

HEALTHY HEADS IN TRUCKS & SHEDS

Heavy Vehicle Safety Initiative
Round 5 2020-2021

Final Report

Executive Summary

Healthy Heads in Trucks & Sheds Foundation Ltd (HHTS) is a registered health promotion charity that was established by the road transport, warehousing, and logistics industries, as a collective national approach to tackle 'driver and shed' mental health.

It is well known that poor mental health is a significant issue for the Australian road transport sector. Factors such as long hours, workplace isolation, monotonous driving conditions, pressure to meet delivery schedules and the need for continual alertness, all contribute to several unique risk factors for workers, in many cases leading to fatigue, isolation, disconnect, stress and physical health problems in turn leading to poor overall mental wellbeing.

The impact of substandard mental health amongst truck drivers and shed workers has not only significant bearings at the individual level for those employees impacted directly, but also company and economy-wide with billions in lost productivity and associated medical costs. Conversely, it can be demonstrated that companies that do invest in good mental health initiatives will receive positive returns such as improved productivity, reduced sick leave and overall healthier long serving employees.

In the absence of a national approach to addressing the issues, leading road transport and logistics organisations Woolworths, Coles, Linfox, Toll, Qube, Australia Post and Ron Finemore Transport combined as Founding Members to fund the inception and development of HHTS.

In August 2020, HHTS was launched to industry as a registered standalone not-for-profit entity for the benefit of the broader supply chain sector, with an independent board drawn from senior representatives across industry.

A key purpose of the Foundation is to take a national, holistic approach to the issues, removing duplication and coordinating efforts across industry.

HHTS is built on three key pillars, namely:

- 1. Training:** Increasing in the number of people trained in mental health at transport and logistics facilities
- 2. Standards:** Standardisation of policies and regulation at these facilities
- 3. Wellness:** Helping the individual be healthier from a diet and mental health perspective

Funding support received from the National Heavy Vehicle Regulator (NHVR) through Heavy Vehicle Safety Initiative (HVSII) Round 5 Funding, enabled the national launch of HHTS, the creation of a single national mental health strategy for industry— the *National Mental Health & Wellbeing Roadmap* (the Roadmap) and associated guidelines and handbooks, the development and launch of the HHTS Membership Program and the creation and delivery of the HHTS App.

Project objective

The delivery of targeted initiatives to support improved mental health and individual wellbeing for truck drivers, distribution centre and warehouse staff, nationally through the establishment and roll out of HHTS program, by industry for industry.

Project background

HHTS was created to promote the prevention and understanding of mental health issues in truck drivers, distribution centre and warehouse staff, and other road industry transport participants, as well as to support healthier options around diet, exercise, and individual wellbeing.

The establishment and funding of HHTS by industry, for industry, signals the urgency of the issues being tackled— namely the poor mental health of road transport and logistics workers, and the imperative need to address these issues. This is evidenced by the transport, postal and warehousing industry’s overall thriving workplace index score falling from 59.3 in 2018 to 58.9 in 2019; the lowest score of any industry (SuperFriend ‘Transport, Postal and Warehousing 2020 Industry Profile’). Stress related to meeting deadlines was identified as well above the norm, and stigma around mental health issues has regrettably increased, despite encouragement to discuss mental health issues.

The global pandemic has placed a spotlight on the critical importance of the road transport logistics sector and broader supply chain in keeping the nation and economy moving, but simultaneously, the impacts of this protracted and stressful time have exacerbated existing issues for many in the sector.

The launch of HHTS in mid-2020 was both timely and vital, providing the industry with a national approach to mental health and physical wellbeing awareness and understanding, as the country was faced with responding to the COVID-19 crisis.

Additionally, the launch of HHTS was opportune as the Foundation acts as an overarching, coordinating body for several different mental health initiatives that have recently arisen across the sector, meaning that HVSI funding is maximised and leveraged, for the benefit of broader industry through a single and permanent, coordinating body.

Through the efforts of HHTS with the support of NHVR, in its first 12 months of operation, HHTS has successfully positioned itself as the industry leader and coordinator for mental health and wellbeing in the sector.

