

Rethink 2020

A state plan for mental health in Tasmania 2020-2025

Rethink 2020 Implementation Plan

To be read in conjunction with *Rethink 2020*

August 2021



Rethink 2020 Implementation Plan

Acknowledgements

The *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 of 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	Initial version	Internal and External

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Background

Rethink 2020 is Tasmania's mental health plan, representing a shared approach to improving mental health outcomes for all Tasmanians.

It evolves and strengthens the State Government's initial *Rethink Mental Health* plan (*Mental Health: a Long-Term Plan for Mental Health in Tasmania 2015-2025*) released in 2015, to keep pace with mental health reforms happening on a national and state level.

***Rethink 2020* vision: Tasmania is a community where all people have the best possible mental health and wellbeing**

Values

- We value the lived experience as a vital part of the mental health system
- Mental health care is accessible to all who need it
- Social inclusion is nurtured through supportive communities
- Sustainable mental health outcomes are fostered.

Rethink 2020 takes stock of key milestones achieved under the *Rethink Mental Health* plan in its first five years and highlights new, additional mental health priorities moving forward:

- Improving the physical health of people living with mental illness (*Fifth Plan*, Priority Area 5)
- Suicide prevention (*Fifth Plan*, Priority Area 2)
- Planning for commissioned services across the continuum of care (*Fifth Plan*, Priority Area 1)
- Coordinating treatment and supports for people with severe and complex mental illness (*Fifth Plan*, Priority Area 3).

There is a significant body of work occurring at a national level including the development of a National Mental Health and Suicide Prevention Agreement, and several national plans, strategies and frameworks have been or will be released in the latter part of 2021. The Plan will be updated annually to reflect the agreed roles, responsibilities and actions of all levels of government.

Rethink 2020 has been guided by national and state policy through the priorities of the following reform programs:

Fifth National Mental Health and Suicide Prevention Plan (Fifth Plan) - a plan that commits all governments to work together to achieve better mental health and suicide prevention outcomes, including through integration in planning and service delivery at a regional level.

Tasmanian Mental Health Reform Program (TMHRP) - a program to lead transformation in Tasmania so that people who live with mental illness, suicidal distress, or alcohol and drug problems

have access to world-class systems of care. The TMHRP team has been established to oversee the implementation of the Mental Health Integration Taskforce recommendations.

National Disability Insurance Scheme (NDIS) – Australia’s first national scheme for people with disability. It provides funding directly to eligible people with intellectual, physical, sensory, cognitive, or psychosocial disability.

This document should be read in conjunction with *Rethink 2020*. *Rethink 2020* was released in December 2020 and can be found online at

www.health.tas.gov.au/mentalhealth/rethink_mental_health_project

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

Approach

Planning and development

In preparing the Plan, a review process was undertaken by the Tasmanian Department of Health, Primary Health Tasmania and the Mental Health Council of Tasmania to check currency of the *Rethink Mental Health* vision, and Reform Directions to identify progress delivery.

A review of the *Fifth Plan* identified four additional focus areas for inclusion in *Rethink 2020*.

Communication and engagement

Consultation occurred through the development of *Rethink Mental Health* and *Rethink 2020* and will continue to inform the activities to June 2025.

Stage 1: July to Oct '20	Stage 2: Nov to Dec '20	Stage 3: Jan to June '21	Stage 4: July '21- June'25
Planning and production	<i>Rethink 2020</i> launch	Engagement and planning for implementation	Implementation engagement and planning

