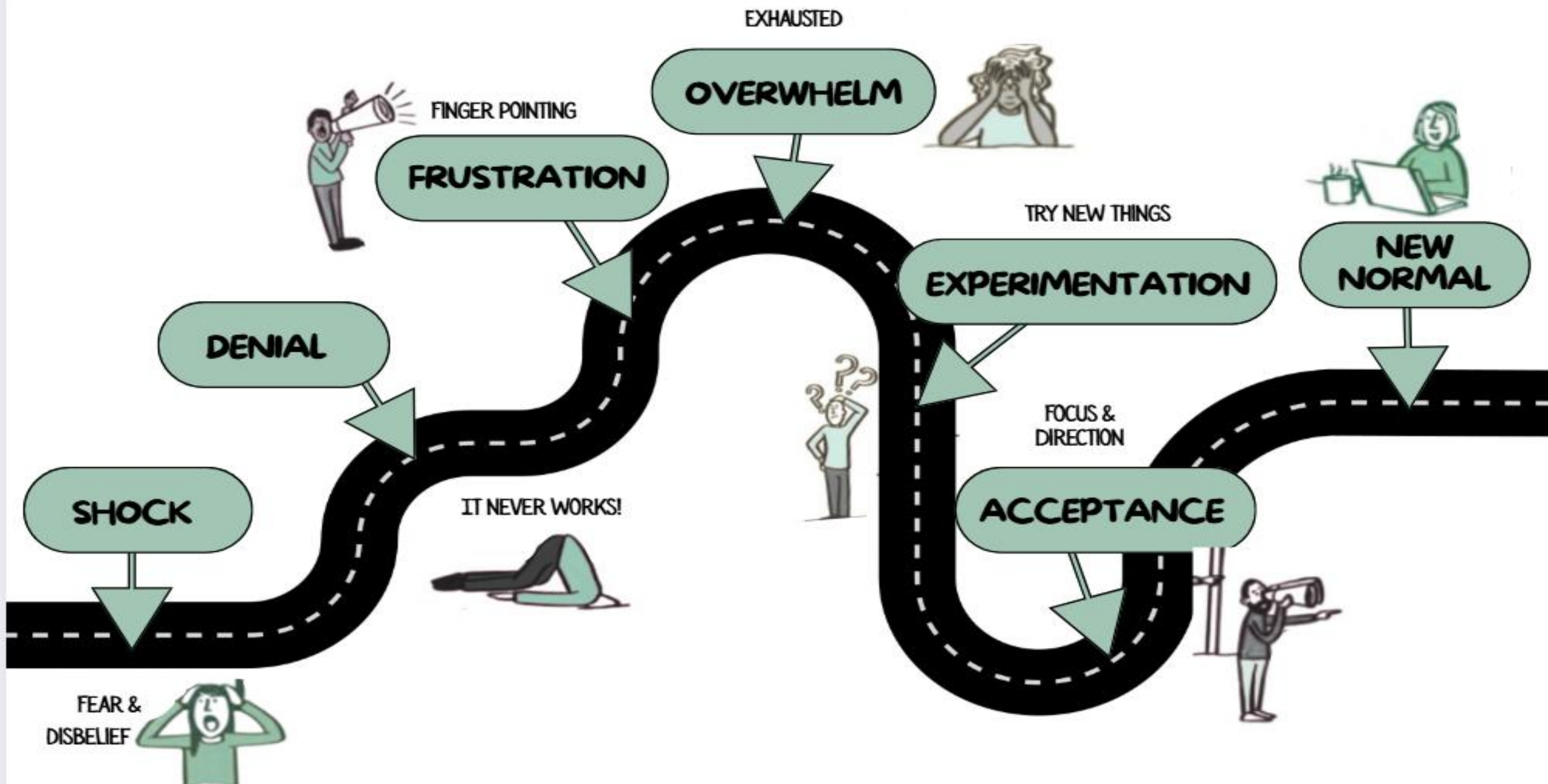
What's really going on?

- Have workplaces deteriorated?
- Has personal wellbeing declined due to other factors outside of work?
- Has research provided more insight into what helps us thrive sustainably at work?
- Have expectations and what people will tolerate in work shifted?
- Have coping thresholds diminished?

New way



Old way



The Legal Requirements

Work Health & Safety Act (2011) NSW

Work Health and Safety Amendment Act 2022

Work Health and Safety Regulations 2017*

Physical
Health



Psychological
Health

Psychological Health & Safety Minimum Legal Requirements

- The law requires PCBU's to **proactively identify psychosocial hazards, assess risks, and eliminate risks** as far as reasonably practicable - not just manage the consequences
- The same requirement as physical hazards

Psychosocial Hazards

Things in the design, management, application and carrying out of work that may +++ risk of work-related stress

Work-related stress if excessive, prolonged or unmanaged can cause psychological harm (mental injury).

