

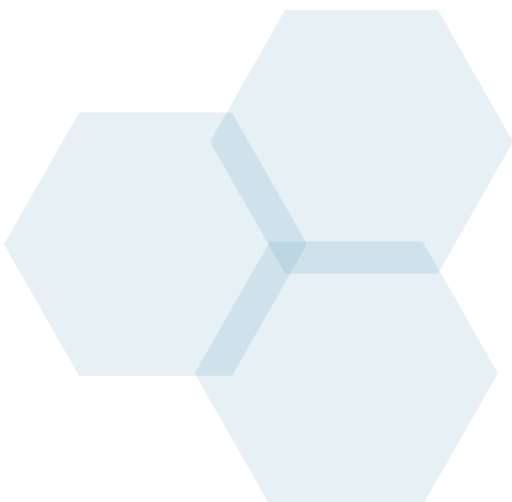
Rethink 2020

A state plan for mental health in Tasmania 2020-2025

2023-24 Rethink 2020 Implementation Plan

To be read in conjunction with *Rethink 2020*

October 2023



Acknowledgments

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

We acknowledge the experiences 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 Implementation 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 palawa (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.

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This document outlines the approach and activities that will be undertaken in 2023-24 to deliver on *Rethink 2020*.

The *2023-24 Rethink 2020 Implementation Plan* has been jointly developed by the Tasmanian Department of Health, Primary Health Tasmania and the Mental Health Council of Tasmania and guided by input from key stakeholders.

Rethink 2020 was released in December 2020 and can be found online at:

<https://www.health.tas.gov.au/health-topics/mental-health/mental-health-projects-and-initiatives-priorities/rethink-2020-tasmanias-strategic-plan-mental-health>

The *2022-23 Rethink 2020 Implementation Plan* can be found online at:

<https://www.health.tas.gov.au/publications/rethink-2020-fy23-implementation-plan>

To keep updates concise, key agency names that are repeated regularly have been abbreviated throughout this document. The main abbreviations used include:

- Department of Health Tasmania (DoH)
- Mental Health Council of Tasmania (MHCT)
- Primary Health Tasmania (PHT)

Background

Rethink 2020: A state plan for mental health in Tasmania 2020-2025 (Rethink 2020) is Tasmania's overarching mental health plan and outlines the Tasmanian Government's best-practice approach to building a contemporary, integrated model of mental health. Its goal is to ensure every person living in Tasmania can receive more holistic support, in the right place, at the right time.

Rethink 2020 plays a central role within a comprehensive framework of mental health reform initiatives currently underway in Tasmania. Rethink 2020 builds on the original intent of *Rethink 2015-2025* with a key focus on integration of the Tasmanian mental health system. Its objective is to transform the Tasmanian mental health system by transitioning from hospital-based care to community-based models, fostering a continuum of care and strengthening collaborative partnerships.

To achieve these objectives, Rethink 2020 outlines ten Reform Directions that focus on prioritising mental health and wellbeing, prevention, early intervention and reducing stigma. The Reform Directions also encompass tailored approaches for specific population groups, while striving to improve safety and service quality, facilitate workforce expansion and implement monitoring and evaluation processes. These directions align with broader reform initiatives within Tasmania's mental health system, including the Tasmanian Mental Health Reform Program.

Rethink 2020 is a collaborative effort involving the Department of Health (DoH), Primary Health Tasmania (PHT) and the Mental Health Council of Tasmania (MHCT) and represents a shared approach to improving mental health outcomes for all Tasmanians. Rethink 2020 was developed in partnership with key experts including the National Disability Insurance Agency (NDIA), Flourish, and Mental Health Families and Friends Tasmania.

Implementation of Rethink 2020 relies on the partnership between DoH, PHT and MHCT working with these key experts. The Tasmanian Government and its Rethink 2020 partners firmly believe that good mental health is the foundation of a fulfilling and meaningful life, and every Tasmanian deserves access to high-quality mental health care.

The *2023-24 Rethink 2020 Implementation Plan* reflects actions under the *National Mental Health and Suicide Prevention Agreement* (National Agreement) and *Bilateral Schedule on Mental Health and Suicide Prevention: Tasmania* (Bilateral Schedule), signed in May 2022.

In December 2022, the Tasmanian Government released the *Tasmanian Suicide Prevention Strategy 2023-2027* (TSPS), a key action outlined in the *2022-23 Rethink 2020 Implementation Plan*.

The release of the TSPS also marked the elevation of mental health and suicide prevention to a Premier's priority. With mental health and suicide prevention elevated to a Premier's priority in Tasmania, we have a unique opportunity for targeted actions on suicide prevention, as well as coordinated efforts aligned with the Mental Health Reform Program.

