NSW Strategic Framework and Workforce Plan for Mental Health 2018 – 2022: Implementation Plan

January 2019

NSW
GOVERNMENT

Introduction

The NSW Strategic Framework and Workforce Plan for Mental Health 2018-2022 (the Framework and Workforce Plan) sets the direction and strategic actions for NSW Health in mental health over the forthcoming years. Through the implementation of the Framework and Workforce Plan improvements in service efficiencies and patient outcomes may be realised. This Framework provides NSW with the opportunity to reshape mental health service delivery and work more collaboratively to improve care for people with mental health issues, families, kinship groups and carers.

The purpose of this document is to provide lead and partner organisations with an Implementation Plan that articulates the key elements of implementation required to achieve the goals of the five year plan:

1. Governance

2. Partnerships

3. Monitoring progress and sharing good practice

4. Implementation

This Plan should be read in conjunction with the NSW Strategic Framework and Workforce Plan for Mental Health 2018 – 2022:
https://www.health.nsw.gov.au/mentalhealth/resources/Pages/mh-strategic-framework.aspx

Background

The NSW Ministry of Health Mental Health Branch has developed the Framework and Workforce Plan in consultation with many stakeholders to provide an overarching guide for NSW Health's action in mental health over the next five years.

The Framework and Workforce Plan supports NSW Health organisations to plan and deliver priority programs tailored to the health needs of their target population at both state and local levels. This includes NSW Health Local Health Districts (LHDs), Specialty Health Networks (SHNs), Ministry of Health Branches, NSW Health Pillars and work in partnership with other organisations.

The Framework and Workforce Plan also guides these organisations as they commission mental health community support services, education, research and collaborative initiatives.

Introduction

Goals and objectives

The Framework and Workforce Plan consists of three overarching goals and nine related objectives as illustrated in Figure 1.

Figure 1: Framework and Workforce Plan goals and objectives

Vision	The people of NSW have the best opportunity for good mental health and wellbeing and to live well in their community on their own terms

Goals	**HOLISTIC, PERSON-CENTRED CARE**	**SAFE, HIGH QUALITY CARE**	**CONNECTED CARE**
Objectives	1 Strengthen recovery-oriented services 2 Deliver holistic care 3 Improve physical health care for consumers 4 Increase community based options	5 Continuously improve safety and quality 6 Intervene early for children and young people 7 Strengthen suicide prevention	8 Organise local systems of care 9 Improve transitions

Outcomes

Achievements against these objectives are expected to drive improvements in:

- health outcomes for mental health consumers
- experience of care for mental health consumers and carers
- engagement of health staff, and
- efficient and effective care (in relation to costs).

1. Governance

This Implementation Plan (Plan) is primarily for NSW Health stakeholders. The actions outlined in this Plan have been agreed by lead and partner organisations as actions that are currently underway, planned or can be achieved in the timeframe of this Plan.

A governance framework has been established to support driving and monitoring implementation, and the sharing of good practice. The governance framework recognises the distinct responsibilities of the key stakeholder groups.

There are strong foundations in place to support the implementation of the Framework and Workforce Plan and influence strategic reform in to the future. The Mental Health Branch, NSW Ministry of Health will monitor the implementation of the Framework and Workforce Plan. The Mental Health Branch will report implementation progress to the NSW Mental Health Taskforce annually. The Mental Health Taskforce will provide strategic advice and lead cross agency discussion and collaboration at the executive level.

The Mental Health Taskforce is chaired by the Secretary of NSW Health. The Taskforce involves senior representation from Department of Premier and Cabinet, Treasury, Family and Community Services, Education and Justice including Corrective Services and the Mental Health Commission. The NSW Mental Health Taskforce currently provides the overarching governance of the NSW mental health reform and its implementation.

The overarching governance structure is depicted in Figure 2.

Figure 2: NSW Strategic Framework and Workforce Plan for Mental Health governance structure
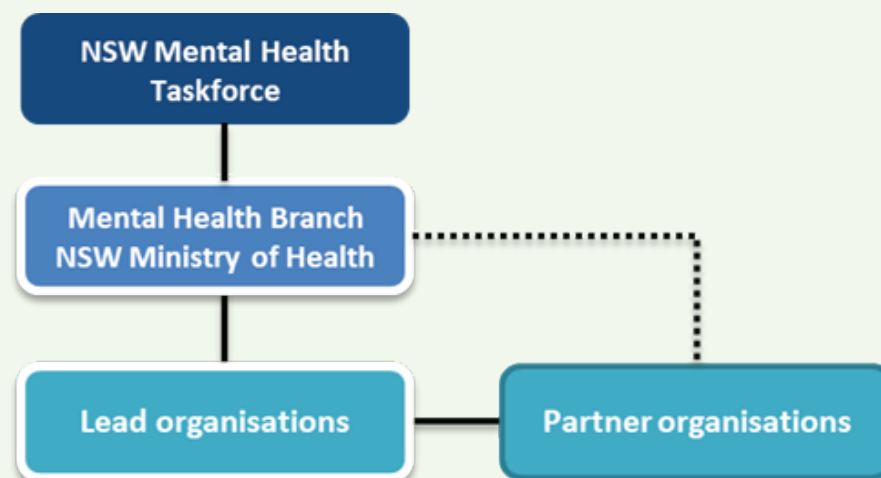
1. Governance

Roles and responsibilities

Clearly defined roles and responsibilities are key to the successful delivery of the Framework and Workforce Plan actions. In particular, the joint commitment and ownership of the Framework and Workforce Plan by NSW Health organisations will be crucial to ensuring the successful realisation of the vision for mental health. Table 1 below provides a description of the roles and responsibilities of each group depicted in the governance structure Figure 2.