Stress itself does not constitute a psychological injury.



Source: **Converge White Paper - Psychosocial Hazards Unveiled: Insights and Solutions for Modern Workplaces**

Figure 1 — Psychosocial hazard category framework

The mere presence of a
psychosocial hazard
does NOT mean there is a problem.
Every workplace has psychosocial hazards.



You Need To Identify & Assess

Hazard: High work volume (job demands)

Frequency

Duration

Severity

Formal risk assessment PLUS You can do this in real time in your 1:1s enabling proactive risk management & real time course corrections.

Compounding Hazards

Hazard: High work volume (job demands), OVA, poor support, lack of colleague support/poor relationships?

Frequency

Duration

Severity

Formal risk assessment PLUS You can do this in real time in your 1:1s enabling proactive risk management & real time course corrections.

The Myths and Misunderstandings





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Stress is NOT the evil step sibling...



Stretch, Stress, Strain

Stretch tasks, good stress, helps us achieve goals, brings us energy and motivation

Eustress



Prolonged, severe, unmanaged stress – bad stress. **Distress**. Can lead to mental strain/injury.

Not everything is unsafe...

Uncomfortable

Unhelpful

Unsafe

The Three U's – A Modern Workplace Conundrum

Uncomfortable	Unhelpful	Unsafe
Stretch tasks / Something new		
Feedback		
Self-reflection		
Being open to other perspectives		
Having someone disagree (respectfully) with you		
Change / Uncertainty		

The Three U's – A Modern Workplace Conundrum

Uncomfortable	Unhelpful	Unsafe
Stretch tasks / Something new	Sniping at colleagues	
Feedback / reasonable management actions	Negative can't do mindset	
Self-reflection	Confirmation bias	
Being open to other perspectives	Gossiping / Disparaging others	
Having someone disagree (respectfully) with you	Poor body language / eye rolls / inattention	
Change / Uncertainty	Lack of transparency	

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Caveats

Bad day or chronic pattern?

Assume positive intent – but don't ignore patterns.

Micro-aggressions create impact.

All other things being equal.

Some workers more at risk.

The Three U's – A Modern Workplace Conundrum

Uncomfortable	Unhelpful	Unsafe
Stretch tasks / Something new	Sniping at colleagues	Hostile personal attacks (verbal/physical)
Feedback / reasonable management actions	Negative can't do mindset	Unmanaged high risk psychosocial hazards
Self-reflection	Confirmation bias	Bullying (legal def)
Being open to other perspectives	Gossiping / Disparaging others	Discrimination/Vilification (direct or indirect eg socials)
Having someone disagree (respectfully) with you	Poor body language / eye rolls / inattention	Unsupported chronic severe workload
Change / Uncertainty	Lack of transparency	Harassment / Work related gendered violence

Reflection and Table Discussion

Thinking about times in your leadership when you've seen behaviours or situations mislabeled - *uncomfortable called unsafe, or unsafe dismissed as uncomfortable* - what impact did that have on how the issue was handled, and what would you do differently now?

Taking Action

What does it look like for us in real life?

How do we make this real, relevant and routine?

