

2025 PSYCHOSOCIAL SAFETY AWARDS WINNER

**Transitioning Well – Workplace Mental Health Coaching
INNOVATION IN PSYCHOSOCIAL RISK MANAGEMENT**



Award Recognition and Program Impact

The Transitioning Well team has been recognised as the Winner of the Innovation in Psychosocial Risk Management Category at the inaugural Psychosocial Safety and Leadership Awards in Australia – September 2025.

The Awards celebrate organisations, leaders and initiatives across Australia who are creating safer, healthier and more inclusive workplaces. The Innovation category shines a light on bold thinking, programs and solutions that challenge the status quo and deliver meaningful impact in managing psychosocial hazards.

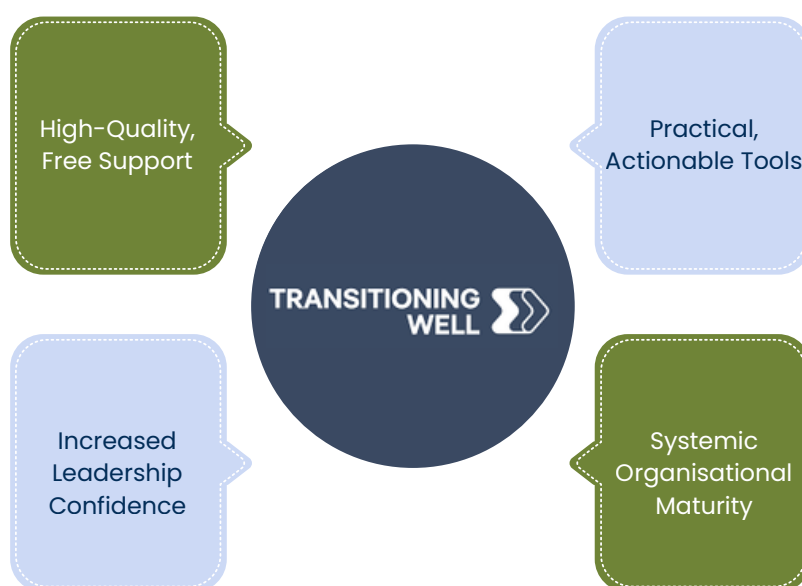
Transitioning Well received the Award for its Workplace Mental Health Coaching Program, designed to help small and medium businesses manage psychosocial risks. With more than 2,500 businesses supported and over 6,500 hours of coaching delivered, the program was praised by judges for its accessibility, scale and impact in moving workplaces from awareness to action.



Benefits to Employers

The Transitioning Well program offers highly practical and measurable benefits to employers:

- **High-Quality, Free Support:** Employers gain access to highly skilled psychologists at no cost, completely removing the financial barriers associated with premium safety consulting.
- **Practical, Actionable Tools:** Rather than focusing on abstract theories, the program delivers actionable, direct practical coaching solutions tailored to the everyday realities and resource constraints of small businesses.
- **Increased Leadership Confidence:** The program is highly effective, with **data indicating that 94% of participating leaders report greater confidence** in managing workplace mental health by the end of their coaching journey.
- **Systemic Organisational Maturity:** The program successfully shifts employers away from reactive responses – like solely offering counselling to distressed workers – toward **proactive, systemic interventions**. Employers learn to implement tangible controls such as flexible work policies, Employee Assistance Programs and localised team risk assessments.



The Transitioning Well Approach

Funded by the NSW government, the Workplace Mental Health Coaching program addresses a critical gap: small and medium enterprises (SMEs) and not-for-profits often lack the financial resources to afford comprehensive workplace mental health coaching.

Delivered by registered organisational psychologists, the program provides 4 hours of direct, practical, one-on-one coaching to business leaders over a period ranging from a few months to up to 15 months. The initiative actively shifts employers away from the misconception that psychosocial safety merely involves providing individual counselling to distressed workers. Instead, coaches guide leaders to examine systemic issues, implement actionable solutions and focus on 'good work design' to prevent harm at the source. Data shows that 94% of participating leaders report greater confidence in managing workplace mental health upon completing the program.

What is Transitioning Well?

The Transitioning Well program is an initiative that provides **workplace mental health coaching directly to small and medium businesses and not-for-profit organisations**. Funded by the NSW government, the program bridges a critical gap for organisations that typically lack the financial resources to afford comprehensive workplace mental health consulting.

How Employers Can Access the Service

To ensure the program reaches urban, regional and rural businesses alike, Transitioning Well uses telemarketing alongside targeted digital media campaigns across platforms like Facebook and Instagram. The marketing promises practical support for workforce wellbeing, acting as a hook for busy employers. When an employer decides to participate, **they are directed to a registration page hosted on the NSW government website**. After submitting their details, the Transitioning Well team directly calls the business to assess their specific goals, explain the coaching process, and schedule their initial one-on-one sessions.

