



Rethink 2020

A state plan for mental health in Tasmania 2020–2025

2022-23 Rethink 2020 Implementation Plan

To be read in conjunction with *Rethink 2020*

October 2022



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2022-23 Rethink 2020 Implementation Plan Background

Acknowledgements

The 2022-23 *Rethink 2020* Implementation plan, is the second *Rethink 2020* implementation plan, and provides an updated oversight of the work that is to progress the *Rethink 2020* Reform Directions. *Rethink 2020* Implementation Plan (the Plan) was developed by Primary Health Tasmania, the Tasmanian Department of Health and the Mental Health Council of Tasmania with endorsement from the Mental Health and Alcohol and Other Drug Leadership Group, and approval from Primary Health Tasmania and the Tasmanian Department of Health. The Leadership Group membership consists of representatives from:

- Primary Health Tasmania
- Tasmanian Health Service
- Alcohol, Tobacco and other Drugs Council of Tasmania
- Carers Tasmania
- Flourish Mental Health Action in Our Hands Inc.
- Tasmanian Department of Health
- Mental Health Council of Tasmania
- Mental Health Families and Friends Tasmania
- National Disability Insurance Agency

We acknowledge people with a lived experience of mental illness, their families and friends.

We acknowledge experience of people who have considered ending their life and those who support and care for those they love through suicidal crisis. We acknowledge those bereaved by suicide and the lives lost to suicide. Your voice, the voice of lived experience, is essential to the work we do together.

We acknowledge equality and diversity, inclusivity, cultural sensitivity, and safety and the connection to mental health and wellbeing. While Reform Direction 7 identifies specific actions for priority population groups, all actions in the Plan equally apply to these priority population groups.

We acknowledge the traditional owners of the land on which we work and live, and respect their ongoing custodianship of this land. We pay our respect to the Tasmanian Aboriginal people, and Elders past and present.

Tasmanian Aboriginal people's traditional lifestyle promoted physical and emotional health, resilience and wellbeing; Aboriginal people continue to value the importance of community as a vital component of physical health and wellness. We acknowledge the ongoing work of Aboriginal organisations in ensuring the health and wellness of their community.

Document history

The Plan will be reviewed throughout the implementation stage and updated annually with new date and version numbers.

| Version | Date | Comments | Disseminations |
|---------------------------|----------------|------------------------------------|-----------------------|
| Version 1 | August 2021 | Current from August 2021-July 2022 | Internal and External |
| Version 2 | September 2022 | Current from August 2022-July 2023 | Internal and External |

Purpose

The purpose of the Plan is to outline the approach and activities that will deliver *Rethink 2020*.

The Plan has been jointly developed by the Tasmanian Department of Health, Primary Health Tasmania, the Mental Health Council of Tasmania and guided by input from the Mental Health and Alcohol and Other Drug Leadership Group (Leadership Group) and relevant stakeholders. It will be reviewed and updated throughout implementation between July 2021 to June 2025.

The Plan covers the following areas:

- Planning and development
- Communication and engagement
- Governance
- Monitoring and evaluation
- Timeframes
- Action plan

Reform Directions

The Reform Directions are:

1. Empowering Tasmanians to maximise their mental health and wellbeing
2. A greater emphasis on promotion of positive mental health, prevention of mental health problems and early intervention
3. Reducing stigma
4. An integrated Tasmanian mental health system
5. Shifting the focus from hospital-based care to support in the community
6. Getting in early and improving timely access to support (early in life and early in illness)
7. Responding to the needs of specific population groups
8. Improving safety and quality
9. Supporting and developing our workforce
10. Monitoring and evaluating our action to improve mental health and wellbeing.

Activity

Activities are categorised by Reform Direction, with the annual priority areas outlined next to the goals. The Plan will be updated annually to enable activity updates, reporting on annual performance, inclusion of additional actions, and incorporation of new policy directions.

Completed actions up to December 2020 are referenced in *Rethink 2020*, and progress updates for action from *Rethink 2020* Implementation Plan Version 1 (2021-22) have been collated into a dedicated annual progress report.

Reform Direction I: Empowering Tasmanians to maximise their mental health and wellbeing

Goals

- Build the capacity of Tasmanians to find, understand and use health information to maximise their mental health and wellbeing
- Develop a mental health system that enables Tasmanians to maximise their mental health and wellbeing.