HVSI Round 5 Deliverables

Stage 1 - National launch and roll-out of Healthy Heads in Trucks & Sheds

Background

To launch the Foundation, HHTS gathered representatives from a cross-section of the road transport, warehousing and logistics industries and produced a 45-minute Q&A program. The key objective was to capture engaging conversations to highlight the poor state of mental health and physical wellbeing in the sector and position HHTS as the peak industry body for mental health and wellbeing. To achieve this, HHTS engaged frontline workers from small-large businesses, industry leaders and spokespeople, including Foundation Patron, Lindsay Fox AC, HHTS Chair Paul Graham, then-Deputy Prime Minister Michael McCormack and Senator Glenn Sterle.

The cross-section of participants reflected a bipartisan approach and contributed to important messaging around the vision of the Foundation, as an industry for industry initiative.

Delivery of HHTS Launch

Prior to the launch, HHTS carried out comprehensive stakeholder engagement, resulting in extensive data, and support from industry stakeholders and media - providing additional channels of communication for the Foundation. As a result of these efforts HHTS was able to promote the launch via numerous internal and external channels via email, EDMs, letters, internal apps, and social media and online media platforms. These efforts contributed to a successful launch on 18 August 2020.

Key Results

- Live launch engaging over 700 viewers, nationally.
- A further 200 viewers engaged with the event in the days following.
- Broadcast media engagement: the launch was promoted via mainstream media channels including Prime7 regional network (reach of 5.5 million viewers) and Triple M Breakfast radio with Lindsay Fox partaking in a 20-minute exclusive interview.
- Immediate increase in industry engagement with the Foundation, which was reflected in new industry partner engagement.
- Growth across HHTS LinkedIn and increased website traffic.

The full launch can be viewed [here](#).

Building Brand Awareness

To support the launch and build brand awareness, HHTS developed a suite of digital assets and merchandise:

- Logos
- Supporter signature blocks
- Infographics
- Posters
- Merchandise (caps, stickers, water bottles)

The above assets have become important tools to reinforce the brand, having been distributed across logistics sites nationwide over the past 12 months.

HHTS found that the delivery of these assets has created numerous touch points across the sector, achieving continual awareness and understanding of the Foundation.

Media Engagement

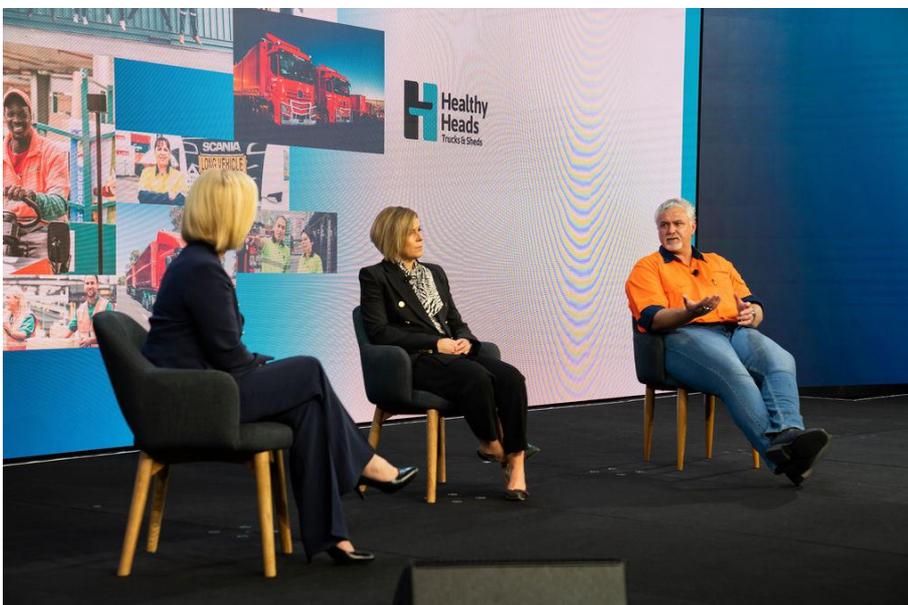
Continual media engagement has been important to the success of industry wide awareness of HHTS.

