Justice Health and
Forensic Mental Health Network

Justice Health NSW Policy

Staff Health and Wellbeing

Issue Date: 17 November 2022

Together for
Healthier Tomorrows

Staff Health and Wellbeing

Policy Number 3.131

Policy Function Continuum of Care

Issue Date 17 November 2022

Next Review Date 17 November 2025

Risk Rating High

Summary This policy provides direction on the implementation of Justice Health and Forensic Mental Health Network (Justice Health NSW) Staff Health and Wellbeing Framework to maintain and improve staff health and wellbeing, workplace culture and engagement, performance and productivity. This policy promotes preventive staff health and wellbeing strategies that can assist with the demands of working in a healthcare setting. In addition, it provides information to identify and address accumulative exposure to traumatic events and the appropriate response.

Responsible Officer Director, People and Culture

Applies to
☒ Administration Centres
☒ Community Sites and programs
☒ Health Centres - Adult Correctional Centres or Police Cells
☒ Health Centres - Youth Justice Centres
☒ Long Bay Hospital
☒ Forensic Hospital

CM Reference POLJH/3131

Change summary
- Policy simplified to make clear the rationale for staff wellbeing
- Hyperlinks updated
- Policy document separated from Fact Sheets, Support Services and Procedures which are not in Appendix 2
- Appendix 2 Support Services updated with current EAP provider, including emails and contact numbers for external services

Authorised by Chair, Policy Steering Committee

Revision History

#	Issue Date	Number and Name	Change Summary
2	November 2022	3.131 Staff Health and Wellbeing	• Policy simplified to make clear the rationale for staff wellbeing • Hyperlinks updated • Policy document separated from Fact Sheets, Support Services and Procedures which are not in Appendix 2 • Appendix 2 Support Services updated with current EAP provider, including emails and contact numbers for external services
1	June 2021	3.131 Staff Health and Wellbeing	• New policy

PRINT WARNING

Printed copies of this document, or parts thereof, must not be relied on as a current reference document.

Always refer to the electronic copy for the latest version.

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1. Preface

This policy promotes preventive health and wellbeing intervention strategies to manage the demands of working in a custodial/ forensic mental healthcare environment.

It explains where to find resources available for staff who are exposed to potentially traumatic material, are experiencing stress and/ or vicarious trauma. Appendix 2.

Whilst this policy addresses staff wellbeing, preventive and intervention strategies available to staff, it does not address the requirements where the psychological health and safety of a staff member is being managed through a worker's compensation and injury management process. For this information, please review Procedure 8.015 *Rehabilitation, Recovery and Return to Work*.

Justice Health and Forensic Mental Health Network (Justice Health NSW) Staff Health and Wellbeing Policy has been developed to fulfil three main purposes:

1. **WHS Legislation** (*Work Health and Safety Act 2011*). The Act requires all employers 'ensure, as far as is reasonably practicable, the health and safety' of its staff where health is defined as both physical and psychological health. Justice Health NSW is committed to providing a safe and healthy work environment for all staff. Justice Health NSW strives to ensure systems are in place through risk assessment processes to identify, assess, control, manage and review workplace hazards. These hazards include the psychological health and safety of Justice Health NSW staff.
2. **Justice Health and Forensic Mental Health Network Strategic Plan 2018-2022.** Strategic Direction 3 - Attract, grow and retain a talented workforce and foster a safe working environment. Whereby Justice Health NSW has a strong culture of health and safety (3.2) and is considered an employer of choice for all existing and potential employees (3.3)'.
3. **Essential Workforce Management Practice.** Most adults spend more hours in the workplace than anywhere else. The workplace is an important contributor to one's sense of psychological health and wellbeing. Workplaces can present various stresses which can contribute to the development or exacerbation of psychological health problems. Healthcare professionals have markedly high rates of sickness absence, burnout and distress in comparison to other sectors[1]. Justice Health NSW staff are exposed to traumatized patients and trauma material thus experiencing moderate to high levels of vicarious trauma and psychological distress through this exposure[2].

The workplace also plays a pivotal role in helping people attain their full potential.