2022/23 Priority Areas

- Review the Consumer and Carer Participation Framework for Tasmania
- Implement the 'Your Experience of Service' into all public mental health settings
- Improve the physical health of people with mental illness
- Increase mental health literacy in the community

| 2022/23 Activities | Status |
|---|-------------|
| Complete the review of the Consumer and Carer Participation Framework for Tasmania in consultation with the Tasmanian Health Service, Flourish and Mental Health Families and Friends Tasmania | In progress |
| Develop an electronic version of the YES and CES, and trial the implementation across primary, public and community mental health services | In progress |
| Develop a workplan to deliver a state-wide mental health literacy program that builds the capacity of communities to look after their mental health and wellbeing, and support the establishment of the regional coordinators program | To start |
| Develop a communication plan to build community awareness and acceptability of virtual mental health support services, including how, when and where to access these | To start |
| Support the Equally Well Consensus Statement within the Tasmanian context | In progress |

Reform Direction 2: A greater emphasis on promotion of positive mental health, prevention of mental health problems, and early intervention

Goals

- Promote mental health and wellbeing and prevent mental illness in the community.

2022/23 Priority Areas

- Partner with community sector organisations and other key stakeholders to deliver mental health promotion initiatives
- Review Tasmania's Mental Health Promotion, Prevention and Early Intervention (PPEI) Framework
- Increase support for communities to develop and implement community action plans to support suicide prevention
- Suicide Prevention

| 2022/23 Activities | Status |
|--|-------------|
| Develop a workplan to deliver the Connecting with People (CwP) suicide mitigation approach across the mental health care sector | In progress |
| Release the new Tasmanian Suicide Prevention Strategy and associated implementation plan | In progress |
| Commence development of a new Mental Health and Alcohol and Other Drug Promotion, Prevention and Early Intervention Framework for Tasmania | In progress |
| Implement the Safe Haven Operational Service Model within Head to Health Centres | In progress |
| Complete a desktop review of the current mental health in the workplace programs and resources being delivered and accessed across the state | To start |
| Deliver Mental Health Week activities state-wide, through initiatives such as Mental Health Week community grants | In progress |
| Guide and inform the mental health components of other State Government strategies, including the Healthy Tasmania 5 year strategic plan to ensure alignment with Rethink 2020's priority activity | In progress |

Reform Direction 3: Reducing Stigma

Goals

- Reduce stigma and discrimination in the community and health workforce in relation to mental illness

2022/23 Priority Areas

- Adapt and adopt social marketing awareness and education campaigns for Tasmania about mental health and mental illness
- Strengthen relationships with local media to increase accuracy of reporting on mental health and mental illness
- Develop and implement education and training for specific workforces and other target groups to reduce stigma

| 2022/23 Activities | Status |
|--|-------------|
| Facilitate consultation with the sector and people with a lived experience on the National Stigma Reduction Strategy once released | In progress |
| Work with community sector organisations to implement priority population frameworks that support stigma reduction (see Reform Direction 7 for further detail) | In progress |
| Commence implementation of a local media engagement strategy to increase accuracy in reporting on mental health and mental illness | To start |
| Review the National Stigma Reduction Strategy and support implementation of the strategy within Tasmania | To start |
| Establish a communications plan to deliver a regular stigma reduction program through social media | To start |

Reform Direction 4: An Integrated Tasmanian Mental Health System

Goals

- A seamless and integrated mental health system that provides support in the right place and the right time and with clear signposts about where to get help

2022/23 Priority Areas

- Embed a person-centred and recovery focused approach in Tasmania's mental health system
- Better integrate key parts of the mental health system including public mental health services, primary health care, clinical and non-clinical services, and private providers
- Better integrate the mental health system with other key areas including alcohol and drugs services, housing, children and youth services, and education

| 2022/23 Activities | Status |
|--|-------------|
| Provide an annual detailed progress report against the Government's Response to the Mental Health Southern Integration Taskforce Recommendations | Ongoing |
| Complete the development and implementation of the Central Intake and Referral Service (CIRS) for mental health service access in Tasmania, and integrate the national Head to Health assessment and referral phone service into the CIRS | In progress |
| Develop a shared communication and key stakeholder engagement plan to build awareness of the CIRS in Tasmania | To start |
| Initial Assessment and Referral (IAR) training support officers to complete a workforce implementation plan, and progress training in line with this plan | In progress |
| Complete the IAR trial, consider outcomes, and expand implementation of the tool across the mental health care system – including with general practitioners, and through the CIRS | In progress |
| Utilising findings from previous gap analyses, continue to monitor variations in need, to identify gaps and duplication in line with the continuum of care model, and make service alignment recommendations accordingly | Ongoing |
| Develop a co-commissioning framework and identify opportunities for future co-commissioning in the mental health sector | In progress |
| Establish a network of adult Head to Health services across Tasmania. This includes: <ul style="list-style-type: none"> • Support the Launceston Head to Health Centre to move into its long-term site • Open the Peacock Centre and St John's Park Centre (to include the Residential Eating Disorder Centre) • Establish three new Head to Health satellite services (with locations to be advised) • Establish three new Head to Health Kids Hubs (refer to Reform Direction 6) | In progress |
| Establish and deliver three eating disorder day programs (with locations to be advised) | In progress |