In addition to the mainstream media (TV and Radio) received for the launch of HHTS, 26 press features and 60+ social posts were generated, contributing to 725 LinkedIn connections post launch. Notably, HHTS has maintained a strong presence on LinkedIn, having nearly 2,000 connections and consistently receiving high levels of engagement across posts.

Figure 1: Examples of materials produced for the HHTS Launch, and awareness raising initiatives mentioned above



PROUD SUPPORTERS OF



**Stage 2 – HHTS Membership and Accreditation Campaign &
Stage 4 – National Draft Standards for Policies and Regulations**

For simplicity in reporting and in line with project evolution, Stages 2 and 4 are reported on together.

Creation of Three-Year Mental Health and Wellbeing Strategy, Membership and Supporting Resources

Background

In the absence of a national approach to improving mental health and physical wellbeing outcomes of workers in the sector, HHTS created a three-year strategy for all industry participants. This strategy and supporting documents were developed in consultation with an industry-led Advisory Board, clinical psychologists, and a creative agency. To deliver these resources to industry, HHTS developed a Membership program, providing the Foundation with the opportunity to support those who wanted to apply the strategy.

Establishment of Advisory Board and Working Groups

The HHTS Advisory Board was established in late 2020 to guide the development and delivery of national guidance and resources for the road transport, warehousing and logistics industries.

Advisory Board membership is as follows:

Name	Position	Company
Fiona Andrew - Chair	National Health and Wellbeing Manager	Australia Post
Joe Toohey	Group Manager Health and Wellbeing	Qube
Misha Shliapnikoff	President Bevchain	Linfox
Daryll Hull	Chair	Teacho
Sarah Jones	Road Transport Compliance, Safety and Behavioural Change Leader	Toll
Denise Carroll	Head of Safety, Wellbeing and Environment	Woolworths
Sal Petrocetto	CEO	NHVR
Jim Kelly	Director, Health and Safety Design	SafeWork NSW
Jason Larfield	Truck Driver	Ron Finemore Transport
Chris Hogarty	Chief Sustainability Officer	NTI
Daniel Whitehead	Managing Director	Daimler
Mark Deady	Post-Doctoral Research Fellow	Black Dog Institute
Rachel Bowes	Head of Crisis Services and Quality	Lifeline
Darren Black	CEO	OzHelp
Linda Sheahan	Wellness and Prevention Engagement Manager	Beyond Blue
Mike Fitzharris	Associate Director of Regulation	MUARC
Karina Jorritsma	Professor of Practice, Future of Work Institute	Curtin University
Anthony Maugeri	Southern Regional General Manager	Frasers Property

The Advisory Board led the creation of the *National Mental Health and Wellbeing Roadmap* (the Roadmap), *Business Guidelines for Mental Health and Wellbeing Strategies* and *People Leader and Workforce Handbooks*. The Advisory Board met from December 2020 through to May 2021 to provide strategic direction and deliver feedback as these documents were being developed in conjunction with AP Psychology and Consulting Services (APPCS).

The Advisory Board continues to meet quarterly, now focusing on the accreditation (or endorsement) process. Pilots will commence in 2022. Resources to support organisations are under development, in particular to aid smaller companies and owner drivers, to implement the Roadmap -working to improve mental health and wellbeing across industry at all levels.

Four Working Groups were established to inform and guide the Roadmap and resources, along with inputting different HHTS programs and initiatives: the Technology Development Committee (TDC), Standards WG, Training & Education WG, and Wellbeing WG.

These working groups are subject matter experts and frontline staff, along with mental health sector advocates, and are focussed on their specific area of industry.

The Standards WG has been investigating standards and guidance to address the treatment of drivers at transport facilities, including the development of a national manual/hierarchy of controls.

Development of Roadmap and Supporting Resources

To support the delivery of this project, HHTS engaged Red Jelly (creative agency) to manage the design and delivery of the Roadmap and supporting resources, including copyrighting to ensure the simplicity of language throughout the resources. In addition, Red Jelly led the development of a strategic campaign aimed to promote the launch of the Roadmap and Membership Program, to maximise its reach across industry.