1. Focus on Safe & Effective Leadership

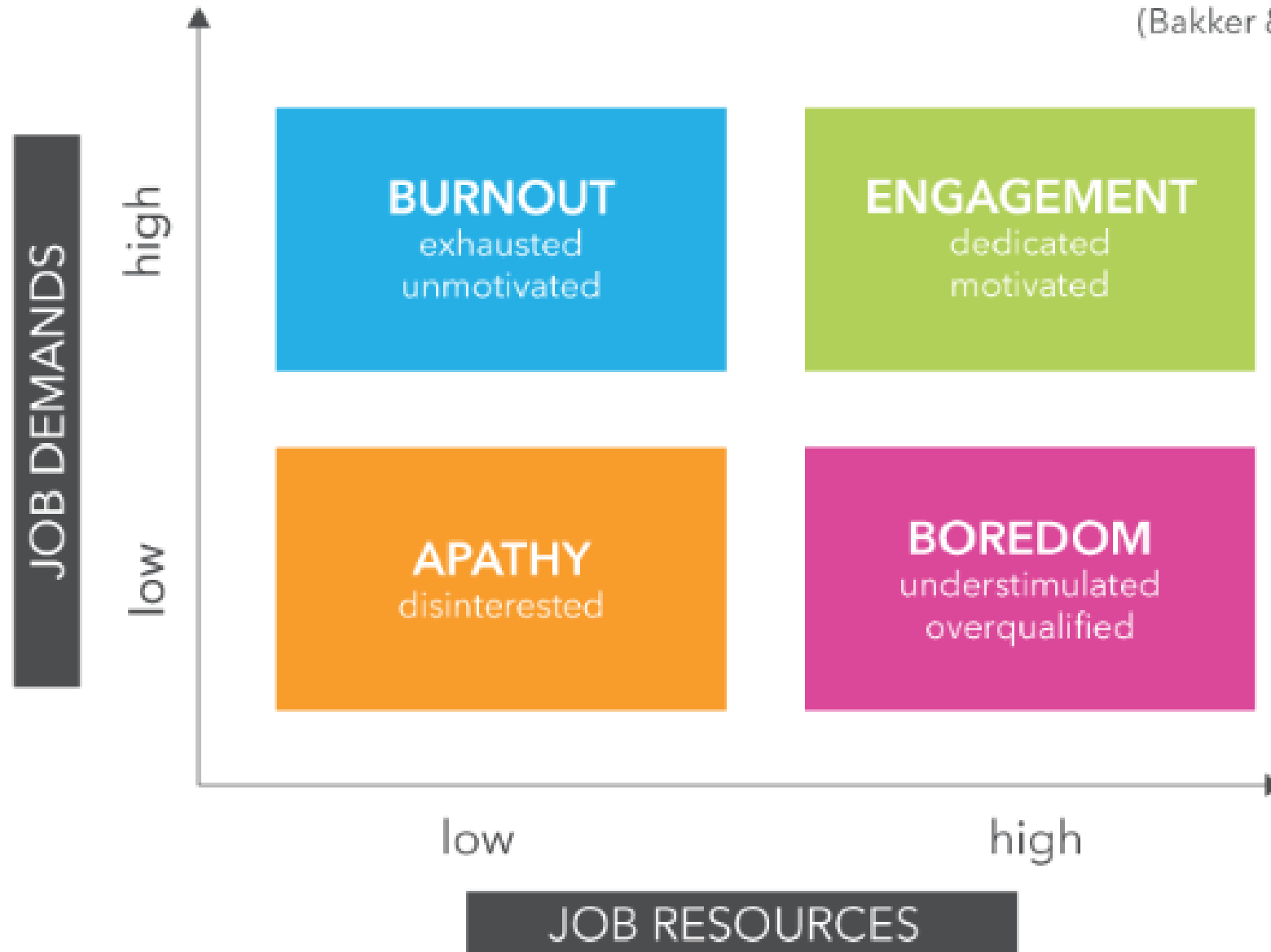


2. Understand the Balancing Act at Team & Individual Level for Thriving People



Job Demands – Resources Framework

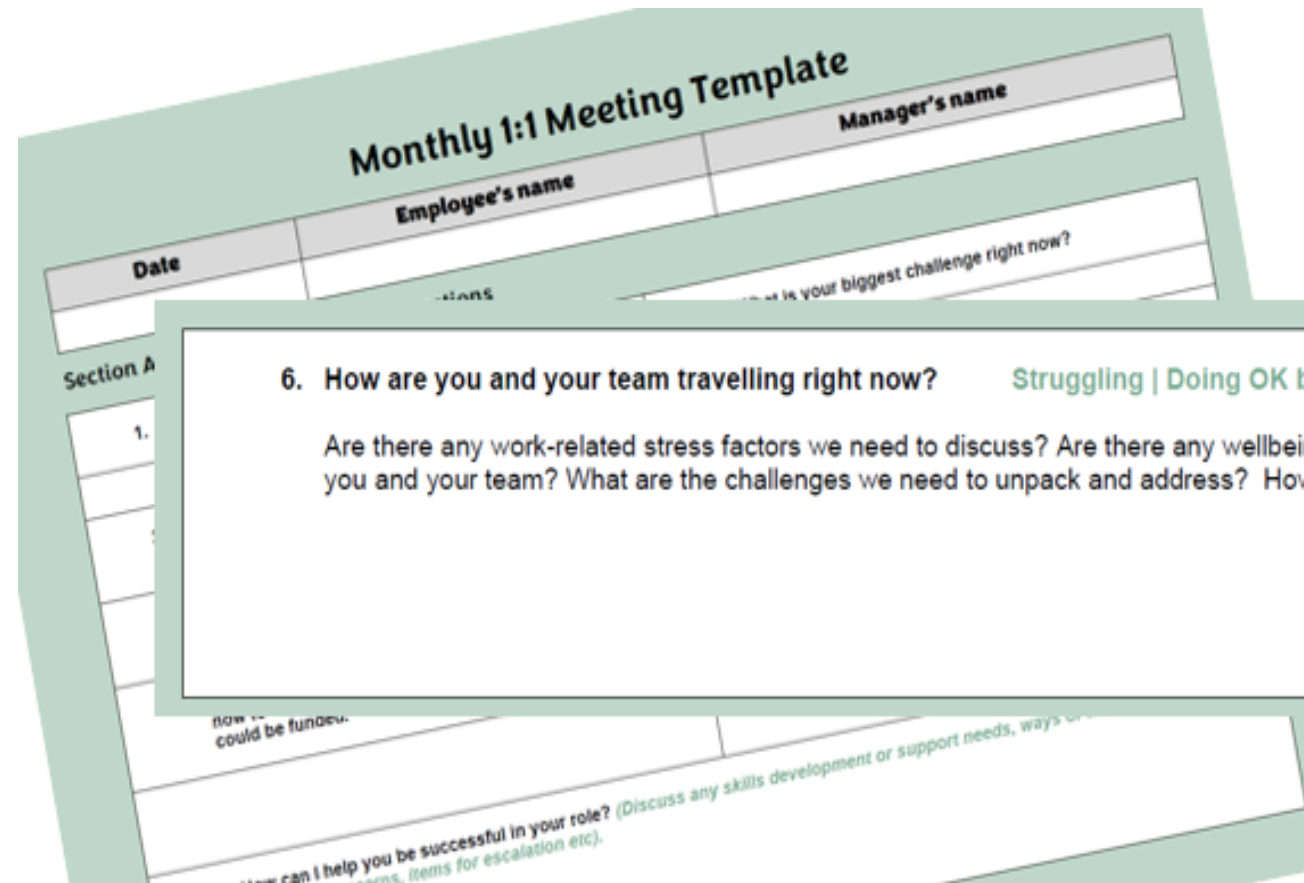
(Bakker & Demerouti, 2007)



JD-R Theory (Resources & Demands)

Resources (Personal and Structural)	Job Demands
Definition: Physical, psychological, social or organisational features of a job that help achieve goals, reduce job demands, boost personal growth and learning	Definition: Intensity - Emotion (relational), mental (thinking, cognitive loading), physical demands of the work/task
Job Crafting / Redesign – top down and bottom up	Volume of work
Development opportunities – skill, mindset, coaching	Timelines to complete the work
Relationships, supports	Poor support
Autonomy/agency	Conflict (role ambiguity, role conflict, interpersonal conflict)
Role clarity	Poor job fit (skills & knowledge to do the job)
Stimulating work, feedback, task identity, strengths use	Trauma, difficult clients/customers, OVA

Proactive Psychosocial Risk Management for Leaders...



The image shows a 'Monthly 1:1 Meeting Template' form. At the top, it has a header with the title 'Monthly 1:1 Meeting Template'. Below the title, there are three columns: 'Date', 'Employee's name', and 'Manager's name'. The form is divided into sections. Section A is visible, containing a list of questions. Question 6 is highlighted: '6. How are you and your team travelling right now? Struggling | Doing OK but...'. Below this question, there is a paragraph of text: 'Are there any work-related stress factors we need to discuss? Are there any wellbeing issues for you and your team? What are the challenges we need to unpack and address? How can I help you be successful in your role? (Discuss any skills development or support needs, ways of working, items for escalation etc)'. The form is tilted and has a green background.

Monthly 1:1 Meeting Template

Date	Employee's name	Manager's name

Section A

1.

6. How are you and your team travelling right now? **Struggling | Doing OK but...**

Are there any work-related stress factors we need to discuss? Are there any wellbeing issues for you and your team? What are the challenges we need to unpack and address? How can I help you be successful in your role? (Discuss any skills development or support needs, ways of working, items for escalation etc)

Check In – On the People

1. Normalise conversations: Frame check-ins as part of good care for staff and residents/clients.
2. Make these interactions supportive, not transactional.
3. Keep it consistent: If staff know they'll get a short, regular slot with their leader, trust and communication build over time.
4. Use Short, Structured Check-ins if time is a barrier – 5 Minute Framework.