In addition, this policy is supported by**:**

a. Justice Health NSW endorsed the *Staff Health and Wellbeing Framework*, in 2020, which describes Justice Health NSW's agreed definition of wellbeing and the key staff health and wellbeing domains. The framework was developed to provide guidance for the planning, development, implementation, monitoring and evaluation of Justice Health NSW's staff health and wellbeing initiatives and program.

b. **The Staff Health and Wellbeing Process** outlines the process of implementing new Wellbeing initiatives into Justice Health NSW.

c. **The Staff Health and Wellbeing Committee** has governance of the staff health and wellbeing program in Justice Health NSW. It reviews and evaluates the efficacy and efficiency of existing and new initiatives, ensures the policy and wellbeing framework are being applied,

promotes Wellbeing across Justice Health NSW and advocates for funding. It is a subcommittee of the Workforce Steering Committee.

2. Policy Content

2.1 Mandatory Requirements

All Justice Health NSW staff work within WHS Legislation (*Work Health and Safety Act 2011*). This Act requires all employers to 'ensure, as far as is reasonably practicable, the health and safety' of its staff where health is defined as both physical and psychological health.

Managers must proactively promote and implement the preventive wellbeing strategies outlined in this policy.

Managers must provide the wellbeing intervention strategies outlined in this policy within the outlined timeframes.

Managers must provide and promote ongoing support to their staff to ensure their health and wellbeing is managed.

Whilst managers must provide and promote the wellbeing interventions outlined in this policy, staff are not required to accept/undertake any of the interventions or support provided. Any participation in the interventions is voluntary and staff may withdraw at any time.

2.2 Implementation – Roles & Responsibilities

Chief Executive and Executive Directors are responsible for:

- Ensuring that sufficient resources are allocated and available to meet the requirements of this policy;
- Ensuring line managers have the knowledge and capacity to promote and facilitate the wellbeing preventive strategies and interventions outlined in this policy.

Line Managers are responsible for:

- Ensuring compliance with this policy;
- Ensuring this policy and associated resources are distributed and communicated to all Justice Health NSW staff;
- Ensuring the content of this policy is regularly communicated and reinforced to all Justice Health NSW staff;
- Promoting and facilitating the preventive and intervention wellbeing strategies outlined in this policy.

Justice Health NSW staff are responsible for:

- Being aware of, practicing and accessing the self-management and Justice Health NSW preventive strategies;
- Being aware of the intervention wellbeing strategies available to them when exposed to a potentially traumatic incident/ material.

3. Definitions

Critical Incident

A traumatic event, or the threat of an event, which causes extreme stress, fear or injury.

Self-management strategies

An intrinsic, intentional, continuous, and important activity performed by any professional, particularly those involved in health care. The practice aims to ensure that mental, social, spiritual, emotional, financial and physical health of the professional is in good shape. These activities can be individualised, are conducted regularly to enhance energy, restore health and reduce stress.

Psychological health

The need for individuals to manage the demands of daily life that is within their control. It is contentment satisfaction with all elements of life, self-actualisation (a feeling of having achieved something with one's life), peace and happiness. It consists of positive relationships with others, personal proficiency, autonomy, a feeling of purpose and meaning in life, and personal growth and development. A person with psychological health and wellbeing is "a happy, satisfied person".

Vicarious trauma

Indirect cumulative exposure to a traumatic event through first-hand account or narrative of that event; it is the impact workers can experience in their central psychological needs and world view when they work with people who have experienced trauma.

Wellbeing

A state in which individuals have the psychological, social and/or physical resources they need to meet a particular psychological, social and/ or physical challenge, with the individual being able to develop in their potential, work productively and creatively, build strong and positive relationships with others, and contribute to their community.

Must

Indicates a mandatory action to be complied with.

Should

Indicates a recommended action to be complied with unless there are sound reasons for taking a different course of action.

4. Procedure Content

Implementation of the Staff Health and Wellbeing Policy cover three main areas.

4.1 Prevention Strategies

Preventive strategies aim to maintain and/or improve the health and wellbeing of individuals. Justice Health NSW has numerous staff health and wellbeing initiatives to assist staff in managing their health and wellbeing. In addition to these structured interventions, staff can focus on effective self-management strategies to increase personal capacity and ownership in managing their own wellbeing.

Details of these preventive strategies can be seen on the *Staff Wellbeing Intranet page*.

4.2 Intervention Strategies – Critical Incident

There may be times when Justice Health NSW staff will have to respond and manage critical incidents, whilst the priority is to manage the immediate incident following relevant Justice Health NSW policies and site specific procedures, it is paramount that the impact of staff health and wellbeing is recognised and addressed.