Progress updates for actions from the *2022-23 Rethink 2020 Implementation Plan* have been collated into a dedicated *2022-23 Rethink 2020 Progress Review and Update*.

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

Goals	2023-24 Priority Areas
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Develop a new Consumer and Carer Participation Framework for Tasmania Implement the 'Your Experience of Service' and 'Carers Experience of Service' surveys into all public mental health settings Improve the physical health of people with mental illness Increase mental health literacy in the community

2023-24 Activities	Status
Continue the development of a new Consumer and Carer Participation Framework for Tasmania in consultation with the Tasmanian Health Service and the mental health, alcohol and other drug and suicide prevention sectors.	In progress
Review consumer surveys and feedback mechanisms about service experiences across DoH, PHT and funded community sector organisations, and develop a consistent approach to data collection and utilisation.	In progress
Deliver a statewide 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.	In progress
Measure community engagement with the mental health literacy program to better understand how it is being adopted at a local level.	New
Identify existing initiatives and programs being delivered by funded mental health community sector organisations to support the physical health of people with mental ill-health and share learnings across the sector.	New
Explore and develop ways to increase community awareness and understanding of virtual mental health support services, including mapping where these supports fit in the continuum of care and how we can measure increased uptake.	In progress

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

Goals	2023-24 Priority Areas
<ul style="list-style-type: none"> Promote mental health and wellbeing and prevent mental illness in the community. 	<ul style="list-style-type: none"> Partner with community sector organisations and other key stakeholders to deliver mental health promotion initiatives Re-develop Tasmania’s Mental Health Promotion, Prevention and Early Intervention (PPEI) Framework Increase support for communities to develop and implement community action plans, activities and events that support mental health and suicide prevention Suicide Prevention

2023-24 Activities	Status
Engage the Tasmanian Centre for Mental Health Service Innovation (TCMHSI) to implement and embed Connecting with People suicide prevention training across the mental health sector.	In progress
Implement and evaluate actions under the first Implementation Plan of the <i>Tasmanian Suicide Prevention Strategy 2023-2027</i> (TSPS).	Ongoing
Develop a new Promotion, Prevention and Early Intervention Framework(s) for mental health, suicide prevention and alcohol and other drugs in Tasmania in consultation with key partners and stakeholders.	In progress
Implement the <i>Compassionate Foundations: Suicide prevention capability suite</i> across all Tasmanian state service agencies.	New
Continue to deliver mental health week activities statewide through initiatives such as mental health week community grants.	In progress
Co-design a Workplace Mental Health Framework with WorkSafe Tasmania to establish a consistent and integrated approach to mentally healthy workplaces in Tasmania.	In progress
Through the Executive Leadership Group under the Premier’s Mental Health and Suicide Prevention Advisory Council, review the mental health components of new State Government strategies to encourage cross-agency collaboration, avoid duplication with Rethink 2020 priority activities and ensure alignment with the Reform Directions of Rethink 2020.	Ongoing

Reform Direction 3: Reducing stigma

Goals	2023-24 Priority Areas
<ul style="list-style-type: none"> Reduce stigma and discrimination in the community and health workforce in relation to mental illness 	<ul style="list-style-type: none"> 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

2023-24 Activities	Status
Support mental health services to implement best practice frameworks that have been designed to reduce stigma for priority population groups (see Reform Direction 7 for more detail).	In progress
Implement the Tasmanian Communications Charter across all Government agencies to promote a shared understanding and common language around mental health and suicide.	New
Continue implementation of the local media engagement strategy to increase accuracy in reporting on mental health and mental illness.	In progress
Support implementation of the <i>National Stigma and Discrimination Reduction Strategy</i> within Tasmania once released.	In progress
Write guidelines and communications that support consistent language relating to mental health and wellbeing.	New

Reform Direction 4: An integrated Tasmanian mental health system

Goals	2023-24 Priority Areas
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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

2023-24 Activities	Status
Continue the development and implementation of the central intake and referral system (CIRS) for mental health service access in Tasmania, including integration of 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.	In progress
Continue the implementation of the IAR tool across the mental health care system – including with general practitioners and through the CIRS.	In progress
Agree on the guiding principles for collaborative commissioning and identify opportunities and enablers for future collaborative commissioning in the mental health sector.	In progress
Continue the work to map current mental health and wellbeing strategies and plans currently in place in Tasmania against the key Reform Directions of Rethink 2020, and determine how the mapping outcomes will be utilised to inform future collaborative commissioning.	New
Continue implementing a network of Head to Health services across Tasmania. This includes: <ul style="list-style-type: none"> Continue work to establish three new Head to Health Adult services Continue implementation of three new Head to Health Kids Hubs to be integrated within three Child and Family Learning Centres (refer to Reform Direction 6) Commence construction of the St Johns Park mental health facility in the South, including a co-located residential Eating Disorders Treatment Centre. 	In progress

