

Minds Matter Reference Guide

Help to make your workplace mentally healthy

JULY 2026

About this guide

This guide provides an overview of the Minds Matter pilot and the Toolkit resources available to support workplace mental health. It explains why mentally healthy workplaces matter and introduces the website, Framework and Toolkit resources available to employers and managers.

If you need additional support, email:
WorkSafeProjects@justice.tas.gov.au

The Minds Matter pilot website and Framework

The Minds Matter pilot website guides employers through the 4 steps to make your workplace mentally healthy.

Information on the website is based on the Minds Matter Framework.

The Framework is a detailed, printable document that further explains the benefits of mentally healthy workplaces, the steps to follow and the actions to take.

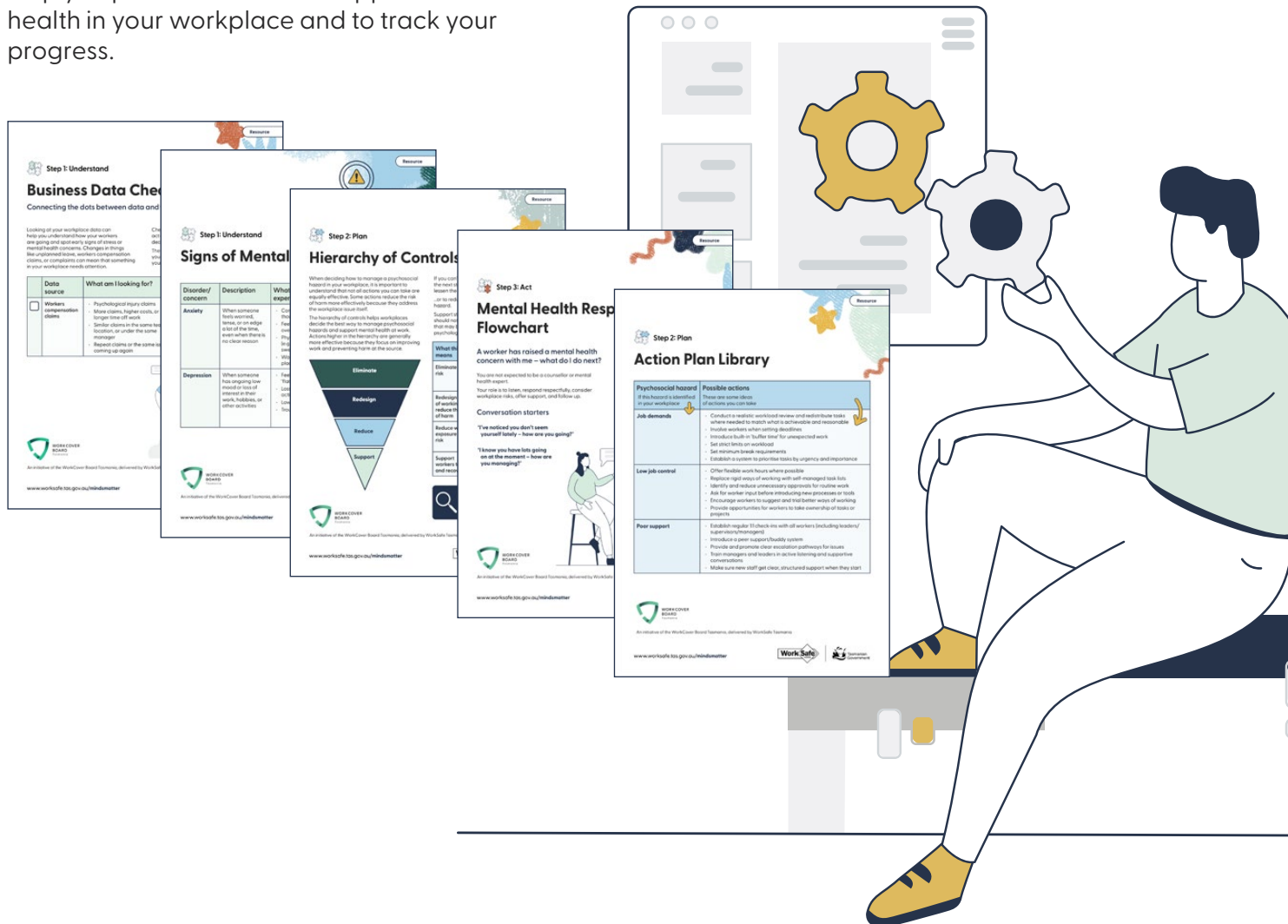


An initiative of the WorkCover Board Tasmania, delivered by WorkSafe Tasmania



The Minds Matter Toolkit

The Minds Matter Toolkit is a set of downloadable (PDF) resources like checklists and fillable templates. These are designed to help you plan what to do to support mental health in your workplace and to track your progress.