Governance

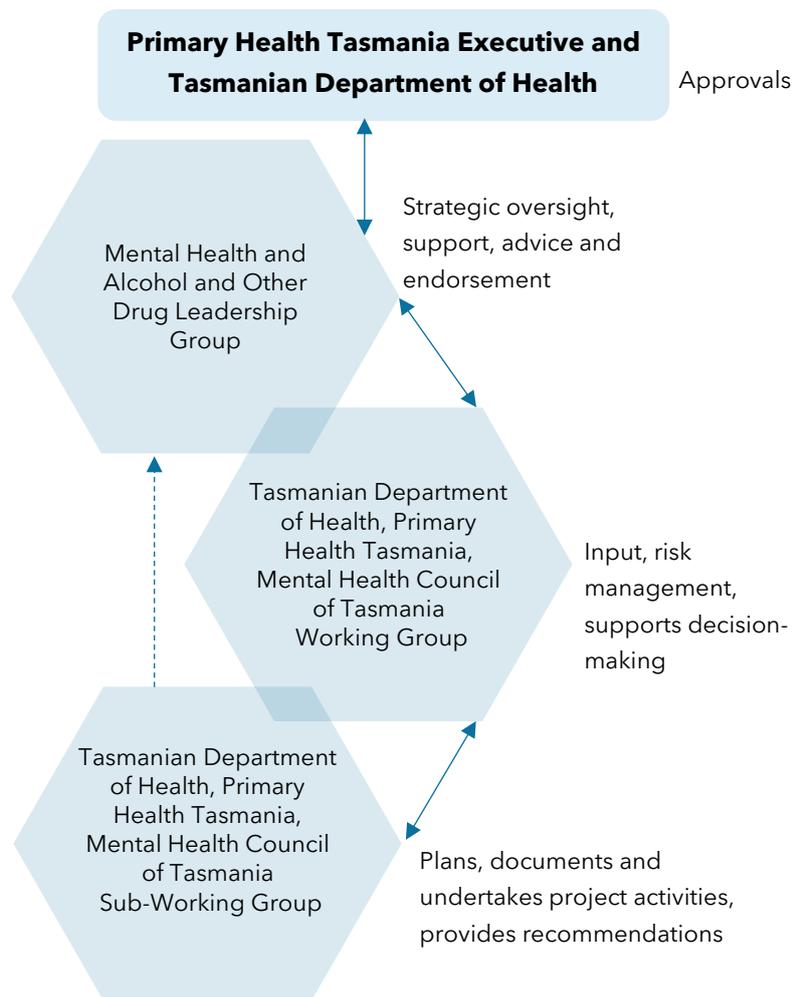
The Plan governance structure consists of representatives across organisations and demonstrates a commitment to:

- A collaborative approach
- Use of expertise and specialist mix of skills to inform decision making
- Engagement and participation
- Delivering the project in a transparent, accountable way aligned to the state and national mental health reform agendas, and the state reform agenda for the Tasmanian alcohol and other drug sector.

The Leadership Group membership consists of representatives from:

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

The governance structure, membership and terms will be reviewed and updated as required throughout the life of *Rethink 2020*.



Monitoring and evaluation

A framework to monitor and evaluate the activities contained in the Plan and their impact on the reform directions and the Tasmanian mental health system will be developed as a priority.

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.

The activities are categorised by responsible organisation under the Reform Directions' prioritised actions and new focus areas. The responsible organisation will lead activity in collaboration and with support from other lead organisations and relevant key stakeholders.

Activities are allocated to financial year timeframes across the implementation stage:



For the Plan, the focus is on the two-year period from July 2021 to June 2023. 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*.

2021 - 22 Australian Government Budget

The Australian Government Budget, released in May 2021 includes a total investment of \$6.3 billion for mental health and suicide prevention in the health portfolio for 2021 - 22. While a significant amount of this funding is for the continuation and expansion of existing activity, a commitment of an additional \$2.3 billion over the next four years for new activity has been included.

At the time of writing the Plan, details around the implementation of new activity within Tasmania were not available.

The Australian Government will develop a shared commitment from states and territories through a National Agreement on Mental Health and Suicide Prevention, which will be completed by the end of 2021.

2021 Tasmanian Government Election Commitments

Through the 2021 Tasmanian state election, the now re-elected Liberal Government announced an additional \$56 million to continue the transformation of Tasmania's mental health system and alcohol and drug treatment system, and improve the mental health, and wellbeing of all Tasmanians.

These commitments included funding to deliver better mental health services so Tasmanians can get the right care at the right time, continue funding of previously announced alcohol and drug treatment services, and prioritise prevention and early intervention by empowering Tasmanians to improve their own mental health and wellbeing.

To ensure Australian and State Government commitments are recorded for future consideration, new activity has been noted against the most appropriate Reform Direction and will be included in later versions of the Plan as details emerge.

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.

Key actions

ACTION 2: Review the Consumer and Carer Participation Framework for Tasmania.			
Ref #	Activity	Responsible organisation	Timeframe (financial years)
2.1	Lead a comprehensive review of the framework in consultation with the Tasmanian Health Service, Flourish and Mental Health Families and Friends Tasmania.	Tasmanian Department of Health	2021 - 2023
2.1 a	Review resource allocation to Flourish and Mental Health Families and Friends Tasmania in line with the updated framework.	Tasmanian Department of Health/Primary Health Tasmania	2021 - 2023
ACTION 3: Implement the 'Your Experience of Service' into all public mental health settings.			
3.1	Conduct the Your Experience of Service (YES) and Carer Experience Survey (CES) within Statewide and Mental Health Services in August 2021 and February 2022.	Tasmanian Health Service	2021 - 2022
3.1 a	Statewide and Mental Health Services, with Flourish and Mental Health Families and Friends Tasmania, to review the results and co-design service improvement activity.	Tasmanian Health Service	2021 - 2022
3.2	Implement a collection of patient experience measures in general practice and Primary Health Tasmania commissioned mental health service providers.	Primary Health Tasmania	2021 - 2022
3.3	Include the YES and CES within community sector organisations funded through the Department.	Tasmanian Department of Health	2021- 2022