Figure 2: National Mental Health and Wellbeing Roadmap, Business Guidelines for Mental Health and Wellbeing Strategies and People Leader and Workforce Handbooks



Membership

Business Guidelines for Mental Health and Wellbeing Strategies and People Leader and Workforce Handbooks developed by APPCS and Red Jelly make up the HHTS Business Membership offering, which in turn support organisations in assessing where improvement regarding mental health and wellbeing can be made and provide tangible tools to help businesses take the steps required.

Development of Website and Member Portal

To allow access to the Membership, HHTS built out a new website with ecommerce capabilities, and additional functionality that allows for businesses and owner-operators to create their own unique profile and access new information as it is added. To carry out this piece of work, HHTS engaged Red Jelly for the strategic and creative design, build and testing of the site.

- Across the entire project period HHTS has received 53,910 website views.
- In the month following the launch of the new website and Member Portal website views increased by 255%.

Roadmap Launch

The campaign developed by Red Jelly had multiple components, commencing with an event to launch the Roadmap in Wagga Wagga, NSW on 7 May 2021, with the HHTS Board and Deputy Prime Minister Michael McCormack. Through this event HHTS was successful in engaging widespread regional coverage across TV and press, and further national exposure across industry trade publications and social media. This provided multiple touch points for the message to be spread to industry participants.

Figure 3: Images from Roadmap launch event



Membership Launch

Following the Roadmap launch, HHTS formally launched the Membership campaign at an event coinciding with the Brisbane Truck Show (BTS) on 14 May 2021. This event called for industry leaders to get on board, and lead by example, encouraging the rest of industry to take steps toward improvements in mental health and wellbeing within their own organisations, and in turn drive these improvements across industry. In addition, HHTS hosted a stand at the BTS, providing greater opportunity to engage industry participants. This facilitated further opportunity to promote the newly launched Membership offering, which was made available to individuals for free.

Figure 4: Membership launch events and activities



To extend reach beyond this event, HHTS worked with Red Jelly to deliver a national campaign, including:

- Campaign video, view [here](#).
- Social media tiles
- Magazine ads
- Truck curtains and warehouse banners
- Posters
- EDM content
- One-pager
- Radio Ad

These assets were shared nationally with key industry participants and have contributed to an increase in industry-wide recognition and understanding of the Roadmap and Membership offering. In addition, HHTS has taken an 'always on' approach to this campaign, sharing variations of the assets mentioned above to reinforce the overarching message. See examples below.

Figure 5: Examples of social media assets developed and rolled out as part of the Membership launch campaign



It's about sharing resources everyone can benefit from.
Support the cause that supports you. **Get your business on board.**



It's about taking the time to listen.
Support the cause that supports you. **Become a member.**



It's about making mental health as important as physical safety.



It's about a national mental health roadmap and how to action it.



Support the cause that supports you.
Free membership for individuals



It's about not carrying the load alone.

Figure 6: Member engagement through support of the Membership launch



Overview of Key Outcomes

- An increase in sponsors, industry partners and uptake of Membership
 - Sponsors: 17
 - Industry Partners: 18
 - Members: 25 Business Members, 181 Individual Members.
- Numerous approaches to roll out Membership, e.g., HHTS property sponsors purchasing membership for industrial tenants.
- Invitations for HHTS CEO Naomi Frauenfelder to speak at industry events to promote understanding of the Roadmap and Membership.
- Increased demand for HHTS to support industry in applying the Roadmap, leading to the development of a webinar series on the seven workplace strategies within the Roadmap.
- Increased demand for delivery of HHTS tools and resources, leading to the development of a Toolbox Talk series and stakeholder packs.
- Industry participants taking initiative to supply their workforce with the Leader and Workforce Handbooks.
- Industry participants joining HHTS working groups.
- Industry participants hosting internal events to make employees and workers aware of HHTS and encouraging participation.
- Increased engagement with HHTS website, with the Learning Hub, Training & Education and Become a Member pages being the most frequently visited.

