



# Rethink 2020

A state plan for mental health in Tasmania 2020-2025

## 2024-25 Rethink 2020 Implementation Plan

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To be read in conjunction with *Rethink 2020*

December 2024



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This document outlines the approach and activities that will be undertaken in 2024-25 to deliver on *Rethink 2020*.

The *2024-25 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* and can be found online at:

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

The *2023-24 Rethink 2020 Implementation Plan* and can be found online at:

<https://www.health.tas.gov.au/publications/rethink-2020-implementation-plan-2023-24>

**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)

## 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.

## 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), Mental Health Lived Experience Tasmania, 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 *2024-25 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.

Progress updates for actions from the *2023-24 Rethink 2020 Implementation Plan* have been collated into a dedicated *2023-24 Rethink 2020 Progress Review and Update*.

## 2025 and onward

Rethink 2020 expires in June 2025. As such the *2024-25 Rethink 2020 Implementation Plan* focuses on:

- evaluating Rethink 2015 – 2025 to build a strong foundation of evidence and identify focus areas for a new mental health strategy to build upon;
- identifying priority areas that require continuation to achieve our vision of a Tasmania where all people have the best possible mental health and wellbeing; and
- transitioning projects to business as usual, to ensure the important work undertaken through Rethink continues beyond the life of the Strategy.

The ongoing partnership between DoH, PHT and MHCT supports coordinated improvements and reform across the entire Tasmanian mental health system.

Over 2025, the Tasmanian community will be consulted to inform planning and development of the next mental health strategy. The new strategy will connect national and state reforms in mental health to deliver a coordinated response that brings together all agencies, services, and communities.

## Reform Direction 1: 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.

### 2024-25 Priority Areas

1. Develop a new Consumer and Carer Participation Framework for Tasmania.
2. Scope development of a consistent approach to reporting consumer and carer feedback surveys in all mental health settings.
3. Improve the physical health of people with mental illness
4. Increase mental health literacy in the community.

2024 25 Activities	Status
Progress development of a framework for consulting, engaging and partnering with consumers and carers which will guide a collaborative and inclusive approach to create positive and respectful partnerships, better understand the health care needs of consumers and carers and lead to improved outcomes.	In progress
Continue to review consumer and carer experience and feedback mechanisms across DoH to develop a consistent approach to data collection and use.	In progress
Understand the consumer and carer feedback mechanisms about service experiences that are being used across all jurisdictions and consider how these could inform a system-wide approach in Tasmania.	New
Continue to embed a statewide mental health literacy program that builds the capacity of communities to look after their mental health and wellbeing, and supports the regional coordinators program.	Ongoing

Evaluate community engagement with the mental health literacy program to better understand how it is being adopted at a local level.

In progress

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.

In progress

Explore and develop ways to increase community awareness and understanding of virtual mental health support services, and report on activities.

In progress



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

### 2024-25 Priority Areas

#### Goals

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

- 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.
- Raise awareness and understanding of levels of care and the benefits of universal assessment.
- Increase support for communities to develop and implement community activities and events that support mental health.

2024 25 Activities	Status
Progress development of a new Promotion, Prevention and Early Intervention Framework for mental health, suicide prevention and alcohol and other drugs in Tasmania in consultation with key partners and stakeholders.	In progress
Actively promote mental health and wellbeing activities statewide through initiatives such as mental health week community grants and Healthy Tasmania grants.	New
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
Continue to increase understanding and awareness of signs of mental ill-health, including where and how to access appropriate care and supports.	New
Continue the Premier's Mental Health and Suicide Prevention Advisory Council which provides cross-sectoral, strategic, and independent high-level advice to the Premier on the mental health and suicide prevention sectors.	In progress

## Reform Direction 3: Reducing stigma

### 2024-25 Priority Areas

#### Goals

- Reduce stigma and discrimination in the community and health workforce in relation to mental illness
  1. Adapt and adopt social marketing awareness and education campaigns for Tasmania about mental health and mental illness.
  2. Strengthen relationships to increase safe and responsible reporting on mental health and mental illness.
  3. Educate and inform communities and workforces to minimise harmful language, and reduce stigma and discrimination.

