

Transforming the Victorian Mental Health System for Child and Youth and their Families

Where are we up to in responding to the Royal Commission into the Victorian Mental Health System

August 2023

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Recapping our System Vision – Goals of reform

Improved outcomes for future generations

Supporting children and young people to receive the care they need, to improve the trajectory of the mental health and wellbeing of future generations and reduce future demand for youth and adult and older adult mental health and wellbeing services.

Improved system navigation and integration

The future mental health and wellbeing system will take a 'no wrong door' approach. Services will work together to coordinate transitions between the levels of the system, improve care partnerships and establish clear referral pathways between services.

Address imbalance for infants and children

The focus of the system has been on mental health and wellbeing challenges that occur in young people and adults, with relatively fewer resources allocated to perinatal, infant and child mental health and wellbeing. This is being redressed so that all ages have access to contemporary treatment, care and support that is developmentally appropriate.

Meet current and future demand

The Royal Commission heard that there is a substantial gap between demand and actual hours of community-based specialist mental health services delivered for infants, children and young people. The reformed system will address current and future demand through expanded service provision.

Recapping our System Vision – Guiding Principles

1. Respect dignity of people living with mental illness

The inherent dignity of people living with mental illness is respected, and necessary holistic support is provided to ensure their full and effective participation in society.

2. Recognition of families, carers and supporters

Families, carers and supporters of people living with mental illness have their contributions recognised and supported.

3. Equitable and nearby treatment, care and support

Comprehensive mental health treatment, care and support services are provided on an equitable basis to those who need them and as close as possible to people's own communities—including in rural areas.

4. Collaboration and communication

Collaboration and communication occur between services within and beyond the mental health system and at all levels of government.

5. High-quality services attract a skilled workforce

Responsive, high-quality, mental health services attract a skilled and diverse workforce.

6. Involving Lived Experience

People living with mental illness, their families, carers and supporters, as well as local communities, are central to the planning and delivery of mental health treatment, care and support services.

7. Continuing research, evaluation and innovation

Mental health services use continuing research, evaluation and innovation to respond to community needs now and into the future

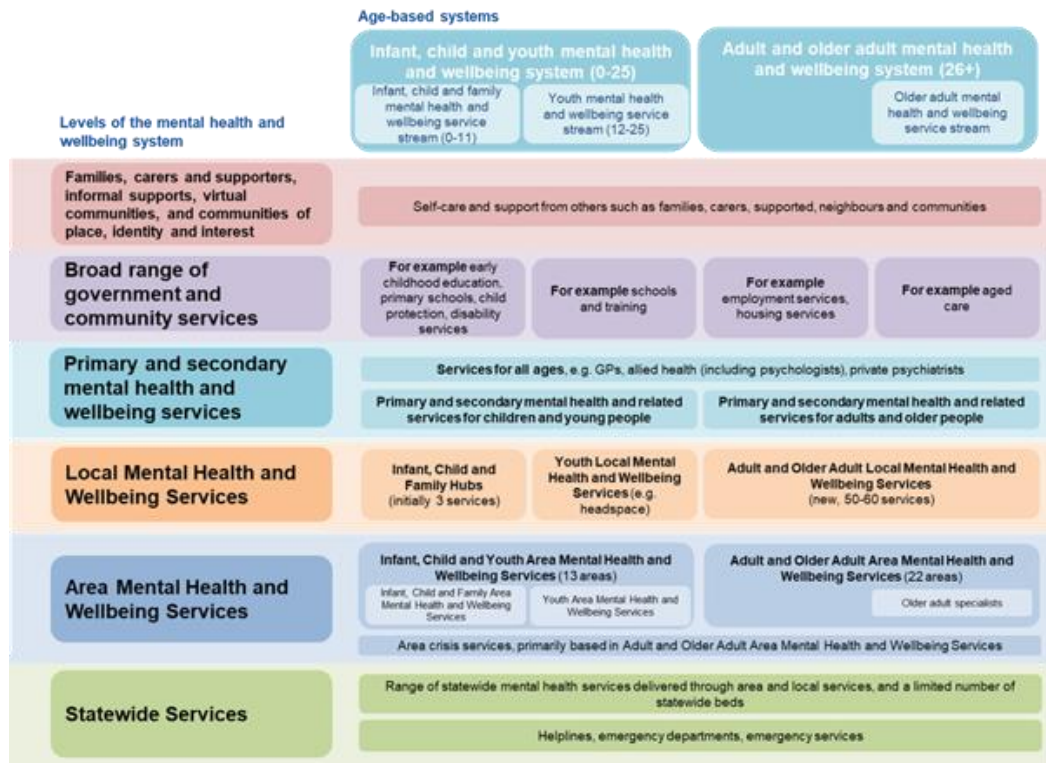
Recapping our System Vision - Reform of Infant, Child and Youth mental health services

The Royal Commission's vision for the future mental health and wellbeing system is based around six levels of service.