3.4	Partner in the development of an electronic version of the YES and CES.	Tasmanian Department of Health/Primary Health Tasmania/ Tasmanian Health Service	2022 - 2023
3.4 a	Trial the implementation of the e-YES and e-CES across primary and public mental health services.	Tasmanian Department of Health/Primary Health Tasmania	2022 - 2023
3.5	Develop a reporting framework associated with the release and use of YES and CES data.	Tasmanian Department of Health/Primary Health Tasmania	2022 - 2023
ACTION 4: Roll out the National Disability Insurance Scheme in Tasmania by 2019.			
4.1	Extension of the trial of the TasConnect and the National Disability Insurance Scheme access peer support activity delivered by Baptcare.	Primary Health Tasmania	2021 - 2022
ACTION 7: Increase the capacity of consumers, carers and families to participate in the service system by providing information and training.			
7.1	Support Flourish to continue to deliver the consumer engagement short course with a focus on rural and remote communities.	Primary Health Tasmania	2021 - 2022
7.2	Work with Mental Health Families and Friends Tasmania to identify mechanisms for building capacity for family and friends representation.	Primary Health Tasmania	2021 - 2022
NEW FOCUS AREA 1: Improving the physical health of people with mental illness.			
NFA 1.1	Identify Tasmanian organisations signed up to the Equally Well Consensus Statement and form a working group.	Primary Health Tasmania	2021 - 2022
NFA 1.1 a	In partnership with the working group, review available data to identify priority areas of need.	Primary Health Tasmania	2021 - 2022
NFA 1.1 b	In consultation with relevant stakeholders, develop an action plan to address agreed priority areas, noting activity already underway.	Primary Health Tasmania	2021 - 2022

NFA 1.1 c	Commence delivery of activity in action plan in partnership with working group and relevant key stakeholders.	Primary Health Tasmania	2022 - 2023
NFA 1.2	Communicate and share best practice activity to support improvement of physical health for people with mental illness.	Mental Health Council of Tasmania	2022 - 2023

New activity in the 2021 - 22 Australian Government Budget:

- Support to general practitioners in delivering the Equally Well program.

New activity from the 2021 state election:

- Building the capacity of communities to look after their mental wellbeing by training and supporting Regional Coordinators and Community Engagers to engage with, and target, mental health literacy initiatives through local government, clubs and community groups, with a particular focus on youth and older Tasmanians.

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.

Key actions

ACTION 1: Partner with community sector organisations and other key stakeholders to deliver mental health promotion initiatives (such as Mental Health Week).			
Ref #	Activity	Responsible organisation	Timeframe (financial years)
1.1	Continue to fund the Mental Health Council of Tasmania to lead Mental Health Week activities statewide.	Tasmanian Department of Health	2021 - 2023
1.2	Continue to build links between local government community wellbeing programs and state mental health promotional initiatives to support consistent mental health literacy messaging.	Mental Health Council of Tasmania	2021 - 2023
ACTION 3: Review Tasmania's Mental Health Promotion, Prevention and Early Intervention (PPEI) Framework.			
3.1	Engage a consultant to develop a new Mental Health and Alcohol and Drug Promotion, Prevention and Early Intervention Framework for Tasmania.	Tasmanian Department of Health	2021 - 2023
ACTION 4: Increase support for communities to develop and implement community action plans to support suicide prevention.			
4.1	Provide funding to enable coordinated local government suicide prevention community action planning.	Tasmanian Department of Health	2021 - 2022
4.1 a	Develop an evaluation framework to measure the impact of suicide prevention community action planning, including local government community action planning undertaken as part of COVID-19 community recovery.	Tasmanian Department of Health	2021 - 2023
4.2	Support community engagement in suicide prevention through the Tasmanian Suicide Prevention Community	Tasmanian Department of Health	2021 - 2023