Reform Direction 5: Shifting the focus from hospital-based care to support in the community

Goals

- Re-orientate the Tasmanian mental health system to increase community support and reduce the reliance on acute, hospital-based mental health services

2022/23 Priority Areas

- Develop stepped models of mental health support in the community
- Review the current range of community supports provided by community sector organisations and consider the impact of the rollout of NDIS in Tasmania

| 2022/23 Activities | Status |
|--|-------------|
| Continue to provide information, advice and recommendations to NDIA and other government agencies to improve outcomes for NDIS participants with a psychosocial disability | Ongoing |
| Engage key stakeholders to review current psychosocial support services available for people not eligible for the National Disability Insurance Scheme and develop recommendations for future service needs | In progress |
| Complete a gap analysis of psychosocial supports to understand levels of need and supports within specific population groups and regions | In progress |
| Expand the Police, Ambulance and Clinician Emergency Response (PACER) service into the North-West of the State as the next phase in evolving PACER to a state-wide model | In progress |
| Continue Mental Health Hospital in the Home (MHHITH) in the South of the State and develop a pilot of MHHITH for youth in the North-West | In progress |
| Identify barriers to access and engagement in digital interventions, including telepsychiatry, and develop recommendations to improve access and engagement | To start |
| Utilising findings from previous gap analyses, continue to monitor variations in need, and make service alignment recommendations accordingly | Ongoing |
| Commission ongoing universal aftercare that is informed by the current Way Back Service, to improve access to services for people following a suicide attempt and/or suicidal crisis | In progress |
| Develop information and resources that work to increase community awareness and understanding of the levels of care, and processes for accessing care, as outlined in the IAR (to compliment the work occurring under Reform Direction 4 regarding IAR and CIRS) | In progress |

Reform Direction 6: Getting in early and improving timely access to support (early in life and early in illness)

Goals

Intervene early to reduce the incidence, duration and severity of mental illness in Tasmania and improve access to mental health support.

2022/23 Priority Areas

- Strengthen mental health services for infants, children and young people and their families and carers
- Establish early referral pathways especially following a suicide attempt or self-harm
- Support primary health to be the 'front end' of mental health care in Tasmania
- Investing in Child Mental Health and Social and Emotional Wellbeing
- Enhancement and Expansion of Youth Mental Health Services
- Perinatal Mental Health Screening

| 2022/23 Activities | Status |
|--|-------------|
| Establish three Head to Health Kids (0 to 12 years) Hubs integrated within Child and Family Learning Centres (with locations to be determined) | To start |
| Continue to action the recommendations of the Child and Adolescent Mental Health Services (CAMHS) Review and Government Response | In progress |
| Continue implementation of the GP Liaison project within Statewide and Mental Health Services | In progress |
| Develop an operational service model for the implementation of Mental Health Hospital in the Home for youth in the North-West | To start |
| Establish a new headspace Centre in an outer Hobart suburb and increase capacity of existing headspace Centres in Hobart, Launceston and Devonport to reduce access wait times | To start |
| Support the mental health and wellbeing of new and expectant parents by expanding support services, continue funding to support digital perinatal mental health screening, and deliver universal perinatal mental health screening | Ongoing |

Reform Direction 7: Responding to the needs of specific population groups

Goals

- Ensure population groups at higher risk of mental illness can access the support they need, when they need it

2022/23 Priority Areas

- Work with the Department of Social Services and the Tasmanian Department of Health to identify linkages, gaps and duplication in services and funding relevant to the mental health and wellbeing of specific population groups.
- Review current investment in community sector organisations to consider the needs of specific population groups.
- Ensure the needs of specific population groups are considered in the Tasmanian Suicide Prevention Strategy (2023-2027).
- Ensure the needs of specific population groups are identified in the review of Tasmania's Mental Health Promotion, Prevention and Early Intervention (PPEI) Framework.