Stage 3 - Development of HHTS App

Background

The development of an app was identified as a priority for HHTS, due to the transient and often regionally based nature of many roles within industry. There was a desire to provide employees with resources that they could easily access at their fingertips, no matter where they are, to promote mental health and physical wellbeing, with content specifically curated for transport and logistics workers.

Design and development of the App was overseen by the HHTS Technology Development Committee (TDC), including a subcommittee that was formed to assist with the selection of the app developer.

Free to download for Apple and Android devices, the Healthy Heads App is designed to support wellbeing, increase self-awareness, and create greater resilience. It was developed specifically for truck drivers and shed workers, with testing taking place with people in these roles throughout the App's development.

Development of App

The App was developed through the iMOVE CRC, with oversight from the TDC.

The HHTS strategy around the development of the app was to go to market to source a private app developer with proven experience and strength in user experience (UX).

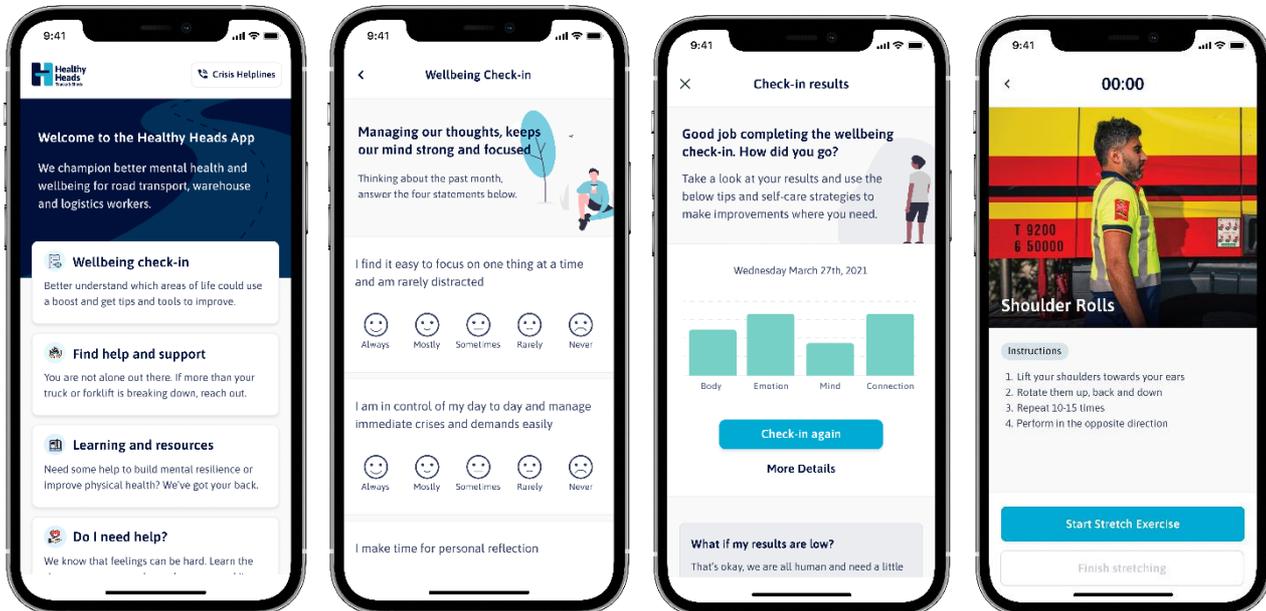
The approach was then to bring iMOVE and the University of Sydney Charles Perkins Centre and University of NSW together with a chosen app developer to work together as a project team to develop the app, i.e., to lead with an engaging wellness app followed by the research, rather than a research-lead program.

Accordingly, a process was conducted by the TDC subcommittee to select an app developer, with Tanzu Labs being the successful company.

Tanzu Labs were commissioned to build the app, utilising proven processes to ensure the prioritisation of features to meet user requirements, including one on one interviews/consultations with truck drivers and shed workers throughout the process. The TDC was also continually consulted.