The Critical Incident Fact Sheet (Appendix 2) assists the line manager and the employee with wellbeing issues arising from a critical incident. Appendix 1 highlights the manager's wellbeing responsibilities in a Critical Incident.

4.3 Accumulative Exposure to Traumatic Events or Material

Where a line manager notices that a staff member may be experiencing stress, burnout, or vicarious trauma they must engage with the staff member to discuss their wellbeing. The line manager should promote and encourage the staff member to engage in the preventive strategies outlined in point 4.1 above.

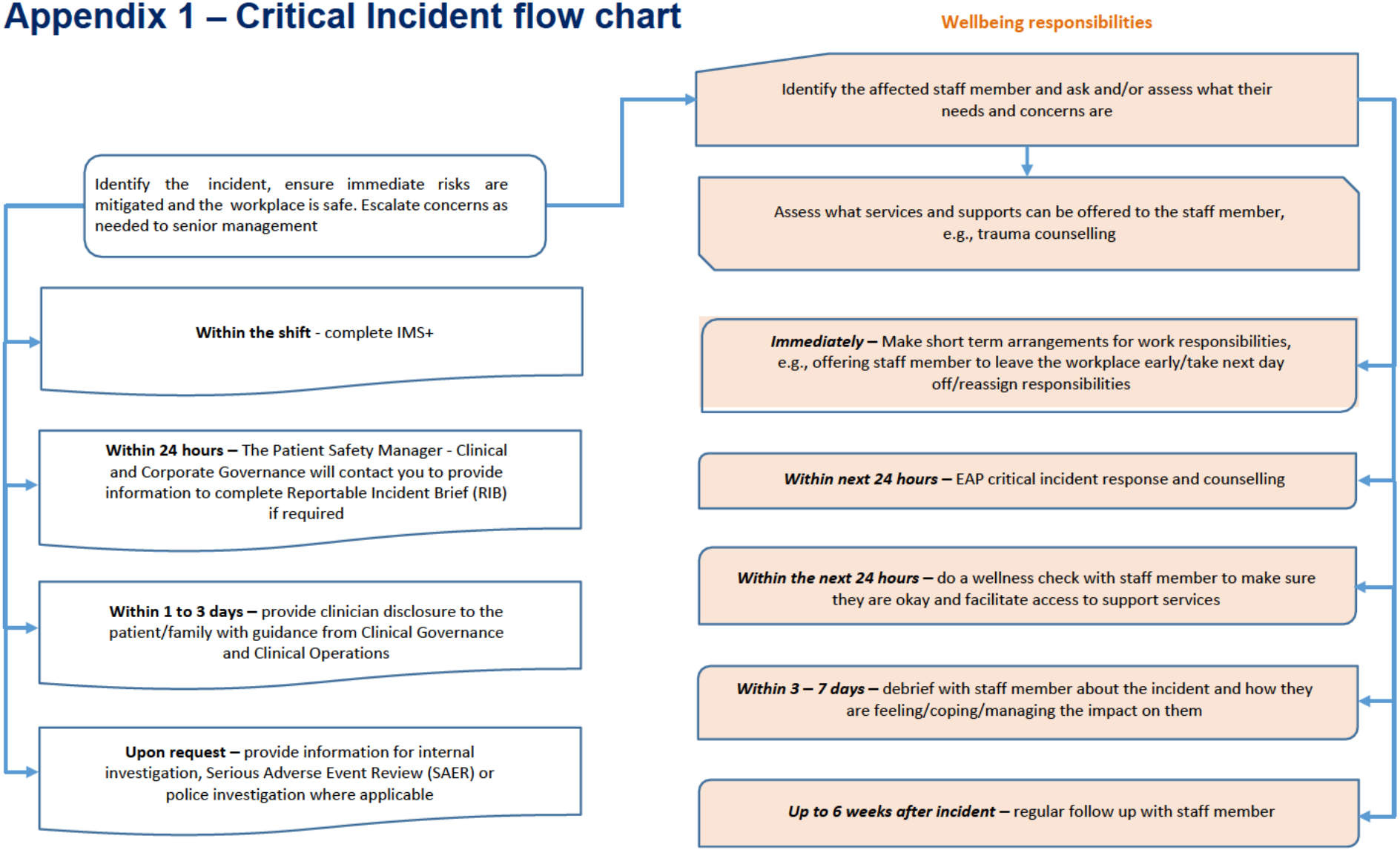
Where a staff member requires more in-depth, or specialist support the following options found in the Critical Incident Fact sheet (Appendix 2) should be discussed and offered.