2023-24 Activities	Status
Continue to establish and deliver the remaining two Tasmanian Eating Disorder Service Multidisciplinary Community Clinics in the North and North-West.	In progress
Continue to implement the remaining recommendations made by the Mental Health Integration Taskforce.	In progress

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

Goals	2023-24 Priority Areas
<ul style="list-style-type: none"> Re-orientate the Tasmanian mental health system to increase community support and reduce the reliance on acute, hospital-based mental health services. 	<ul style="list-style-type: none"> 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 the National Disability Insurance Scheme (NDIS) in Tasmania.

2023-24 Activities	Status
Continue to support the national analysis of unmet psychosocial need for people with complex mental illness under the National Mental Health and Suicide Prevention Agreement and use this analysis (once complete) to understand levels of needs and supports in Tasmania.	In progress
Explore ways to further expand the Mental Health Reform Program to the North and North-West by considering programs that have been implemented and evaluated in the South.	In progress
Analyse the process for people transitioning from hospital to community-based supports and services including housing, and explore opportunities to expand transitional supports, including accommodation, statewide.	New
Deliver the Mental Health Emergency Response service for the North-West of the State to provide emergency responses to mental health community crises.	In progress
Build community awareness of digital interventions (such as online mental health resources and telepsychiatry) in Tasmania, and develop recommendations to improve access and engagement.	New
Expand referral pathways into aftercare services under the first Implementation Plan of the TSPS.	New
Develop a coordinated approach to increasing community awareness and understanding of the levels of care, and processes to accessing care, as outlined in the IAR (to complement the work occurring under Reform Direction 4 relating to the IAR and CIRS).	New
Develop a framework to support the introduction of regulated and structured therapeutic farming as a hospital avoidance initiative, in collaboration with key partners.	New

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

Goals	2023-24 Priority Areas
<ul style="list-style-type: none"> Intervene early to reduce the incidence, duration and severity of mental illness in Tasmania and improve access to mental health support. 	<ul style="list-style-type: none"> 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 Working in partnership with TCMHSI to improve data collection and utilisation to establish early referral pathways

2023-24 Activities	Status
Continue implementation of three Head to Health Kids Hubs for children aged 0 to 12 years and their families, to be integrated within three Child and Family Learning Centres in the North, North-West and South of Tasmania.	In progress
Continue to implement the Child and Adolescent Mental Health Service (CAMHS) reform program, including (but not limited to) implementation of the First 1 000 Days Early Years and Out of Home Care Children streams; the Multisystemic Therapy Program; and the Youth Mental Health Service.	In progress
Continue implementation of the GP Liaison project within Statewide Mental Health Services (SMHS).	In progress
Commence the two-year pilot trial for the Youth Mental Health Hospital in the Home program in the North-West, a service for young people aged 16 to 25 to receive intensive, short-term mental health intervention and support in their own home.	In progress
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. Commission a lead agency to deliver headspace on the Eastern Shore in the South and the headspace Early Psychosis program.	In progress

2023-24 Activities	Status
Support the mental health and wellbeing of new and expectant parents by expanding support services, supporting digital perinatal mental health screening, and delivering universal perinatal mental health screening.	In progress
Develop and implement an engagement and communication strategy for increasing awareness of CIRS among the primary care sector and the general public, and consider other options for increasing engagement to varying modes of supports and interventions.	New
Develop and implement a strategy for educating general practitioners on lower level interventions and modalities, such as telepsychiatry.	New

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

Goals	2023-24 Priority Areas
<ul style="list-style-type: none"> Ensure population groups at higher risk of mental illness can access the support they need, when they need it 	<ul style="list-style-type: none"> 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 (2016–2020). Ensure the needs of specific population groups are identified in the review of Tasmania’s Mental Health Promotion, Prevention and Early Intervention (PPEI) Framework.