The University of Sydney Charles Perkins Centre completed a research component, investigating the use of an 'Industry Health Score' which will be further investigated in future iterations of the App. The University of NSW is assisting with back-end testing and hosting of the App, prior to the next build.

Figure 7: Screenshots of the Healthy Heads App



Overview of Key Outcomes

The HHTS App was launched on 17 August 2021.

Features include:

- Self-check-in quiz to help increase self-awareness
- Access to resources to create greater resilience
- Tools to help better manage day-to-day life
- Access to urgent support services
- Stretching exercises

Promotional material including fliers and a toolbox talk were delivered to industry to promote usage of the App, as well as a specific campaign for R U OK? Day.

In the first week of releasing the App, 500 people downloaded it, and multiple companies have, or are in the process of, embedding it within their own apps, or installing it on company-issued devices.

After the positive reception of the stage one release of the HHTS App there is now evidence to support further development. Accordingly, the next phase of app development will commence shortly, involving user surveys to inform future releases and further promotion for uptake.

Media & Communications Summary

Across the duration of FY20-21, the HHTS Media and Communication Strategy was tailored to promote understanding and prevention of mental health and wellbeing challenges that exist within the sector. Continual awareness-raising is, and continues to be, pivotal to the overall success of the projects, supporting industry participants to develop a commitment to take action, and utilise the resources delivered by HHTS.

Key Communications Objectives:

- **Goal 1:** Promote awareness and prevention of mental health and wellbeing challenges across the road transport, warehousing and logistics industries, in adherence to programs and initiatives linked to the three key pillars.
- **Goal 2:** Promote and embed understanding of the *National Mental Health and Wellbeing Roadmap* (the Roadmap), on a national and industry-wide scale.
- **Goal 3:** Promote awareness of the HHTS Membership Program, and suite of accompanying resources to drive membership take-up across medium to large businesses as well as individuals.
- **Goal 4:** Promote relevant mental health resources, coordinating and facilitating access to information across the entire sector. For example
 - Healthy Heads App
 - Mental health and health sector events and initiatives (R U OK? Day, Mental Health Awareness Month, National Safe Work Month, Men's Health Week, etc).

During the course of the projects HHTS proactively utilised the following channels to achieve widespread reach and engagement:

Trade and Traditional Media (online and print)

- Earned press was sought for all HHTS campaigns and industry announcements.

Broadcast Media and Industry Podcasts

- Interviews with CEO, Chair, Directors and Industry Spokespeople who champion HHTS were pitched and secured.
- Earned mentions across industry podcasts were achieved.

Industry Groups, Associations and Founding Member Networks

- Industry groups and associations continually received media and campaign asset packs to share HHTS content across their platforms.
- Word of mouth through champions within these groups has also been vital to growing HHTS membership.

Social Media and Industry Influencers

- LinkedIn was used to target a segment of the industry as well as position HHTS as the leading mental health and wellbeing industry body.
- Alignment with established industry groups and Facebook pages allowed greater reach.

Media Coverage Highlights:

Press reports highlighting HHTS coverage and mentions gained across all projects have been provided at each quarterly reporting stage.

HHTS has maintained significant engagement across various media channels since launching in August 2020. During the reporting period 32 press releases were issued.

Key media coverage highlights are detailed below:

Australian Financial Review, featuring HHTS Chair Paul Graham, click to [view](#).

The Daily Advertiser, featuring HHTS Roadmap launch, click to [view](#).

ABC News, featuring HHTS Interim CEO Lachlan Benson, click to [view](#).

Conclusion

Funding support received from the NHVR through Heavy Vehicle Safety Initiative (HVSIs) Round 5 Funding has assisted HHTS in positioning itself as the umbrella body for mental health and wellbeing in the road transport, warehousing and logistics industries.

The launch of HHTS, and then delivery of the Roadmap and resources, Membership and HHTS App shortly thereafter, has encouraged strong buy-in from the entire supply chain sector. HHTS has seen an increase in sponsorship, partnerships and Membership, situating HHTS as the industry leader for mental health and physical wellbeing.