	Network, the Tasmanian LIFE Awards and the annual suicide prevention forum.		
4.3	Ensure the delivery of the Way Back Support Service (the Way Back) statewide.	Tasmanian Department of Health/Primary Health Tasmania	2021 - 2023
4.4	Work with the Tasmanian Department of Justice to support the ongoing use and development of the Tasmanian Suicide Register.	Tasmanian Department of Health	2021 - 2023
4.4 a	Commission data from the Tasmanian Suicide Register to inform reports and suicide prevention policy.	Tasmanian Department of Health	2021 - 2023
4.5	Review the governance of suicide prevention in Tasmania in line with national policy directions and the new Tasmanian Suicide Prevention Strategy.	Tasmanian Department of Health	2021 - 2023
4.6	Continue cross-agency collaboration to mitigate the risk of suicide at places known for repeat suicides.	Tasmanian Department of Health	2021 - 2023
4.7	As part of the Tasmanian Mental Health Reform Program, establish Safe Havens.	Tasmanian Department of Health	2021 - 2023
4.8	Continue to embed the Connecting with People suicide mitigation approach.	Tasmanian Department of Health/Primary Health Tasmania	2021 - 2023
4.9	Continue to fund the delivery of community-based suicide prevention services.	Tasmanian Department of Health/Primary Health Tasmania	2021 - 2023
4.10	Continue to monitor media in relation to unsafe messaging on suicide and suicide prevention.	Mental Health Council of Tasmania	2021 - 2023
4.11	Embed the Tasmanian Mental Health and Suicide Prevention and Communications Charter along with the Safely Talking toolkit into the implementation of a mental health literacy campaign.	Mental Health Council of Tasmania	2021 - 2023

NEW FOCUS AREA 2: Suicide Prevention.			
NFA 2.1	Develop a new Tasmanian Suicide Prevention Strategy following the release of the National Mental Health and Suicide Prevention Agreement.	Tasmanian Department of Health/Primary Health Tasmania	2021 - 2023

New activity in the 2021 - 22 Australian Government Budget:

- National suicide postvention service to support those bereaved or impacted by suicide.
- Help for people experiencing psychological distress, including establishing a national distress intervention trial, implementing national standards for Safe Space services and expanding the Roses in the Ocean CARE Connect service.
- Enable access to parent education and support programs to build parenting strategies and teach parents and carers how to identify and respond to problem behaviours.

New activity from the 2021 state election:

- Recruit a locally based mental health specialist for the Circular Head region, providing mental health counselling and outreach, as well as suicide awareness and prevention, with a focus on young people (100 Day Plan).

Reform Direction 3 - Reducing stigma

Goals

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

We acknowledge the additional stigma and discrimination experienced by some members of the priority population groups identified in *Rethink 2020* and the impact this can have on their mental health and the unique barriers to accessing care that can result. For these reasons, additional focus will be given to these groups when considering approaches to reducing stigma and discrimination.

Key actions

ACTION 1: Adapt and adopt social marketing awareness and education campaigns for Tasmania about mental health and mental illness.			
Ref #	Activity	Responsible organisation	Timeframe (financial years)
1.1	Coordinate the dissemination of stigma reduction campaigns via Mental Health Council of Tasmania social media platforms.	Mental Health Council of Tasmania	2021 - 2023
1.2	Develop and implement a social media marketing strategy to support a mental health literacy campaign.	Mental Health Council of Tasmania	2021 - 2023
1.3	Target specific workforces via social media where people with mental illness experience significant stigma.	Mental Health Council of Tasmania	2022 - 2023
ACTION 2: Strengthen relationships with local media to increase accuracy of reporting on mental health and mental illness.			
2.1	Establish a Tasmanian Mental Health Communications Advisory Group.	Mental Health Council of Tasmania	2021 - 2022
2.2	Conduct a scoping report to identify mental health reporting issues along with resources to support media in reporting best practice.	Mental Health Council of Tasmania	2021 - 2022
2.2 a	Develop a media engagement strategy informed by the scoping report and guided by the Advisory Group.	Mental Health Council of Tasmania	2021 - 2022

2.2 b	Commence implementation of the media engagement strategy.	Mental Health Council of Tasmania	2022 - 2023
ACTION 3: Develop and implement education and training for specific workforces and other target groups to reduce stigma.			
3.1	Identify workforces that people with mental illness recognise as contributing to stigma.	Mental Health Council of Tasmania	2021 - 2022
3.1 a	Analyse current stigma reduction programs and assess suitability in reducing stigma within identified workforces.	Mental Health Council of Tasmania	2021 - 2022
3.1 b	Develop an action plan (and evaluation framework) to guide the delivery and evaluation of education and training to identified workforces to reduce stigma.	Mental Health Council of Tasmania	2021 - 2022
3.1 c	Work with priority population groups, including those identified under Reform Direction 7, to develop strategies to build workforce awareness and understanding of the link between stigma and discrimination experienced by the priority population groups and poorer mental health outcomes, and the stigma of mental illness. Include strategies in the action plan.	Mental Health Council of Tasmania	2021 - 2022
3.1 d	Commence implementation of the action plan and report changes in attitudes and behaviours towards people with mental illness.	Tasmanian Department of Health/Primary Health Tasmania/ Mental Health Council of Tasmania/ Tasmanian Health Service	2022 - 2023

The Australian Government has committed to the development of a national stigma reduction strategy that will inform activity at the state level.