2023-24 Activities	Status
Continue working with Working It Out (WIO) to: <ul style="list-style-type: none"> develop a concept service model for a LGBTIQ+ specific mental health and alcohol and other drugs service provide funding to WIO for the volunteer peer support buddy program ‘Working It Out Together’. 	In progress
Continue embedding the LGBTIQ+ inclusive practice online training modules for all DoH staff.	In progress
Continue the development and implementation of an audit tool as part of accreditation processes for DoH services to assess how they are meeting the needs of LGBTIQ+ people.	In progress
Work with Aboriginal Community Controlled Health Organisations (ACCHOs) to identify the links between their priority focus areas and Rethink and increase our understanding of how to best integrate these moving forward.	In progress
Work with ACCHOs to implement culturally sensitive mental health programs and community-based supports to enhance the mental health and social and emotional wellbeing of Tasmanian Aboriginal individuals and communities. This includes building the capacity of mental health and related support services on the North-West of Tasmania.	In progress

2023-24 Activities	Status
As part of the ongoing Tasmanian Mental Health Reform Program, establish 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
In partnership with key stakeholders, monitor the development and implementation of priority population frameworks (including but not limited to the <i>Improving Aboriginal Cultural Respect Across Tasmania's Health System Action Plan 2020-2026</i> , the <i>Framework for Mental Health in Multicultural Australia</i> (Embrace Framework) and the updated <i>Whole-of-Government Framework for Lesbian, Gay, Bisexual, Transgender and Intersex Tasmanians</i>). This will include establishing a process to ensuring accountability for the implementation of relevant priority population frameworks.	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 SMHS and primary/community care options to best meet their needs.	In progress
Continue to implement the Older Persons Mental Health Service Reform Project. This will include further recruitment activities statewide, operationalising a Rapid Assessment Service in the North and conducting consultation workshops to develop an Operational Service Model for the Roy Fagan Centre and Older Persons Mental Health community teams.	In progress
Continue co-designing a Youth Peer Work implementation plan to improve service integration and navigation across the continuum of care within youth mental health services.	In progress
Complete planning for the establishment of a headspace Early Psychosis service in Tasmania and commence implementation, which will include commissioning a lead agency and consultation around service location (see Reform Direction 6).	In progress
Establish the CAMHS Youth Mental Health Service (see Reform Direction 6).	In progress

Reform Direction 8: Improving safety and quality

Goals	2023-24 Priority Areas
<ul style="list-style-type: none"> Develop safe and high-quality mental health services and a consistent approach to safety and quality across the Tasmanian mental health system. 	<ul style="list-style-type: none"> Ensure ongoing compliance of public mental health services and community sector organisations with the National Standards for Mental Health Services and/or National Safety and Quality Health Service (NSQHS) Standards, including mandatory accreditation.

2023-24 Activities	Status
Monitor the development and release of new state and federal safety and quality frameworks, and continue to explore opportunities for their potential application to community sector organisations.	Ongoing
Maintain full compliance with accreditation-related requirements for public mental health services.	Ongoing
Implement the first tranche of amendments to the <i>Mental Health Act 2013</i> , and continue work on the second tranche of amendments which is on track for implementation in late 2024. The full implementation of the review outcomes will provide for a more contemporary, person-centred framework, increased safeguarding for Tasmanians under the Act and a clearer framework for public mental health services to better understand their rights and responsibilities.	In progress

Reform Direction 9: Supporting and developing our workforce

Goals	2023-24 Priority Areas
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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.

2023-24 Activities	Status
Continue to implement the Peer (Lived Experience) Workforce Development Strategy, with a focus on organisational readiness and promotion of the lived experience workforce.	In progress
Continue work to identify strategies to address the current and future mental health workforce needs, including innovative workforce solutions for the sector, through the established multi-agency mental health workforce working group.	In progress
Continue to administer Australian Government scholarships to support Tasmanian students to undertake the Certificate IV in Mental Health Peer Work course.	New
Finalise the suite of operational implementation documents, in line with Tasmania's Consumer and Carer Participation Framework, to guide and support development of the lived experience workforce for public mental health services in Tasmania.	New
Through the TSPS, develop a suite of operational documents to guide and support development of a lived experience of suicide peer workforce for Tasmania, considering alignments with overarching lived experience workforce frameworks.	New
Consult with key partners to scope the development of an overarching statewide lived experience (peer) workforce framework for Tasmania that outlines best practice standards and encompasses the public and community mental health, suicide prevention and alcohol and other drug sectors.	New
Establish a mental health and alcohol and other drug lived experience workforce training and professional development hub.	New
Undertake the annual Lived Experience Workforce Survey.	Ongoing
Implement a youth peer work model.	New

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

Goals	2023-24 Priority Areas
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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.

2023-24 Activities	Status
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.	In progress
Consult with the community to identify the outcome measures that mental health consumers and carers want to see, and develop a baseline set of mental health outcome measures.	New
Rethink 2020 Steering Group to: <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. 	In progress