Acknowledgement of Country

In recognition of the deep history and culture of this island, we would like to acknowledge and pay our respects to all Tasmanian Aboriginal people, the traditional owners of the land upon which we live and work.



Why mentally healthy workplaces matter

Employers have responsibilities under law to manage risks in their workplaces. This includes managing risks to mental health.

Good mental health is crucial to people's wellbeing.¹ It makes it possible for people to cope with the stresses of life, realise their abilities, learn well, work well and contribute to their community.

Good mental health is good for business

Providing a mentally healthy workplace makes business sense – it's good for your workers and productivity. A mentally healthy workplace helps you to:

	attract and keep workers
	increase worker engagement and job satisfaction
	reduce absenteeism
	increase productivity and competitiveness
	reduce the likelihood and cost of workers compensation claims and other legal actions.

¹ World Health Organization (WHO) (n.d.) Mental health overview, accessed 16 March 2026.

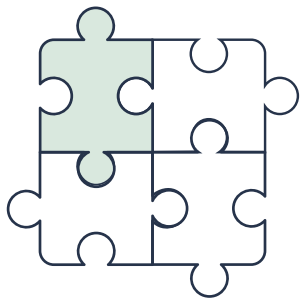
Why mentally healthy workplaces matter

Mental health is a crucial element of everyone's health and wellbeing.

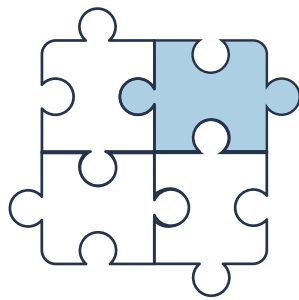
When people are mentally healthy, they can thrive, contribute and cope positively with the stresses of daily life.

Some mental health concerns are caused by work, some by issues outside of work and some are a combination of both.

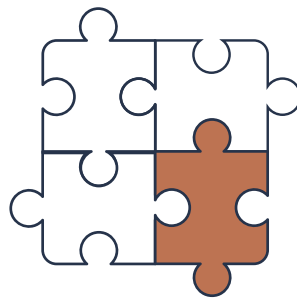
Refer to pages 14-17 in the Minds Matter Framework for more information about common causes of work-related mental health concerns and what makes a workplace mentally healthy.



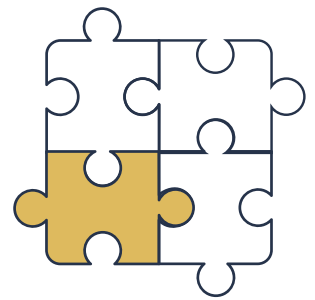
Understand



Plan



Act



Improve



1. Understand

The first step you need to take is to understand your legal obligations and the mental health needs of your workplace:

- Learn about your legal obligations. The **Legal Obligations** will help you learn more about employer responsibilities and what you must do when you find a psychosocial hazard.
- Look at your business information. Business data (like sick leave and absenteeism) may help you identify if workers might be experiencing mental health concerns. Use the **Business Data Checklist** to connect the dots between data and workplace wellbeing.
- Do a psychosocial survey of your workplace and workers. Completing the WorkSafe Tasmania Psychosocial Hazards Survey will help highlight areas of work that may be creating stress or increasing the risk of mental health harm.
- Identify what your business is already doing. Use the **Policies and Processes Checklist** and read **Positive Workplace Factors** to check where there are gaps in what your business is doing.

Additional resources

There are more Toolkit resources on the website to help you with Step 1.

Signs of Mental Health Concerns

Descriptions of different types of concerns, what you might see and what the worker may experience.