The Healthy Tasmania Strategic Plan will be updated in 2021 and will include mental health and wellbeing as a priority area. Activities under this plan may inform further activity under Reform Direction 3.

Reform Direction 4 - An integrated Tasmanian mental health system

Goal

- 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.

Key actions

ACTION 2: Embed a person-centred and recovery focused approach in Tasmania's mental health system.			
Ref #	Activity	Responsible organisation	Timeframe (financial years)
2.1	Provide an annual detailed progress report against the Government Response to the Southern Integration Taskforce Recommendations.	Tasmanian Health Service	2021 - 2023
2.2	Develop a charter which articulates person-centred, trauma-informed and recovery focused care in the mental health system.	Tasmanian Department of Health/Primary Health Tasmania	2021 - 2022
2.2 a	Develop a suite of resources and an engagement strategy to build awareness of the mental health service system in Tasmania.	Tasmanian Department of Health/Primary Health Tasmania	2021 - 2022
ACTION 3: 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.			
3.1	Work with key stakeholders to review and, where appropriate, adapt the Initial Assessment and Referral (IAR) tool for use in Tasmania.	Primary Health Tasmania	2021 - 2022
3.1 a	Trial the implementation of the localised IAR tool in selected sites across Tasmania - to include the Launceston Head to Health (adult mental health) centre.	Primary Health Tasmania	2021 - 2022
3.1 b	Consider outcomes of the IAR trial and expand implementation of tool across the mental health care system.	Tasmanian Department of Health/Primary Health Tasmania	2022 - 2023

3.1 c	Develop and implement a comprehensive communication and awareness strategy to inform key stakeholders of the IAR tool and the new referral process.	Tasmanian Department of Health/Primary Health Tasmania/ Mental Health Council of Tasmania	2022 - 2023
3.1 d	Develop and deliver targeted training on the use of the IAR tool and the new referral process. To include general practice and private psychology, community and public mental health services and other potential referrers into the mental health system.	Tasmanian Department of Health/Primary Health Tasmania	2022 - 2023
3.2	In partnership with key stakeholders, review options to improve patient referrals into and within the mental health care system, including the establishment of a statewide central intake process and integration of current eReferral process.	Tasmanian Department of Health/Primary Health Tasmania	2021 - 2022
3.3	Continue to promote mental health services and the mental health Tasmanian HealthPathways to general practice through existing communication avenues.	Primary Health Tasmania	2021 - 2023
ACTION 4: Better integrate the mental health system with other key areas including alcohol and drug services, housing, children and youth services, and education.			
4.1	Develop and establish integration hubs as part of the Tasmanian Mental Health Reform Program.	Tasmanian Department of Health	2021 - 2023
4.2	Establish the Launceston Head to Health (adult mental health) centre. As well as providing immediate and short to medium term mental health care, the centre will offer a holistic approach to care, addressing a broad range of social, physical and emotional needs.	Primary Health Tasmania	2021 - 2023
4.3	Finalise the evaluation of the Housing and Accommodation Support Initiative (HASI) and establish a future direction for the service.	Tasmanian Department of Health	2021 - 2022
4.4	Communicate initiatives that promote cross-sector integration at a regional and systemic level.	Mental Health Council of Tasmania	2021 - 2023
NEW FOCUS AREA 3: Providing services across the continuum of care.			

<p><i>Rethink 2020</i> includes an agreed Continuum of Care model that is backed by five core components and 10 guiding principles (page 11 and 12 <i>Rethink 2020</i>). The At Risk, Mild, Moderate, Severe and Severe and Complex stages of the Continuum of Care model relate to the five levels of care as described within the Initial Assessment and Referral guidance material.</p>			
NFA 3.1	Complete a comprehensive map of mental health services available across the continuum of care against the IAR levels of care.	Primary Health Tasmania	2021 - 2022
NFA 3.1 a	Cross reference existing services against the Continuum of Care model, to identify gaps and duplication to inform co-commissioning.	Tasmanian Department of Health/Primary Health Tasmania	2022 - 2023
NFA 3.2	Embed the National Mental Health Services Planning Framework in service planning to inform ongoing investment in and commissioning of mental health services to ensure a contemporary evidence-based system.	Tasmanian Department of Health/Primary Health Tasmania	2021 - 2023
NFA 3.2 a	Compare service availability against the National Mental Health Services Planning Framework benchmarks to identify gaps and needs.	Tasmanian Department of Health/Primary Health Tasmania	2021 - 2022
NFA 3.3	Develop a co-commissioning framework and identify opportunities for future co-commissioning in the mental health sector.	Tasmanian Department of Health/Primary Health Tasmania	2021 - 2022
NFA 3.4	Develop an engagement and consultation strategy to monitor implementation, educate and raise awareness of levels of care and the importance of accessing supports early.	Mental Health Council of Tasmania	2021 - 2023
NFA 3.5	Review mental health Tasmanian HealthPathways against the IAR levels of care and new referral pathways and promote through communication channels.	Primary Health Tasmania	2022 - 2023