5. Related Documents

Legislations	*Work Health and Safety Act 2011*
Justice Health NSW Policies, Guidelines and Procedures	5.110 *Work Health and Safety* 8.007 *Injury or Illness – Management and Mandatory Reporting* 8.015 *Rehabilitation, Recovery and Return to Work*
Justice Health NSW Forms	*Nil*
NSW Health Policy Directives and Guidelines	PD2020_047 *Incident Management*
Other documents and resources	*Staff Health and Wellbeing Framework* *Staff Wellbeing Intranet page* *Employee Assistance Program* *Work Health and Safety Policy Statement of Commitment* *Strategic Plan 2018-2022* 1. Brand, S, Thompson Coon, J, Fleming, L, Carroll, L., Bethel, A, & Wyatt, K 2017, *Whole-system approaches to improving the health and wellbeing of healthcare workers: A systematic review.* PLOS ONE, 12(12), *e0188418. Doi: 10.1371/journal.pone.018841*

2. *Newman, C, Eason, M & Kinghorn, G 2019, 'Incidence of Vicarious Trauma in Correctional Health and Forensic Mental Health Staff in New South Wales, Australia', International Association of Forensic Nurses, vol. 15, no. 3, pp. 183-192.*
3. *Mental Health and wellbeing strategy for First Responder Organisations in NSW, viewed 9 September 2020 https://www.nswmentalhealthcommission.com.au/report/mental-health-and-wellbeing-strategy-first-responder-organisations-nsw*
4. *Post-event Safety Huddles Information for Clinicians and Health Professionals, viewed 25 November https://www.cec.health.nsw.gov.au/__data/assets/pdf_file/0003/403923/Post-Event-Safety-Huddles-Info-for-Clinicians.pdf*
5. *Psychological First Aid: Supporting people affected by disaster in Australia, Viewed 9 September 2020 https://psychology.org.au/getmedia/c1846704-2fa3-41ae-bf53-7a7451af6246/red-cross-psychological-first-aid-disasters.pdf*

Appendix 1 – Critical Incident flow chart



Appendix 2 – Fact Sheet: Managing Staff Health and Wellbeing in a Critical Incident

Fact Sheet

Managing Staff Health and Wellbeing in a Critical Incident

1. Identifying psychological health and wellbeing needs, related to a critical incident

Line managers* should provide timely intervention strategies to staff who may be in a state of distress or crisis. On these occasions it is important to respond in the best way to meet the immediate needs of the person experiencing distress whilst keeping work health and safety considerations in mind.

Line manager in this context refers to a manager who is **not involved in the incident or **affected by it**. Typically, line manager will mean Nursing Unit Manager (NUM), Nurse Manager (NM) or After-Hours Nurse Manager (AHNM) for clinical incidents. For non-clinical incidents, a delegated line manager will complete this intervention.*

Where staff are exposed to a critical incident, regardless of the nature of the incident, it is important for line managers to respond promptly and supportively to ensure the psychological and physical safety of the staff involved is managed. This response should be completed within 24 hours of the incident occurring for all incidents with a Harm Score of 1 and 2. For incidents with a Harm Score of 3 and 4, to use professional judgement and/ or discretion.

It is important for the line manager to be prepared prior to learning about the incident to know what services and supports can be offered, what information needs to be provided and consider their own physical and mental preparedness to complete this intervention.

It is important for line managers to be aware of common physical and emotional distress reactions that may be experienced by staff during and after a potential critical incident, these include:

- Feelings of guilt, sadness, relief, anger, fear, anxiety, confusion, uncertainty, hopelessness;
- Feeling numb, increased heartbeat, sweating, shaking, trembling or shortness of breath;
- Difficulty making decisions and comprehending complex information;
- Difficulty communicating clearly with others;
- Feelings of helplessness or powerlessness; and
- Feeling overwhelmed[3].