2024 25 Activities	Status
Co-design promotional campaigns addressing stigma and discrimination experienced by Tasmanians in LGBTIQ+ communities.	New
Continue to implement the National Communications Charter across all Government agencies to promote a shared understanding and common language around mental health and suicide.	In progress
Support implementation of the <i>National Stigma and Discrimination Reduction Strategy</i> within Tasmania once released.	Delayed
Promote a range of approaches to minimise harmful language, and reduce stigma and discrimination about mental health and mental illness.	New

## Reform Direction 4: An integrated Tasmanian mental health system

### 2024-25 Priority Areas

#### Goals

- A seamless and integrated mental health system that provides support in the right place and at the right time and with clear signposts about where to get help
1. Embed a person-centred and recovery-focused approach in Tasmania’s mental health system.
  2. Progress integration of key parts of the mental health system including public mental health services, primary health care, clinical and non-clinical services, and private providers.
  3. Better integrate the mental health system with other key areas including alcohol and drugs services, housing, children and youth services, and education.

2024 25 Activities	Status
Continue the development and implementation of the Central Intake and Referral Service (CIRS) for all mental health service access in Tasmania.	In progress
Develop a shared communication and key stakeholder engagement plan to build awareness and implementation of CIRS in the primary care, mental health and AOD sectors in Tasmania, as well as promotion of the Head to Health phone line to the community to promote calls to and increase referrals to CIRS.	In progress
Continue the implementation and training of the Intake, Assessment and Referral (IAR) tool across the mental health care system – including general practitioners.	In progress
Collaborate to identify opportunities and enablers to support a consistent approach to commissioning.	In progress
Identify where mental health system integration is occurring – cross-agency, cross sector and virtual – in order to inform next steps.	New
Continue to progress implementation of the statewide Tasmanian Eating Disorder Service (TEDS). This includes:	In progress

- Implementation of the full suite of Community Based Intensive Treatment Services (CBIT) across the State, with a focus on individual, group and day programmes.
- Launch in 2025 of the statewide TEDS Navigation Hub. The Hub is integrated with Access Mental Health and will ensure a consistent and streamlined approach to manage referrals and access to treatment.

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

### Goal

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

### 2024-25 Priority Areas

1. Develop community-based models of care, fostering a continuum of care from hospital to community.
2. Consider the impact of national and state reforms on delivery of psychosocial supports in Tasmania.

### 2024 25 Activities

	Status
Work collaboratively to understand levels of need for psychosocial supports in Tasmania and consider options to address unmet need.	In progress
Continue to implement a statewide Mental Health Reform Program.	In progress
Analyse the process for people transitioning from hospital to community-based supports and services including exploring opportunities to expand transitional supports.	In progress
Continue to implement and evaluate the Mental Health Emergency Response service as a statewide service which provides emergency responses to mental health community crises.	In progress
Develop a coordinated approach to increasing community awareness and understanding of the levels of care, and processes to accessing care, including awareness of digital interventions such as online mental health resources and telepsychiatry (to complement the work occurring under Reform Direction 4 relating to the IAR and CIRS).	Ongoing

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

### 2024-25 Priority Areas

#### Goals

- Intervene early to reduce the incidence, duration and severity of mental illness in Tasmania and improve access to mental health support.
1. Strengthen mental health services for infants, children and young people and their families and carers.
  2. Support primary health to be the 'front end' of mental health care in Tasmania.
  3. Investing in Child Mental Health and Social and Emotional Wellbeing.
  4. Enhancement and expansion of Youth Mental Health Services.
  5. Perinatal Mental Health Screening.
  6. Working in partnership to improve and consolidate data collection and utilisation to establish early referral pathways.