New activity in the 2021 - 22 Australian Government Budget:

- Establishment of an additional eight Head to Health (adult mental health) centres and 24 satellite services nationally.
- Strengthening, expanding and enhancing the national headspace network.
- Creation of a network of up to 15 new Head to Health Kids mental health and wellbeing centres for children aged 0 to 12 years.
- Additional support to people with eating disorders and their families.

- Support to general practitioners in their role as a key entry point into the mental health system by expanding and implementing the IAR tool in primary care settings.

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.

Key actions

ACTION 1: Develop stepped models of mental health support in the community.			
Ref #	Activity	Responsible organisation	Timeframe (financial years)
1.1	Continue to fund appropriate organisations to deliver mental health services to Tasmanians with mild to moderate to complex and severe mental health needs.	Primary Health Tasmania	2021 - 2023
Activity undertaken in Reform Direction 4 (specifically the implementation of the IAR tool, a shared referral process, the establishment of the Southern Integration Hubs, Head to Health Centre and Housing Accommodation Support Service) will support the reorientation of the Tasmanian mental health system and improve access to mental health services within the community.			
ACTION 2: Review the current range of community supports provided by community sector organisations and consider the impact of the rollout of NDIS in Tasmania.			
2.1	Consider the current investment in psychosocial supports in light of changes to the public mental health system in response to the Tasmanian Mental Health Reform Program.	Tasmanian Department of Health	2021 - 2022
2.2	Present outcomes of the TasConnect trial to relevant agencies for consideration for future funding.	Primary Health Tasmania	2021 - 2022
2.3	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.	Tasmanian Department of Health/Primary Health Tasmania	2021 - 2022
2.3 a	Undertake a gap analysis of psychosocial supports to understand levels of need and supports within specific population groups and regions.	Primary Health Tasmania	2021 - 2022

2.3 b	Implement recommendations to improve access to psychosocial support services for people not eligible for the NDIS.	Primary Health Tasmania	2022 - 2023
2.3 c	Monitor and review implementation of recommendations to improve access to supports and services for people ineligible for the NDIS.	Primary Health Tasmania	2022 - 2023
2.4	Continue to monitor and report on the implementation of the NDIS and the impacts on the mental health service system.	Mental Health Council of Tasmania	2021 - 2023

New activity from the 2021 state election:

- Pilot an Emergency Mental Health Co-Response Team model in southern Tasmania by the end of 2021.
- Pilot a Mental Health Hospital in the Home in the north west.

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

Goal

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

Key actions

ACTION 1: Strengthen mental health services for infants, children and young people and their families and carers.			
Ref #	Activity	Responsible organisation	Timeframe (financial years)
1.1	Action the recommendations of the Child and Adolescent Mental Health Services (CAMHS) review and Government Response.	Tasmanian Health Service	2021 - 2023
1.1 a	Identify activities to support greater integration between CAMHS and other elements of the youth mental health sector.	Mental Health Council of Tasmania	2021 - 2023
1.2	Engage with Emerging Minds to work with families and carers of children 0 - 12 years with mental health challenges.	Tasmanian Department of Health/Primary Health Tasmania	2021 - 2023
ACTION 2: Establish early referral pathways especially following a suicide attempt or self-harm.			
2.1	Implement the Way Back Support Service - see Reform Direction 2 - New Focus Area: Suicide Prevention.	Tasmanian Department of Health	2021 - 2023
ACTION 3: Support primary health to be the 'front end' of mental health care in Tasmania through education and training and through the establishment of consultation liaison models with public mental health services.			
3.1	Review and consider the Psychiatry Liaison Services Model of Care (PC-PLS) developed by the Western Sydney PHN for adoption in Tasmania.	Primary Health Tasmania	2021 - 2022
3.2	Continue to support and work with the GP Reference Group (established in 2020 - 21) to identify general practice training needs in the mental health space.	Primary Health Tasmania	2021 - 2023

3.2 a	With support from the GP Reference Group, develop and promote a calendar of training events to general practices across Tasmania.	Primary Health Tasmania	2021 - 2023
3.3	Continue implementation of the GP Liaison project within Statewide and Mental Health Services.	Tasmanian Department of Health	2021 - 2022

New activity in the 2021 - 22 Australian Government Budget:

- Support the mental health and wellbeing of new and expectant parents by expanding support services, continued funding to support digital perinatal mental health screening and deliver universal perinatal mental health screening.
- Development of national guidelines to support states and territories to include social and emotional wellbeing indicators in early childhood health checks.
- Support to general practitioners and other medical practitioners to provide mental health care by providing specialists training and resources to enhance capacity to address mental health concerns of their patients.