The Infant, Child and Youth system will have two distinct service streams for:

- Infants, children and their families from birth to 11 years
- Young people aged 12-25 years

This approach will facilitate the delivery of developmentally appropriate treatment, care and support that is matched to need.



Services are reconfiguring themselves to align with the Royal Commission's age streams

Recommendations 19.1&2 and 20.1&2

Establishing one responsive and integrated infant, child youth system with two dedicated **aged-based service streams** (0-11 and 12-25).

Ensuring flexible and appropriate **transitions** between age-based services.

Providing developmentally appropriate treatment, care and support and adapting and delivering **core functions** of community mental health and wellbeing services.



DH is working with services to ensure there are clear arrangements for delivering Infant, Child and Youth Area Mental Health and Wellbeing Services in each area.



Funding is being provided to allow AMHWSs to see more infants, children and young people, and ensure they receive the right amount of treatment care and support they need



ICY AMHWSs are developing plans that outline how they will reorganise themselves into the new age-based streams and expand their service offering. This reform is significant and will take time.

Local Mental Health and Wellbeing Services addressing the 'missing middle'

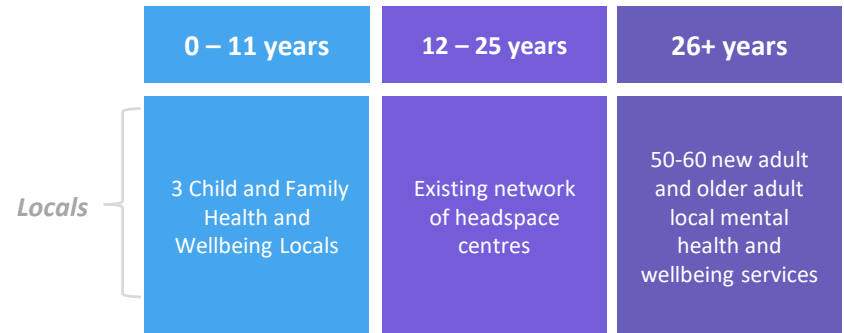
0–11-year-olds

- Three new Children’s Health and Wellbeing Locals have been established in Brimbank-Melton, Southern Melbourne and Bendigo.
- Services will provide a one-stop-shop for 0-11 and their families/carers, delivering a range of specialist and allied health services under one roof.

12–25-year-olds

- The Royal Commission intended that headspace will form the local services for 12-25 year olds.
- A continued focus will be on improving integration between headspace services and Infant, Child & Youth Area Mental Health & Wellbeing Services (ICY-AMHWS).

A responsive and integrated system centred around community-based services



Services will be transformed to deliver a suite of core functions

Infant, Child and Youth Area Mental Health and Wellbeing Services will be delivered through a **partnership** between public health service or public hospital and a non-government organisation that delivers wellbeing supports.

They will deliver the **core functions** through a range of delivery modes and by ensuring services are accessible and responsive to the diversity of their local community.

Funding is being provided to implement age-based streams and significantly increase service hours, deliver wellbeing supports and plan for enhanced primary and secondary consultation.



Image source: 'Royal Commission into Victoria's Mental Health System Final Report, Volume 2: Collaboration to support good mental health and wellbeing', p. 242, Figure 13.10

Access, Navigation and Integration

Recommendation 20.3

Support the development of formal partnerships, step-up and step-down referral pathways, shared staff and infrastructure and co-location between headspace centres and Infant, Child and Youth Area Mental Health and Wellbeing Services

What does this mean?

The development of partnerships between headspace centres and Infant, Child and Youth Area Mental Health and Wellbeing Services, including enhancing services through primary and secondary consultations

What have we done?

Initial design work has commenced, with planned sector consultations to understand problem and shape approach to integration as agreed by Victoria and Commonwealth

Recommendation 6 and 7

Helping people find and access treatment, care and support.

Identifying needs and providing initial support in mental health and wellbeing services, in line with a philosophy of *'how can we help?'*

What does this mean?