2024 25 Activities	Status
Progress the integration of three Head to Health Kids Hubs for children aged 0 to 12 years and their families, into the child and family service system arranged around three Child and Family Learning Centre catchments in Burnie, Bridgewater and East Tamar.	In progress
Continue to implement the Child and Youth Mental Health Service reform program.	In progress
Establish a new headspace Centre on Hobart's Eastern Shore and increase capacity of existing headspace Centres in Hobart, Launceston and Devonport to reduce access wait times.	In progress
Support the mental health and wellbeing of new and expectant parents by enhancing perinatal and infant mental health services, supporting digitisation of universal perinatal mental health screening in public antenatal and postnatal services.	In progress
Develop and implement a strategy for educating general practitioners on lower level interventions and modalities.	In progress

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

### 2024-25 Priority Areas

#### Goals

- Ensure population groups at higher risk of mental illness can access the support they need, when they need it
1. Work with the Department of Premier and Cabinet Community Services and the Department of Health Tasmania to identify linkages, gaps and duplication in services and funding relevant to the mental health and wellbeing of specific population groups.
  2. Review current investment in community sector organisations to consider the needs of specific population groups.
  3. Ensure the needs of specific population groups are identified in all relevant Tasmanian mental health strategies and frameworks.

2024 25 Activities	Status
Begin scoping pilot mental health, alcohol and other drugs services for LGBTIQ+ Tasmanians based on the 2023 “An LGBTIQ+ Wellbeing Service Design” commissioned by DoH.	Ongoing
Continue embedding the LGBTIQ+-inclusive practice online training modules for all DoH staff.	Ongoing
Work in partnership with the ACCO sector to improve access to health and social and emotional wellbeing supports in the North-West.	Ongoing
Continue to implement the Older Persons Mental Health Service Reform Project.	Ongoing
Develop a youth peer leaders program that supports mental health literacy, including referral pathways.	New
Complete planning for the establishment of a headspace Early Psychosis service in Tasmania and commence implementation.	In progress

## Reform Direction 8: Improving safety and quality

### Goal

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

### 2024-25 Priority Areas

- I. Ensure ongoing compliance of public mental health services and community sector organisations with the National Safety and Quality Mental Health Standards for Mental Health Services and/or National Safety and Quality Mental Health Standards for Community Managed Organisations (NSQMHS-CMO), including mandatory accreditation.

### 2024 25 Activities

### Status

Continue to implement amendments to the Mental Health Act 2013 to provide a more contemporary, person-centred framework, increased safeguarding for Tasmanians under the Act. This will also provide a clearer framework for public mental health services to better understand their rights and responsibilities.

In progress

Maintain compliance with accreditation requirements for public mental health services.

Ongoing

Review the mental health components of new State Government strategies to encourage cross-agency collaboration.

Ongoing

Improve health literacy of consumers and health and community service providers by investing in education and training and targeted communications.

New

Undertake shared mapping of National Safety and Quality Mental Health Standards to ensure consistent quality and safety across community managed mental health care services.

New



## 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.

### 2024-25 Priority Areas

- Develop shared understanding of current workforce needs and requirements.
- 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.

2024 25 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.	In progress
Continue to administer Australian Government scholarships to support Tasmanian students to undertake the Certificate IV in Mental Health Peer Work course.	Ongoing
Develop an overarching set of values and principles to guide the Lived Experience Workforces across public mental health, alcohol and other drugs and suicide prevention services.	In progress
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.	In progress
Monitor the training and professional development outcomes delivered by the LEx Hub.	New
Implement organisational guidelines to support and strengthen the Lived Experience Workforce across the sector.	Ongoing
Promote the youth peer work model and monitor uptake.	New

Develop and promote youth peer training.	New
Develop and implement training to establish a viable and sustainable Lived Experience Workforce.	New

## 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.

### 2024-25 Priority Areas

- I. 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.

### 2024 25 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

Determine opportunities to improve person-centred outcomes.

In progress

Undertake a process, impact and outcome evaluation of Rethink 2015-2025 to inform development of the next Mental Health strategy. This will include:

In progress

- Review existing data-sharing arrangements, and identify opportunities to address data gaps and develop and monitor shared outcomes.