Psychosocial Hazards

Descriptions and practical examples of psychosocial hazards.

Reducing Workplace Mental Health Stigma

Learn about mental health stigma, how it can stop people from asking for help and how you can reduce it.

By law, you must consult your workers when developing strategies to manage work-related mental health hazards. You can do this through:



staff surveys, focus groups, workshops or one-on-one conversations



regular and transparent 2-way communication with your team.

Use the **Psychosocial Hazards Survey** for employers and workers to survey your workers.



2. Plan

The second step you need to take is to develop a plan for what you will do.

Use the **Workplace Action Plan Template** to help you do this. This template guides you through practical steps to manage psychosocial hazards in your workplace and support your workers' mental health.

The template will help you:

- identify specific and achievable actions with a clear timeframe
- identify the physical, human and financial resources you will need
- identify everyone's roles and responsibilities in implementing the plan
- include strategies for:
 - communicating the plan with your workers
 - monitoring and measuring the success of actions taken
 - overcoming any barriers in implementing the plan.

Use the **Conversation Guide** for team and one-on-one discussions to run safe, transparent and supportive team check-ins and one-on-one conversations with your workers.



Additional resources

There are more Toolkit resources on the website to help you with Step 2.

Hierarchy of Controls

This information helps you decide the best way to manage psychosocial hazards and support mental health at work.

Action Plan Library

This list matches possible actions you can take to reduce or eliminate the most common workplace psychosocial hazards.



3. Act

The third step is for you and your workers to put your plan into action by taking small, achievable steps:

- Communicate your plan clearly with your workers to build shared understanding of how it will be implemented and resulting benefits. Adapt an example email in **Communicating Mental Health Actions to Workers** to tell your workers about your workplace mental health actions
- Refer to your Step 2 **Workplace Action Plan Template** and give clear roles to those responsible for implementing the plan to increase accountability
- Ensure your managers and leaders are committed to the plan and have the right skills, capabilities and confidence to build a mentally healthy workplace.
- Provide the physical, human and financial resources required.
- develop and apply strategies to mitigate the risks involved in implementing the plan
- Embed your aim of achieving a mentally healthy workplace in worker induction processes and ongoing education and training.

Policies for a Mentally Healthy Workplace includes 6 adaptable policy templates. Using these will help create consistency, clarify responsibilities and support compliance in your workplace.

What to do when a worker raises a mental health concern

If a worker comes to you with a concern, use the **Mental Health Response Flowchart** document to help you respond and act.

This handy flowchart guides you through the steps you need to take when a worker raises a mental health concern.



4. Improve

The fourth step is to make sure your plan is working and effective by reviewing your actions and building on your successes.

Do this by monitoring the actions you've implemented and measuring how effective they are in creating a mentally healthy workplace.

Reviewing Your Actions gives you examples and a template to do this.

You also need to check in with your workers to get their feedback. Use the **Gathering Worker Feedback** template to ask questions and get your workers' views.

When you have reviewed your plan, you can use the information you collect to adjust it where needed.

Celebrate your workplace wins

Acknowledging 'wins' in the workplace is important for fostering workplace wellbeing.

Creating a mentally healthy workplace is not only about identifying problems or managing psychosocial hazards. It also involves recognising what is working well, reinforcing positive changes and acknowledging improvements made over time.

Use the **Wellbeing Wins Register** to help you recognise positive changes and acknowledge mental health 'wins' in your workplace.





Workplaces play an important role in supporting people's mental health.

Mental health concerns have a significant impact on workforce productivity.

The Minds Matter pilot website, Framework and Toolkit provide support so everyone in your workplace can be mentally healthy.

If you need additional support, call 1300 366 322.

Mental health in the workplace is not just an individual issue – it is shaped by culture, leadership, systems, and the daily realities of work.²



Acknowledgement of contributions

The Minds Matter campaign is informed by research and consultations conducted by researchers at the Menzies Institute for Medical Research at the University of Tasmania and by the foundational document, *Minding your Business. A framework for building and supporting mentally healthy Tasmanian workplaces* prepared by Stenning & Associates.

² 3P Advisory. (2025). Mental Health in the Workplace: The Tasmanian Stories, Consultation Summary Report [unpublished report].