The development of an updated access policy and triage guideline for Victoria's mental health and wellbeing (Levels 4-6)

What have we done?

- A draft policy and updated guidelines, including for children and youth, has been drafted and circulated for consultation.
- DH and KPMG are leading the first phase of a series of consultations with the Victorian community and the mental health and wellbeing sector

Supporting infant, child and family mental health and wellbeing

Recommendation 19.3

Establishing three new Child and Family Health and Wellbeing Locals (formerly Infant, Child and Family health and wellbeing hubs)

What does this mean?

The establishment of these new Child and Family Health and Wellbeing Locals will provide an easily accessible entry point to mental health and wellbeing services for children and families.

What have we done?

The Locals locations and lead partners are:

- Southern Melbourne; Monash Health
- Loddon-Mallee; Bendigo Community Health
- Brimbank-Melton; IPC

Initial services are currently being delivered.

Recommendation 19.4

Implementing evidence-informed graduated parenting supports

What does this mean?

These programs will build parents' skills and confidence to support children experiencing mental health and wellbeing challenges.

What have we done?

- Mindful and their partners have been commissioned to deliver an online parenting program for parents and carers of children aged 0-11 years, expected to commence in the coming months
- Group-based parenting sessions are being rolled out in regional areas, currently South-West and Barwon, with a further 6 ICY AMHWS services planned for 2023.

Recommendation 19.5

Establishing two new subacute residential family admission centres

What does this mean?

These centres will provide multiday admissions in an intensive therapeutic environment, for families with a child aged 0-11 years who is experiencing major behavioural, emotional and relationship difficulties

What have we done?

- Macleod (Austin Health) service building completed, with services expected to commence late 2023.
- A second centre in a regional area will be developed in the future.

New and existing bed-based services will be reviewed, reformed and implemented

Recommendation 21.2a

Establishing Youth Prevention and Recovery Centres (YPARC) for young people aged 16-25 years in every region by the end of 2026, supported by a consistent model of care

What does this mean?

The expansion of the YPARC network which will allow young people to receive bed-based treatment care and support closer to home

What have we done?

- Statewide Service Framework has been endorsed and provided to all ICY AMHWS and current NGO providers.
- YPARCs will develop and refine their models of care to align with the Framework.
- Refurbishments of existing YPARCs expected to be completed in 2024.
- The design of the new builds are underway.

Recommendation 21.2b

A new stream of inpatient beds for young people aged 18-25 will be developed and implemented across the eight mental health and wellbeing regions

What does this mean?

The development of a Statewide Framework for acute mental health beds for young people aged 18-25 to support the delivery of developmentally appropriate treatment, care and support.

What have we done?

- Planning design work regarding suite of bed-based care models for infants, children and young people.
- Targeted consultation with stakeholders will be undertaken to inform the distribution of youth beds across the state and development of a Statewide Service Framework for youth acute inpatient services.

Recommendation 21.3

Formally review the Youth Residential Rehabilitation program

What does this mean?

The formal review has been conducted to inform the role of the Youth Residential Rehabilitation program in the future youth community bed-based service stream.

What have we done?

- Formal review of the Youth Residential Rehabilitation program was completed in January 2023.
- Review findings will inform the design of the future community bed-based system for young people.

New Crisis and Statewide Services will be established

Recommendation 9

Safe space facilities across the state, comprising a mix of drop-in spaces and crisis response services.

What does this mean?

Diverse and innovative 'safe spaces' and crisis respite facilities for the resolution of mental health and suicidal crises will be consumer led and delivered in partnership with non-government organisations.

What have we done?

- Services for young people will be developed alongside plans for crisis services for the adult system.

Recommendation 37.4

Expand specialist youth forensic mental health program to a statewide model, including across the 13 Infant, Child and Youth Area Mental Health and Wellbeing Services

What does this mean?

The establishment of a new statewide service for Youth Forensic Mental Health will provide consistent and appropriately specialised treatment, care and support to children and young people in contact with, or at risk of coming into contact with, the youth justice system.

What have we done?

- DH will work with DJCS and key stakeholders to design the new service
- Expansion of the Youth Justice Mental Health Initiative in ICY-AMHWSs is underway (2 new clinicians and an Aboriginal Health Worker in 2023-24 and 4 new clinicians in 2024-25)

Recommendation 23

Establishing a new Statewide Trauma Service (STS)

What does this mean?