Links with the Code of Practice

Under the SafeWork NSW Code of Practice: Managing psychosocial hazards at work, a Person Conducting a Business or Undertaking (PCBU) has a **primary duty of care to ensure the psychological and physical health and safety of their workers**. The Transitioning Well program is intrinsically linked to helping employers meet these legal requirements:

- **Translating Legal Duties:** Coaches help business leaders operationalise the Code's mandated four-step systematic risk management process (Identify, Assess, Control, Review) into daily business practices.
- **Good Work Design:** The Code emphasises that the most effective way to eliminate or minimise risks is through good work design. Transitioning Well actively aligns with this by shifting an employer's focus away from individual therapy and toward designing safe systems of work that prevent harm at the source.

Three Limitations Employers Must Consider Regarding Code Obligations

While the Transitioning Well program initiates excellent systemic change, employers must be thoughtful about its limitations in fully satisfying their ongoing legal obligations under the Code of Practice:

1. Time Constraints vs. Continuous Monitoring

- **The Limitation:** The Transitioning Well program primarily consists of **four hours of targeted coaching**. However, the Code of Practice legally requires PCBUs to proactively and continuously "maintain, monitor and review the effectiveness of controls," especially when changes occur. Four hours of coaching cannot replace ongoing daily compliance.
- **The Employer's Obligation:** To bridge this gap, employers must build internal capacity, such as establishing Health and Safety Committees to conduct regular reviews or incorporating psychosocial hazard checks into daily toolbox talks.

2. The "Boss Lottery" vs. Organisation-Wide Safe Systems

- **The Limitation:** The Code dictates that the PCBU's primary duty of care applies to all workers and cannot be transferred or delegated. Transitioning Well points out that coaching a single leader can create a "**boss lottery**," where a worker's psychosocial safety depends entirely on which manager they report to.
- **The Employer's Obligation:** Employers must ensure an organisation-wide safe system of work by actively cascading the skills learned from the Transitioning Well program across all levels of leadership, ensuring standardised policies and uniform training for every supervisor.

3. Preventative Design vs. Incident Investigation and Return to Work

- **The Limitation:** Transitioning Well coaching is fundamentally focused on prevention and systemic good work design. Conversely, the Code requires employers to formally and objectively investigate serious actualised hazards (e.g., severe bullying, sexual harassment or occupational violence) and to legally manage safe return-to-work protocols for psychologically injured workers.
- **The Employer's Obligation:** A few hours of preventative coaching does not equip a small business to handle complex legal investigations or workers' compensation claims. Employers must be prepared to engage specialised external HR investigators or return-to-work coordinators when serious incidents occur to ensure fair, objective and medically authorised processes

Employers should consider using the Transitioning Well program because it provides **free, high-quality workplace mental health coaching** to small and medium businesses and not-for-profits, eliminating the financial barriers usually associated with premium consultancy. The service is delivered by **registered organisational psychologists** who provide customised, one-on-one coaching to business leaders.

Rather than focusing on abstract theories or intimidating jargon, the program delivers **practical, actionable tools** tailored to the daily realities of time-poor small businesses. This approach is highly effective, as **data indicates that 94% of participating leaders report greater confidence** in managing workplace mental health upon completing the program.

Additionally, the Transitioning Well program helps employers achieve **systemic organisational maturity** by shifting their focus from reactive measures – such as mistakenly believing psychosocial safety just means providing individual counseling for distressed workers – to proactive interventions. Employers learn to design safe systems of work and implement tangible controls like flexible work policies, Employee Assistance Programs and localised team risk assessments.

Finally, the program acts as a direct bridge to help businesses **understand and meet their legal obligations** under the SafeWork NSW Code of Practice. Coaches guide leaders in operationalising the mandated four-step systematic risk management process (Identify, Assess, Control, Review) and emphasise good work design to prevent psychological and physical harm at the source

Judges feedback

- *I'm particularly impressed with this nomination because it targets organisations in the market which most often miss out when it comes to external WHS support – SME's. Its innovation comes in many ways, first with the time and effort it takes for private to combine with government to produce the best outcome possible for organisations who most need the support. The client feedback is testament to the effectiveness and impact of the program.*
- *I have not seen a better example of implementation and scalability in action. Whilst this has obviously been brought about through NSW Government funding and support, the collaboration and commitment required to join private with government to provide what is urgently needed by SME's to support them proactively manage psychosocial risk, does not go unnoticed by the author of these comments. My hat is off to everyone involved in this great, demonstrably sustainable program in NSW...making a difference where it truly counts.*