Staff may also experience more complex reactions, which often require a referral to more specialised help, these reactions include but not limited to:

- **Panic attacks and feelings of overwhelming anxiety** can produce a faster heartbeat, shortness of breath, and pain in the chest. A person may sweat more than normal, feel dizzy or light-headed and feel like they want to be sick.
- **Anger and aggressive behaviour** are familiar reactions to crisis in situations of violence, or when people have experienced immense losses.

- **Self-harm and suicide**. Self-harm is when a person intentionally hurts themselves, for example, by cutting or burning their skin and flesh. Suicide is when someone intentionally takes their life. It is important to always take someone who threatens to harm or kill themselves seriously and not leave the person alone until the person receives more specialised help.
- **Harmful coping methods** includes self-medicating with drugs or alcohol, becoming violent or aggressive, withdrawing or keeping oneself completely apart from other people.
- **Prolonged grief** is when someone finds it hard to accept and adapt to the incident. The grief then affects how the person lives from day to day and how they relate to other people. It is not an immediate reaction. It develops over time. It can also lead to extreme feelings of distress when the person experiences new challenges or is somehow reminded of their grief.
- **Sleeping problems** are quite common after crises. Many people find it difficult to fall asleep or experience nightmares. Other people sleep more than usual and find it hard to stay awake. If sleeping problems go on for many days and nights, it can lead to physical and psychological problems. Severe sleeping problems interfere with daily living, moods, and relationships with other people, and seeking support can be helpful.
- **Flashbacks** are when a person feels as if they are back in the moment of the original stressful event. They often feel real and can be confusing and frightening. They can be a normal reaction to abnormal experiences. However, the person may still need help to manage them[3].

It is important for the line manager to take into consideration the following post critical incident:

- Not everyone will react in the same way;
- Not everyone will need or want support;
- Not everyone will have a strong reaction initially but may react after some time; and
- Not everyone will require support from Justice Health NSW, but will seek it independently.

2. Post Incident Immediate Response

The purpose of this initial intervention is to provide psychological stabilisation, mitigate acute distress, facilitate access to additional support and provide information.

Where a critical incident has occurred a staff member involved in the incident must notify the line manager of the incident by telephone. Where the NUM is actively involved in the incident, the NM/AHNM must be notified.

Once the line manager has been notified of the incident they must ensure they are prepared to complete the initial intervention as soon as practicable within the shift. They must arrange a face to face or video conference (teleconference is not suitable for this type of intervention) to complete this intervention.

The line manager must facilitate a guided conversation with the staff affected using **the Manager Guide – Post Incident Immediate Response**.

The line manager must:

- Initially ask staff and/or assess what their needs and concerns are and listen to assist in helping them feel calm. Do not pressure staff to talk about their experience as this can have detrimental effects;
- Outline the physical and psychological reactions that may occur to them; Provide information relating to the **support services** available to staff;
- Provide information relating to self-care strategies as per Justice Health NSW's Self-Care Routines;
- Make short-term arrangements for work responsibilities, this could include offering staff to leave the shift early wherever possible, offering staff the next day off or swapping a shift, or offering staff who will be in-charge on their next shift the opportunity to complete a regular shift (not be in charge);
- Provide information regarding additional wellbeing intervention strategies that can be provided to staff over the coming weeks. This will include information relating to the staff member being contacted within the next 24 hours to complete a Wellness Check, completion of a Preliminary Risk Assessment (PRA) and regular follow-up for up to 6 weeks or longer if required (remind staff these strategies are an optional support strategy); and
- Provide information relating to the management of the incident, this may include information relating to an IMS, internal investigation, RCA investigation or Police investigation.

Wellness Check

The purpose of this intervention is to contact a staff member involved in a critical incident to make sure they are okay and facilitate access to any support strategies.

The line manager or an appropriate delegate must contact the staff member within 24 hours of the critical incident to complete a Wellness Check.

Safety Huddle

The purpose of this intervention is to provide a safe space to encourage an open and honest conversation between the clinical multidisciplinary team

This type of intervention is an opportunity to accept responsibility and learn from errors, and is facilitated by a team of clinical managers, staff from Clinical and Corporate Governance and a Wellbeing Champion. *The focus is always on processes and not people as safety events are usually symptoms of a larger problem*[4].

This intervention provides an opportunity to ensure staff's psychological safety, mitigate acute distress, facilitate access to additional support and provide information.

Preliminary Risk Assessment (PRA)

The Preliminary Risk Assessment (PRA) is an initial assessment following a serious incident to guide the next steps.