A dedicated STS will deliver the best possible mental health and wellbeing outcomes for people of all ages with lived experience of trauma by conducting multidisciplinary research, developing and delivering education and training, and coordinating and facilitating access to specialist trauma expertise across Victoria.

What have we done?

- A consortium of 13 organisations, led by Phoenix Australia, have been appointed to establish the STS. It is currently being designed and is expected to be operational by June 2025.
- The consortium will take a phased approach to establishing the three core functions of the STS: translational research, workforce capability uplift and service design and delivery.

Workforce

Recommendation 40

Provide incentives for the mental health and wellbeing workforce in rural and regional areas

What does this mean?

The establishment of an incentives program to attract and retain mental health and wellbeing workers to rural and regional mental health and wellbeing services

What have we done?

- Launched the incentives program in July 2022
- Continuing to implement and evaluate
- Engaging to design the next phase of the program to broaden retention elements

Recommendation 57

Ensure that services are delivered by a diverse, multidisciplinary workforce of the necessary size and composition across Victoria and implement workforce reforms to support the Royal Commission's recommendations

What does this mean?

Victoria will have a workforce of the appropriate size, diversity and composition to deliver services in the reformed system. There will be strengthened pathways for staff to enter the system from a broader array of professional disciplines, the workforce will better reflect the diversity of the community it serves, and we will better monitor and plan for future needs and demands

What have we done?

- Published *Victoria's Mental Health and Wellbeing Workforce Strategy 2021-2024*
- Over 2,000 new early career roles funded and commissioned across the sector to help meet the need for workforce growth
- Attraction campaigns to recruit skilled staff
- Annual workforce census to monitor our workforce, how it changes and areas of need

Recommendation 58

Develop a Victorian Mental Health and Wellbeing Workforce Capability Framework

What does this mean?

The mental health and wellbeing workforce and services understand and can develop knowledge, skills and ways of working required to effectively deliver care, support and treatment, now and into the future.

What have we done?

- Published first iteration in 2021
- Preparing a detailed update and resources to support uptake including a companion guidance document for the ICYF workforce
- Projects to build diversity capability

Recommendation 59

Address the occupational health and safety needs of the mental health and wellbeing workforce

What does this mean?

Workforce wellbeing and safety will be monitored to inform responses to improve the psychological and physical health and safety of staff in the mental health and wellbeing workforce

What have we done?

- The Mental Health Wellbeing and Safety Committee has been established
- Mental Health workforce personnel survey with focus on wellbeing conducted annually

Aboriginal Social and Emotional Wellbeing

Interim Report Recommendation 4.1

Establish and expand **Aboriginal social and emotional wellbeing teams** throughout Victoria

What does this mean?

ACCHOs throughout Victoria will receive funding to establish multidisciplinary SEWB teams in a staged rollout over 5 years.

What have we done?

- Over \$12 million to ACCHOs in 2021-22 to begin establishing and expanding multidisciplinary Aboriginal SEWB teams.
- Over \$19 million to ACCHOs in 2022-23 to continue establishing and expanding multidisciplinary Aboriginal SEWB teams.

Interim Report Recommendation 4.2

Deliver new scholarships for Aboriginal social and emotional wellbeing workers

What does this mean?

The purpose of the scholarships is to build the SEWB sector and to enhance the connection between ACCHOs and mainstream services through shared recognition of skills, knowledge and clinical language

What have we done?

- In 2021-2022, 16 scholarships were awarded to Aboriginal students
- The department is working to establish partnerships with other universities

Interim Report Recommendation 4.3

Establish an Aboriginal social and emotional wellbeing centre

What does this mean?

The Centre will support best practice, research and evaluation in social and emotional wellbeing and lead the implementation of key Royal Commission recommendations.

What have we done?

- The Balit Durn Durn Centre of Excellence was established and launched by VACCHO in May 2022
- The Balit Durn Durn Centre and the Department of Health are proudly working in partnership to deliver the Royal Commission's recommendations

Recommendation 33.1

Resource the Social and Emotional Wellbeing Centre to establish two co-designed healing centres.

What does this mean?

Aboriginal healing centres will provide a genuine pathway and culturally-grounded setting in which Aboriginal people and communities can access and build optimal social, emotional, and mental wellbeing.

What have we done?

- VACCHO is leading the co-design for the future establishment of two Aboriginal healing centres – to be established by 2026.

Recommendations 33.2-4

A suite of reforms to provide children and families with early, culturally safe and flexible support through Aboriginal-led organisations in partnership with mental health services

What does this mean?