| 2022/23 Activities | Status |
|---|-------------|
| Through ongoing collaboration with the LGBTIQ+ community, the following actions have been agreed: develop a concept service model for an LGBTIQ-specific mental health service; embed Department of Health (DoH) LGBTIQ-inclusive practice online training modules for all staff; establish LGBTIQ+ peer navigators; develop an auditing tool for DoH services to assess how they are meeting the needs of LGBTIQ+ people | In progress |
| Work with Aboriginal Community Controlled Health Organisations to identify the links between their priority focus areas and Rethink and increase our understanding of how to best integrate these moving forward | To start |
| Establish a process to ensure accountability for the implementation of relevant priority population frameworks and continued professional development within Tasmania's public mental health services and services commissioned by the Tasmanian Government | To start |
| Establish an advisory group of members of specific population groups as part of the governance to inform the development of the new Tasmanian Suicide Prevention Strategy, and the new Tasmanian Mental Health and Alcohol and Drug Promotion, Prevention and Early Intervention Framework | In progress |
| As part of the Tasmanian Mental Health Reform Program, establish the specialist teams to operate within the public mental health service system to improve its capacity to effectively support and treat people living with complex needs | In progress |
| Review commitments made and progress in addressing the mental health and social and emotional wellbeing of Aboriginal and Torres Strait Islander people and communities | To start |
| In partnership with key stakeholders, monitor the development and implementation of priority population frameworks (including, but not limited to: Embrace Multicultural Mental Health Framework, the Cultural Respect Framework, and the updated Tasmanian whole- of-government LGBTIQ+ Framework) | In progress |
| Map referral pathways and treatment options for people with severe and complex mental illness, and their families and friends, and make recommendations to improve the integration and coordination of their care, ensuring that people are able to move between statewide mental health services and primary/community care options to best meet their needs | In progress |
| Implement the Older Persons Mental Health Services (OPMHS) Reform Project. This will include recruitment of key staff for the OPMHS and establishment of working groups to design Operational Service Models for OPMHS Inpatient and Community Services. Stakeholder groups will include consumers, families and friends, the Mental Health Council of Tasmania, Mental Health Families and Friends, Flourish, and the University of Tasmania | In progress |
| Co-design a youth peer work model and regional youth mental health service networks to improve service integration and navigation across the continuum of care within youth mental health services | In progress |
| Complete planning for the establishment of an Early Psychosis Youth Service (EPYS) in Tasmania and commence implementation, which will include commissioning a lead agency and consultation around service location | In progress |

Reform Direction 8: Improving Safety and Quality

Goals

- Develop safe and high-quality mental health services and a consistent approach to safety and quality across the Tasmanian mental health system.

2022/23 Priority Areas

- Ensure public mental health services and community sector organisations continue to comply with the National Standards for Mental Health Services and/or National Safety and Quality Health Service (NSQHS) Standards

| 2022/23 Activities | Status |
|--|-------------|
| Establish a new clinical governance framework for Tasmania's public mental health system | In progress |
| Monitor the development and release of new state and federal clinical governance frameworks, and assess how to best support commissioned providers with the application of these | To start |

Reform Direction 9: Supporting and developing our workforce

Goals

- Support and develop the workforce to meet the needs of an integrated mental health system and to improve the mental health and wellbeing of the Tasmanian community.

2022/23 Priority Areas

- Develop a joint workforce development strategy.
- Develop opportunities for joint training to support an integrated mental health system including joint training for consumers, carers, public, private, primary health, and community sector.

| FY22/23 Activities | Status |
|---|-------------|
| Continue to implement the Peer (Lived Experience) Workforce Development Strategy, including the development of a four-day introduction workshop for Lived Experience Workers and the development of a program to support peer supervision | In progress |
| Identify current and future workforce needs across the mental health care sector in Tasmania | In progress |
| Establish a multi-agency mental health workforce working group to identify strategies to address the current and future workforce needs | To start |
| Finalise the 2022-23 GP and Mental Health events calendar and implement training as identified | In progress |

Reform Direction 10: Monitoring and evaluating our action to improve mental health and wellbeing

Goals

- Monitor and evaluate our progress in achieving our vision of Tasmania being a community where all people have the best possible mental health and wellbeing.

2022/23 Priority Areas

- Develop a suite of key performance indicators to measure service efficiency and effectiveness and desired outcomes relevant to the mental health and wellbeing of Tasmanians.

| 2022/23 Activities | Status |
|--|----------|
| <p>Rethink 2020 Steering Group to:</p> <ul style="list-style-type: none"> • Develop an agreed set of medium to long term (to 2025) outcome measures for Rethink 2020 • Identify current status against agreed outcome measures • Identify and agree on data sets that demonstrate the current status of agreed outcomes • Review existing data-sharing arrangements, and identify if appropriate to support the collaborative monitoring of outcomes | To start |
| <p>As part of the development of a strategic commissioning model (refer to Reform Direction 4), develop a set of agreed outcomes-based performance indicators, in line with service types and service models, to be included in future reporting by services</p> | To start |
| <p>Work with Community Sector Organisations (CSOs) to support the development of outcomes-based performance indicators and support CSOs with changes in reporting to outcomes-based reporting</p> | To start |