It allows for earlier identification of risks and earlier communication with family. This intervention is completed within 72 hours of the critical incident and will be organised by Clinical and Corporate Governance as part of the incident management processes. For more information, please refer to NSW Ministry of Health policy PD2020_047 *Incident Management*.

EAP Critical Incident Response Counselling

The purpose of this intervention is to facilitate a structured voluntary discussion aimed at putting a critical incident into perspective.

The line manager may organise critical incident response counselling for their team as per the advice via Employee Assistance Program.

Follow-up

The purpose of this intervention is to provide any ongoing support required and assist the affected staff member to alleviate any residual effects of stress or facilitate access to support strategies.

It is important for the line manager to be aware that stress responses can develop over time. Perspectives may change after the previous interventions, additional support/ interventions may need to focus on new aspects of the critical incident or stress reactions.

Line managers should check-in with staff affected by direct exposure to traumatic events, regularly in relation to their wellbeing.

Where the staff member requires ongoing support/ interventions the line manager must:

- Provide information relating to the support services available to staff (Appendix 2).
- Provide information relating to self-care strategies as per the Justice Health NSW's Self-Care Routines;
- Offer EAP support; Employee Assistance Program and/ or
- Discuss work arrangements, this could include, use of annual leave, use of ADO's, short-term alternative work environment/ arrangements.

The line manager will be guided by the staff member regarding the strategies needing exploration.

3. Accumulative Exposure to Traumatic Events or Material

The use of screening or regular wellbeing checks may assist staff in seeking help early when managing psychological stress. It can promote an open discussion relating to health issues amongst teams5. Line managers should check-in with their staff regularly in relation to their staff's wellbeing and discuss and provide any additional support that may be required.

As well as regularly checking-in with staff, line managers should be able to recognise the physical, emotional, and behavioural signs of staff who may be experiencing stress, burnout, or vicarious trauma.

- Employee Assistance Program (EAP)

  The EAP can be utilised by staff at any time for short-term support relating to stress at work, stress at home, health issues, anxiety, relationships, family problems and financial matters. Staff can contact the confidential line on 1300 687 327.

- Targeted Clinical Supervision/Reflective Practice/Coaching

  The Clinical Supervision/Reflective Practice/Coaching program provides individual sessions with a Clinical Supervisor or Coach.

Where a staff member requires targeted support the line manager must contact the Nurse Manager Staff Wellbeing and Development or [redacted] and a suitable Clinical Supervisor or Coach will be allocated to work with the staff member.

- Vicarious Trauma (VT) Support Program

  The Vicarious Trauma (VT) Support Program provides individual VT support through a coaching process with a member of the VT support team.

  Where staff require VT coaching the line manager and/or the staff member must contact the Manager Innovation & People or email [redacted], VT supervision will be arranged with a member of the VT support team.

  Where it is identified through Justice Health NSW VT supervision that a staff member is experiencing extremely high VT, Justice Health NSW will engage with this staff member to arrange appropriate external support.

- External Providers

  Where staff would prefer to engage with support external to Justice Health NSW, the line manager can provide Support Services (Appendix 2) handout to the staff member to assist in connecting with an external provider.

Definitions

Potential traumatic event/incident

Powerful and upsetting incidents that intrude into daily life. They are usually defined as frightening or distressing events, which may result in a psychological and/or physiological impact on an individual. This may include difficulty coping or functioning normally following a particular event or experience.

Debriefing

A formal meeting that usually occurs after the crisis, with the focus being on addressing any of the emotional experiences left over from the event (Weaver, 1995).

It is a structured, voluntary group discussion usually carried out between 3-7 days when staff have had enough time to take in the experience. It aims to aid staff to put an abnormal event into perspective and offers them clarity about critical incident and assist them to establish a process for recovery.

Clinical supervision

A continuous process that underpins and supports staff to provide safe and quality care. A process in which the clinician scrutinises his or her practice to appreciate the meaning of their experiences with empathetic support and reflective practice to develop, improve, and maintain high standards of clinical practice.

Supervision falls into two main types: Individual or Group

- Individual supervision is one-to-one supervision with a supervisor and a supervisee. This can be completed face-to-face, by telephone, or via video. The supervisors are bound by the legal and ethical requirements of privacy, confidentiality, and duty of care towards their supervisee.