In The Room

Five-minute framework:

Buddy Up: Have a meaningful conversation covering:

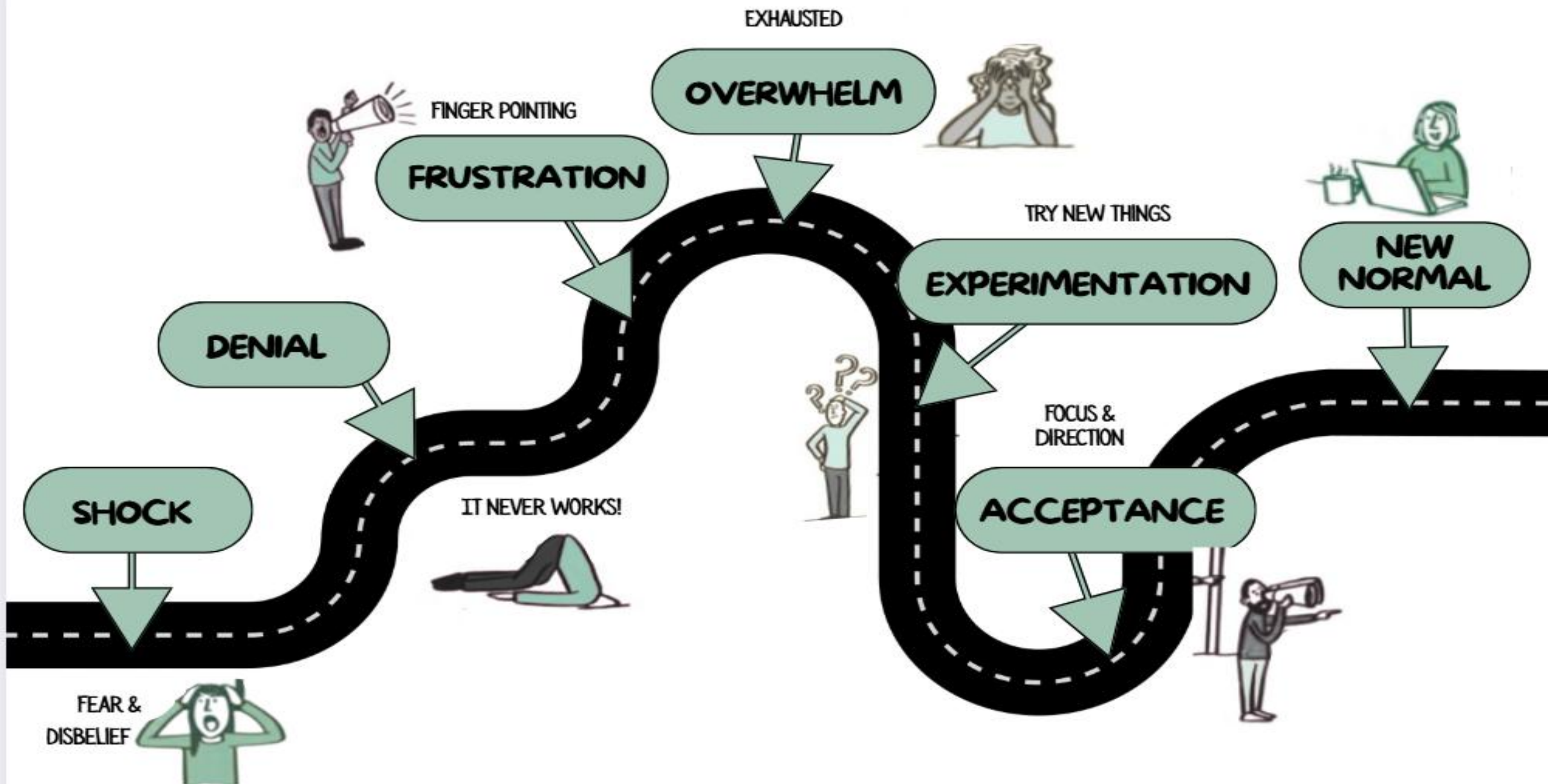
- “How are you?”
- “What’s working?” *and*
- “What support do you need?”

Check In – On the Work

Fix the work not the people (work redesign)...

- . **How could you make the job better?**
- . **What parts of the work are working well?**
- . **What's not working well?**

**If we don't make time for proactive check ins
we'll have to make a lot more time later to
rectify more serious issues
and chase the tail on the trust
and culture impact.**



Run Some Experiments – Your 60 Day Focus

1. **Regular 1:1 check ins** – Strong leadership support is a resource. *Also enables you to course correct in real time, help coach and boost resources!*
2. **Courageous questions & active listening** Listen to hear – not to deflect, defend or defer. Be open to exploring new ways.
3. **Old ways won't open new doors** – adaptive shifts are needed; this requires collaborative solutions to complex problems. Avoid the “we’ve always done it this way” default and open up new doors... Dare to come up with crazy ideas that just might work!



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[Free Download: Creating Space](#)



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Positive Change Drives
Positive Results

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