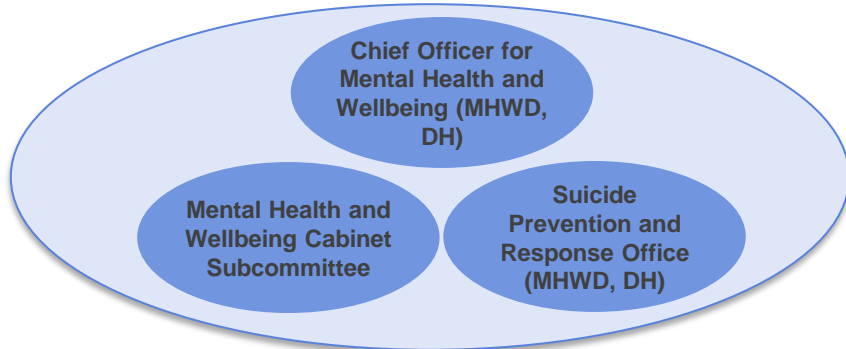
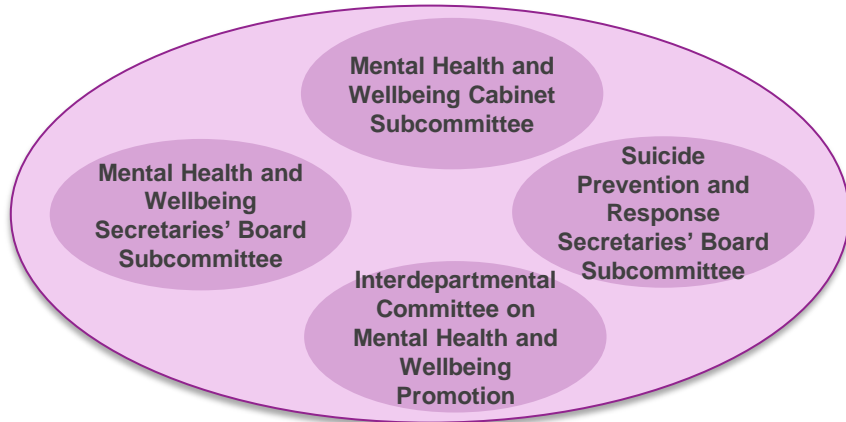
ACCHOs will be supported to commission supports and engage with mainstream services for infants, children and youth to provide culturally appropriate, family oriented services

What have we done?

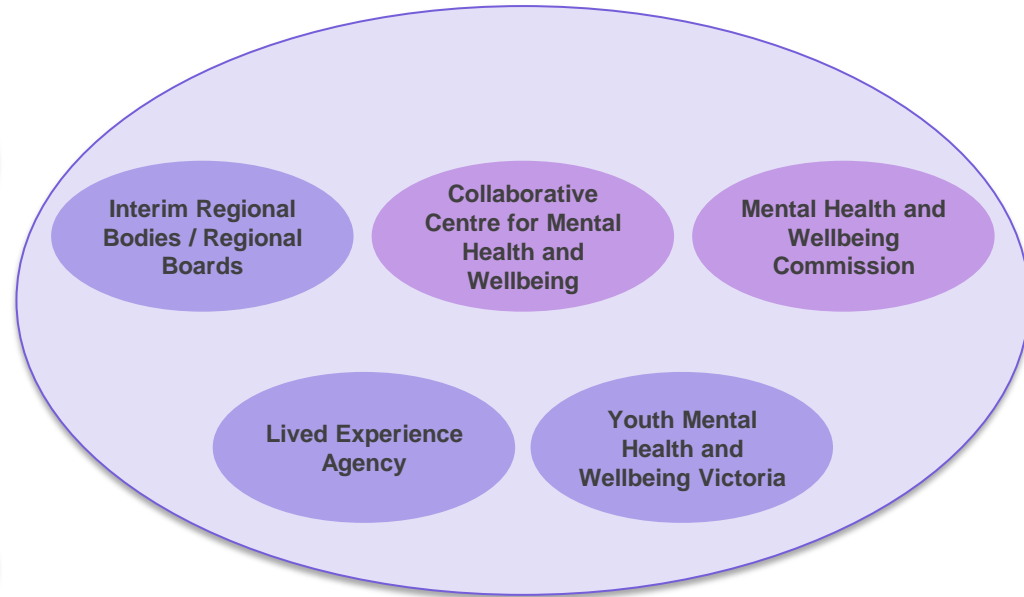
- Funding has been allocated to ACCHOs to commission paediatric mental health services
- Funding is committed for 10 Koori Mental Health Liaison Officers in Infant, Child and Youth Area Mental Health and Wellbeing Services

Royal Commission recommended new entities as part of updated governance arrangements

INTERNAL TO GOVERNMENT



EXTERNAL TO GOVERNMENT



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New Mental Health & Wellbeing Act – updated governance and advisory arrangements

Interim Report Recommendation 1 Establish the **Collaborative Centre for Mental Health and Wellbeing**

What does this mean?