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

Goal

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

Key actions

ACTION 1: 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.			
Ref #	Activity	Responsible organisation	Timeframe (financial years)
1.1	Complete a stocktake of the current mental health and psychosocial support services directly funded through Australian Government departments and delivered in Tasmania that are targeted to priority population groups identified in <i>Rethink 2020</i> .	Primary Health Tasmania	2021 - 2022
1.2	Complete a stocktake of the current mental health and psychosocial support services funded through the Tasmanian Government and Primary Health Tasmania that are targeted to priority population groups identified in <i>Rethink 2020</i> .	Tasmanian Department of Health/Primary Health Tasmania	2021 - 2022
ACTION 2: Review current investment in community sector organisations to consider the needs of specific population groups.			
<p><i>Rethink 2020</i> notes three population groups that are at higher risk of mental illness and suicide: youth, Tasmanian Aboriginal people and members of the LGBTQIA+ community. Consultation with these groups commenced in 2020 - 21 and will continue as outlined below.</p> <p>The work undertaken in Action 1 (above) will be used to inform consultation around need.</p>			
2.1	Youth <ul style="list-style-type: none"> • Identify youth mental health service provider challenges at the regional level. • Compile a report with recommendations to improve access to youth mental health services in Tasmania. 	Mental Health Council of Tasmania	2021 - 2022
2.2	Aboriginal people <ul style="list-style-type: none"> • Partner with the Aboriginal Community Controlled Health Organisations to determine and implement 	Tasmanian Department of Health/Primary	2021 - 2022

	<p>actions that will ensure Tasmania's mental health service system, at all levels, understands and provides care to meet the specific needs of the Aboriginal and Torres Strait Islander people and communities.</p> <ul style="list-style-type: none"> • Develop new and build upon existing partnerships with Aboriginal and Torres Strait Islander people, communities, organisations and representative bodies to jointly drive the implementation of <i>Rethink 2020</i> for this priority group. • Collaborate with communities and organisations to understand need and service utilisation to inform future direction and strategies to meet the mental health and wellbeing needs of Aboriginal and Torres Strait Islander people. 	Health Tasmania	
2.2 a	Review commitments made and progress in, addressing the mental health and social and emotional wellbeing of Aboriginal and Torres Strait Islander people and communities.	Tasmanian Department of Health/Primary Health Tasmania	2022 - 2023
2.3	<p>LGBTQIA+ people</p> <ul style="list-style-type: none"> • Work with the LGBTQIA+ community to understand the gaps, needs and issues within the current mental health system specific to the LGBTQIA+ community, including individual population groups within that community. • Partner with the LGBTQIA+ community to determine and implement actions that will ensure Tasmania's mental health service system, at all levels, understands and provides care to meet the specific needs of the LGBTQIA+ community. 	Tasmanian Department of Health	2021 - 2023
2.4	In partnership with key stakeholders, audit the implementation of relevant priority population frameworks including, but not limited to, Embrace Multicultural Mental Health Framework, the Cultural Respect Framework, and the updated Tasmanian whole-of-government LGBTQIA+ Framework.	Primary Health Tasmania	2021 - 2022
2.4 a	Develop a plan to implement the relevant priority population frameworks in Tasmania's mental health system.	Tasmanian Department of Health/Primary Health Tasmania	2021 - 2022

2.4 b	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.	Tasmanian Department of Health	2022 - 2023
2.5	Brief the Minister for Health and Mental Health and Wellbeing on research related to the mental health and wellbeing of priority population groups.	Tasmanian Department of Health	2021 - 2023
ACTION 3: Ensure the needs of specific population groups are considered in the <i>Tasmanian Suicide Prevention Strategy (2016-2020)</i> .			
3.1	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 which will be developed in 2022.	Tasmanian Department of Health	2021 - 2023
ACTION 4: Ensure the needs of specific population groups are identified in the review of <i>Tasmania's Mental Health Promotion, Prevention and Early Intervention (PPEI) Framework</i> .			
4.1	Establish an advisory group of members of specific population groups as part of the governance to inform the development of the new Tasmanian Mental Health and Alcohol and Drug Promotion, Prevention and Early Intervention Framework Suicide Prevention Strategy which will be developed in 2022.	Tasmanian Department of Health	2021 - 2023
NEW FOCUS AREA 4: Severe and complex mental illness.			
NFA 4.1	As part of the Tasmanian Mental Health Reform Program, develop operational service models for intellectual disability, eating disorders, complex post-traumatic stress disorder or borderline personality disorder.	Tasmanian Department of Health	2021 - 2023
NFA 4.1 a	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.	Tasmanian Department of Health	2021 - 2023
NFA 4.2	Develop a framework to improve the coordination of treatment and psychosocial supports for people with severe and complex mental illness and their families and friends.	Tasmanian Department of Health/Primary Health Tasmania/ Mental Health Council of Tasmania	2022 - 2023