- Group supervision typically involves one supervisor bringing together a group of their supervisees to discuss and reflect upon their current issues /concerns/experience. Provides opportunity for collective learning and sharing of valuable reflections and insights from other members of the group.

Coaching

A systematic process of analysis which is solution-focused, and goal orientated, enabling learning, development and performance improvement of individuals and teams.

Self-care

An intrinsic, intentional, continuous, and important activity performed by any professional, particularly those involved in health care. The practice aims to ensure that mental, social, spiritual, emotional, financial, and physical health of the professional is in good shape. These activities can be individualised, are conducted regularly to enhance energy, restore health, and reduce stress.

Burnout

A syndrome which occurs due to prolonged emotional strain of dealing extensively with other human beings, particularly in helper and recipient relationships. Burnout is categorized as a type of stress. Unlike normal workplace stress which affects individuals physically, burnout affects individuals emotionally, their attitudes and behavioural changes in response to workplace demands impacting on both the quality and satisfaction of their work.

Psychological wellbeing

The need for individuals to manage the demands of daily life that is within their control. It is contentment satisfaction with all elements of life, self-actualisation (a feeling of having achieved something with one's life), peace and happiness. It consists of positive relationships with others, personal proficiency, autonomy, a feeling of purpose and meaning in life, and personal growth and development. A person with psychological wellbeing is "a happy, satisfied person."

Resilience

Resilience in the workplace is about individuals, teams and organisation functioning well during normal operating conditions, as well as in times of stress or trauma. It is a protective barrier that shields people, helping them to cope effectively in times of change, high pressure, and stress.

Having elevated levels of resilience within work teams and in an organisational setting is important because resilience can function as a buffer from certain risks such as vicarious trauma

Reflective practice

The process involved in making sense of events, situations, or actions that occur in practice settings; reflection, in this sense, emphasises a thoughtful approach to understanding experience, whether in real time or retrospectively.

Managers Guide - Post Incident Immediate Response

Remember:

The purpose of this initial intervention is to provide psychological stabilisation, mitigate acute distress, facilitate access to additional support and provide information.

Not everyone will react in the same way; Not everyone will need or want support;

Not everyone will have a strong reaction initially but may react after some time; and

Not everyone will require support from Justice Health NSW but will seek it independently.

Intervention
Prior to providing this intervention strategies <u>Be Prepared</u> –
• Find out as much information you can relating to the incident;
• Know what support strategies can be offered,
• Know what information needs to be communicate, and
• Make sure you are physically and mentally ready to complete the intervention.
Facilitate a guided conversation with staff, ensuring the following points are covered:
• Ask staff what their concerns are and assist them to feel calm (do not pressurise staff to talk about their experience as this can have detrimental effects),
• Outline the physical and psychological reactions that may occur in the short and longer term, reassure staff that these reactions are normal: o Feelings of guilt, sadness, relief, anger, fear, anxiety, confusion, uncertainty, hopelessness; o Feeling numb, increased heartbeat, sweating, shaking, trembling or shortness of breath; o Difficulty making decisions and comprehending complex information; o Difficulty communicating clearly with others; o Feelings of helplessness or powerlessness; o Feeling overwhelmed.
• Outline the more complex reactions that may occur in the short or longer term, tell staff if they experience these types of reactions, they may need additional support and should discuss this with their line manager or GP: o Panic attacks and feelings of overwhelming anxiety o Anger and aggressive behaviour o Self-harm and suicide o Harmful coping methods include self-medicating with drugs or alcohol, becoming violent or aggressive, withdrawing or keeping oneself completely apart from other people. o Prolonged grief o Sleeping problems o Flashbacks