Will conduct interdisciplinary, translational research into new treatments and models of care and support to inform service delivery, policy and law making.

What have we done?

- The Collaborative Centre was established through standalone legislation on 1 September 2022 and has been working on implementing its early priorities.
- A partnership with Uni of Melbourne and Royal Melbourne Hospital was recently announced, focusing on delivering best practice MHW supports for adults and older adults.

Recommendation 44 Establish the **Mental Health and Wellbeing Commission**

What does this mean?

The new Commission will monitor and report on the performance, quality and safety of the mental health and wellbeing system, including the implementation of Royal Commission recommendations.

What have we done?

- The Commission will be established on 1 Sept 2023 and be led by four Commissioners (appointed in Feb 2023).
- An early priority will be to reach out to stakeholders for introductions and engagement on their approach.

The Act will continue of the role of the **Mental Health Tribunal**, with increased access to support for consumers receiving compulsory treatment

What does this mean?

The primary function of the Tribunal is to determine whether the criteria for compulsory mental health treatment as set out in the Act apply to a person.

What have we done?

- Independent Mental Health Advocacy (IMHA) was named Victoria's primary provider of non-legal mental health advocacy services under the new Act. From 1 September, all people receiving compulsory treatment will have access to support, if they want it.

Recommendation 4 Work towards integrated regional governance, including establishing **Regional Mental Health and Wellbeing Boards**

What does this mean?

Eight Regional Mental Health and Wellbeing Boards will be established by 31 December 2024 as key advisory bodies to the Minister of Mental Health, bringing regional perspectives.

What have we done?

- Interim Regional Bodies (IRBs) were established in Oct 2022 to help build the framework for Regional Boards.
- IRBs have begun building this framework through relationship building across their regions.

Chapter 16 of the Act Establishes **Youth Mental Health and Wellbeing Victoria (YMHVV)**

What does this mean?

YMHVV will consult and collaborate on youth mental health and wellbeing issues and the provision of youth mental health and wellbeing services, and enter into service agreements for the provision of services to young people.

What have we done?

- Work is underway to appoint YMHVV's inaugural board

New Mental Health & Wellbeing Act – updated governance and advisory arrangements

Recommendation 29

Establish a new non-government agency led by people with lived experience of mental illness or psychological distress.

What does this mean?

Will deliver accredited training and resources to aid the development of organisations led by people with lived experience, and will develop and deliver services

What have we done?

- The Lived Experience Branch in DH, VMIAC and SHARC are working in collaboration to finalise design work and progress the establishment of the Agency.
- Once established, the Agency will operate independently from government and have a skills-based board.

Recommendation 52

That Safer Care Victoria (SCV) create a Mental Health Improvement Unit

What does this mean?

SCV's Mental Health Improvement Unit will work with mental health and wellbeing services to ensure care is safe, connected, appropriate and effective.

What have we done?

- The Mental Health Improvement Unit has been established in SCV and is working to issue practice guidelines and frameworks to support service providers.

Recommendation 45

Legislate the role of Chief Officer for Mental Health and Wellbeing

What does this mean?

The Chief Officer will lead the Mental Health and Wellbeing Division (MHWD) in the Department of Health. The MHWD will oversee strategy, policy and service performance accountability.

What have we done?

- The MHWD was created in 2021 to be stewards of the new system.
- As part of the transition and restructure of the Division, roles have been created for people with lived and living experience of mental illness and psychological distress.

Part 6.3 of the Act

Outlines the functions of the Office of the Chief Psychiatrist (OCP)

What does this mean?

The OCP provides clinical leadership and advice to mental health service providers, promotes continuous improvement in the quality and safety of mental health services and promotes the rights of people receiving these services.

What have we done?

- The Act expands the functions of the OCP, including oversight of correctional settings.

Chief Psychiatrist role continues with some extensions:

- Regulation of Chemical Restraint
- Oversight of custodial mental health services
- Decision making principles