New activity in the 2021 - 22 Australian Government Budget:

- Support early resolution of legal problems for those experiencing mental illness.
- Boost clinical capacity in existing headspace services.
- Improve experience of, and outcomes for, people with complex mental health needs through a range of targeted initiatives.
- Support to address the impact of suicide and mental illness on Aboriginal and Torres Strait Islander people.
- Mental health early intervention supports and preventative measures for migrants and multicultural communities and address the cultural competence of the broader health workforce.

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.

Key actions

ACTION 1: Implement the Safewards model in public mental health inpatient units.			
Ref #	Activity	Responsible organisation	Timeframe (financial years)
1.1	Continue the implementation of the Safewards project.	Tasmanian Health Service	2021 - 2023
ACTION 2: 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.			
2.1	Maintain a process of continual improvement through ongoing accreditation and monitoring against the appropriate standards.	Tasmanian Department of Health/Primary Health Tasmania	2021 - 2023
2.1 a	Work with the community mental health sector to support development and implementation of the National Safety and Quality Mental Health Standards (NSQMHS) for Community Sector Organisations (CSOs).	Mental Health Council of Tasmania	2021 - 2023
2.2	Establish a new clinical governance framework for Tasmania's public mental health system and funded services.	Tasmanian Department of Health	2021 - 2023

New activity in the 2021 - 22 Australian Government Budget:

- Support the implementation of the National Safety and Quality Digital Mental Health Standards.

New activity from the 2021 state election:

- Establish a new Mental Health Precinct to be completed in 2025, adjacent to the North West Regional Hospital, to replace the ageing Spencer Clinic (100 Day plan).

Reform Direction 9 - Supporting and developing our workforce

Goal

- 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.

Key actions

ACTION 1: Develop a joint workforce development strategy.			
Ref #	Activity	Responsible organisation	Timeframe (financial years)
1.1	Establish a joint mental health workforce reference group consisting of representatives from public, private, primary and community sectors along with education and training providers.	Mental Health Council of Tasmania	2021 - 2022
1.1 a	Conduct an environmental scan to identify current workforce characteristics and challenges along with future workforce needs.	Mental Health Council of Tasmania	2021 - 2022
1.1 b	Develop a joint mental health workforce strategy with consideration to workforce reforms currently underway including work undertaken through the Tasmanian Peer Workforce Development Strategy.	Mental Health Council of Tasmania	2021 - 2022
1.1 c	Commence implementation of the strategy alongside an evaluation framework to support continuous monitoring and improvement.	Mental Health Council of Tasmania	2022 - 2023
ACTION 2: 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.			
2.1	Engage with stakeholders to identify training needs to support effective integration. This will consider developing understanding of person-centred and trauma-informed care and recovery-focused approaches.	Tasmanian Department of Health	2021 - 2023

New activity in the 2021 - 22 Australian Government Budget:

- Growing and upskilling the mental health workforce.
- Work with mental health stakeholders to investigate and co-design future peak body arrangements to provide consumers and carers with greater say in the future mental health system.

New activity from the 2021 state election:

- Fund a Peer Workforce Coordinator (100 Day Plan).
- Establish the Youth Peer Worker model as part of the Tasmanian Peer Workforce Development Strategy.

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

Goal

- 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.

Key actions

ACTION 1: 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.			
Ref #	Activity	Responsible organisation	Timeframe (financial years)
1.1	Monitor the development of state and national evaluation frameworks as they apply to mental health and suicide prevention services.	Tasmanian Department of Health/Primary Health Tasmania	2021 - 2023
1.2	Develop an evaluation and monitoring framework for Tasmania's commissioned mental health service system.	Tasmanian Department of Health/Primary Health Tasmania	2021 - 2023
1.3	As part of the development of a co-commissioning model (refer to Reform Direction 4 Action 3), 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.	Tasmanian Department of Health/Primary Health Tasmania	2021 - 2022
1.3 a	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.	Mental Health Council of Tasmania	2021 - 2023

New activity in the 2021 - 22 Australian Government Budget:

- Establish a comprehensive evidence base to support real-time monitoring and data collection for our mental health and suicide prevention systems.