- Outline the self-care strategies staff can utilise to manage reactions to the incident:
    - Contact the Employee Assistance Program,
    - Look after your own needs,
    - Connect with others,
    - Remember to look for fun,
    - Eat a balanced and nutritious diet,
    - Reduce consumption of alcohol and other drugs,
    - Establish a good sleep pattern,
    - Find time to complete relaxation practices, meditation, breathing exercises, progressive muscle relaxation and yoga good ways to do this,
    - Get involved in activities that you value,
    - Plan something to look forward to, such as a holiday,
    - Access support services if required.
- Ask staff what they need, this might include make short-term arrangements for work responsibilities, this could include; offering staff to leave the shift early wherever possible, offer staff the next day off or swap a shift, or offer staff who will be in-charge on their next shift the opportunity to complete a regular shift;
- Provide information regarding additional wellbeing intervention strategies that will be provided in the next week:
    - Wellness Check – within next 24 hours. The purpose of this intervention is to make contact to make sure the staff member is okay and facilitate access to any support strategies.
    - Debrief – within 3-7 days. The purpose of this intervention is to facilitate a structured voluntary discussion aimed at putting a traumatic event into perspective.
    - Follow Up – up to 6 weeks and as required. The purpose of this intervention is to provide any ongoing support required and assist the affected staff member to alleviate any residual effects of stress or facilitate access to support strategies.
- Provide information relating to the management of the incident:
    - Outline the IMS management – local investigation processes;
    - Root Cause Analysis (RCA) investigation processes;
    - Police investigations processes.

Support Services

Service	Contact Details	Specialty	Cost	Duration
Employee Assistance Program (EAP)	1300 OUR EAP 1300 687 327 http://www.convergeinternational.com.au	The EAP is a confidential support service that can help you and your immediate family members (if eligible) solve a wide range of problems and challenges in your lives, at no cost to you. The EAP offers timely, qualified assistance and support to help manage all of life's complexities. You can contact the EAP 24 hours per day, 7 days per week.	Nil	Short term solution therapy
JMO Support Line	1300 JMO 321 or 1300 566 321	The Support Line is part of the NSW Health Respectful Culture in Medicine initiative. It has been developed to provide you with a specialised, free, and confidential support service to all junior medical staff in NSW Health.	Nil	Short term solution therapy
GP- Mental Health care plan	Your preferred GP (General Practitioner)	Visit your local GP and see if you are eligible for a mental health care plan. If eligible, you will be entitled to Medicare rebates for up to 10 individual and 10 group appointments per a year with allied mental health services egg Psychologists, occupational therapists, and social workers.	Medicare Rebate	10 visits per a year.
Nurses & Midwives Support	1800 667 877 www.nmsupport.org.au	A 24/7 national support service for nurses and midwives providing access to confidential advise and referral.	Nil	-
Beyond Blue	1300 22 4636 (24/7) https://www.beyondblue.org.au/	Provides over the phone support 24/7, for support or information around depression and anxiety.	Nil	-
Black Dog Institute	02 9382 4530 http://www.blackdoginstitute.org.au	Black Dog provides a wide range of mental health resources and tools. They currently have a 9-week psychoeducational and wellbeing program. The program aims to help people with depression and other mental health diagnosis.	Nil	9 week program
Lifeline	13 11 14 http://www.lifeline.org.au	Provide over phone compassionate support for you if you are in crisis.	Nil	-
Grow NSW	1800 558 268 http://www.grow.org.au	A range of programs for you if you are looking for support with your mental health. Offers peer- to- peer support to develop and maintain good mental health.	Nil	-

Headspace	Website: https://headspace.org.au/	For the 12-25 age group, offering a range of support services including counselling and resources.	Nil	-
Mental Health Resources – Health Direct	1800 022 222 https://www.healthdirect.gov.au/mental-health-resources	A website that provides mental health resources and tools.	Nil	-
Way Ahead	1300 794 991 https://wayahead.org.au/	Offers education and support for you on mental health and wellbeing and linking them to services and resources that improve your mental health.	Nil	-
Get Healthy at work	Website: https://beta.mentallyhealthyworkplaces.gov.au/explore-resources/nsw-healths-get-healthy-work-program	Get Healthy at Work is a NSW Health program that aims to improve the health of working adults and reduce the prevalence of chronic disease by helping them make slight changes to modifiable lifestyle risk factors and create health promoting workplace environments.	Once you have management support, registered in Get Healthy at Work and have a workplace key contact, it will be time to involve everyone else at work. Engaging workplace health champions is critical to the success and sustainability of the workplace health program	-
Brothers to Brother	1800 435 799	Brother to Brother is Australia's first 24-hour hotline assisting Aboriginal men throughout COVID-19. The line is staffed by Aboriginal men, including elders, to promote a culturally safe service.	Nil	-
MensLine Australia	1300 78 99 78 https://mensline.org.au/	MensLine is a telephone and online counselling service for men with emotional health and relationship concerns.	Nil	-