Table 1: Governance roles and responsibilities

Group	Roles and responsibilities
Taskforce	• Lead senior executive level discussion of key cross-portfolio matters arising during implementation of the Framework and Workforce Plan and the intersection with the mental health reform. • Enhance cross-agency collaboration and experiential learnings regarding the implementation of the Framework and Workforce Plan. • Provide advice on relevant actions and progress.
Mental Health Branch, NSW Ministry of Health	• Oversight development of the governance, and monitoring and reporting arrangements necessary to support the implementation of the Framework and Workforce Plan. • Provide oversight and support for lead and partner organisations implementing the actions of the Framework and Workforce Plan. • Support communication and linkage between relevant organisations. • Share relevant information and data, with lead and partner organisations, as aligned with reporting for the Fifth National Mental Health and Suicide Prevention Plan, the mental health reform and other reviews to further assist in implementation. • Monitor and report on progress to the Taskforce on an annual basis. • On an annual basis share good practice and lessons learned broadly across all stakeholder groups.
Lead organisations	• Proactively work with other lead and partner organisations to plan and implement designated actions within agreed timeframes. • Provide an annual update to the Mental Health Branch on actions (including data and qualitative information as relevant) as the lead organization. • Provide advice to the Mental Health Branch and other governance groups as required.
Partner organisations	• Proactively work with lead and other partner organisations to plan and implement designated actions within agreed timeframes. • Provide an annual update to the nominated lead organisation on actions implemented (including data and qualitative information as relevant). • Provide advice to the Mental Health Branch and other governance groups as required.

2. Partnerships

The Framework and Workforce Plan are underpinned by a principle of collaboration and partnership across different entities and organisations. Effective implementation will be strongly influenced by the contributions made by a wide range of partners. Many of the actions identified in the Framework and Workforce Plan are already underway. This Plan aims to support and focus the attention of partners in areas which will improve mental health outcomes and the efficiency and effectiveness of the broader system.

It is expected that lead and partner organisations will work together to build the enablers of change and create a platform for sustaining improvements in mental health care and service delivery.

All implementation planning and actions should occur in collaboration with people with a lived experience of mental illness and caring, families, and kinship groups.

3. Monitoring progress and sharing good practice

Purpose

The key purpose of monitoring and reporting is to allow progress against the goals of the Framework and Workforce Plan to be considered and shared for the purpose of continuous quality improvement. Reporting on progress will support NSW Health and partner organisations in the consistent planning, funding and implementation of actions to realise improvements in service efficiencies and consumer outcomes.

Organisations responsible for actions under the Framework and Workforce Plan will be invited to provide examples of good practice and progress on an annual basis. Both quantitative and qualitative data will be used to communicate progress of the implementation of the Framework and Workforce Plan.

Alignment with current reporting requirements

Figure 3 provides a high level overview of how the Framework and Workforce Plan after Framework aligns with other mental health priorities and reporting requirements and identifies who is required to report against relevant priorities.

3. Monitoring progress and sharing good practice

Figure 3: Alignment of the NSW Strategic Framework and Workforce Plan for Mental Health 2018-2022 with other current reporting requirements

VISION: The people of NSW have the best opportunity for good mental health and wellbeing and to live well in their community on their own terms

NSW Strategic Framework and Workforce Plan for Mental Health 2018–2022

Goals / Objectives	HOLISTIC, PERSON-CENTRED CARE	SAFE, HIGH QUALITY CARE	CONNECTED CARE	Reporting	Who
	1 Strengthen recovery-oriented services 2 Deliver holistic care 3 Improve physical health care for consumers 4 Increase community based options	5 Continuously improve safety and quality 6 Intervene early for children and young people 7 Strengthen suicide prevention	8 Organise local systems of care 9 Improve transitions	Annual *as part of NSWH Annual Report*	MoH LHDs Pillars Partners

Alignment

	HOLISTIC, PERSON-CENTRED CARE	SAFE, HIGH QUALITY CARE	CONNECTED CARE	Reporting	Who
Fifth National MH Plan: priority areas	5,6,8	7,8	1,3,4,8	Annual	NMHC > MoH
Mental Health Reform: strategic directions	2 A greater focus on community based care 5 Building a better system	1 Strengthening prevention and early intervention 3 Developing a more responsive system	4 Working together to deliver person-centred care	Annual: SPCC Bi-annual	MoH LHDs/SHNs
MH Workforce Plan	●	●	●	Annual	MoH; LHDs
NSWH Performance Framework	●	●	●	Quarterly	MoH; LHDs/SHNs
Seclusion Review	●	●		Monthly	MoH; LHDs/SHNs
Psychiatry Workforce Plan	●			TBC	TBC
Strategic Framework for Suicide Prevention		●		TBC	TBC

3. Monitoring progress and sharing good practice

Related performance measures

Related performance measures have been identified for many actions and other performance measures may be identified over time. A progress report aligned with the related performance measures will be produced annually. Reporting will be coordinated by the Mental Health Branch, with data being collected through existing data sources and reporting mechanisms. It is intended that data are only obtained from existing sources to reduce reporting burden.

Related performance measures align with the following current reporting requirements:

- Fifth National Mental Health and Suicide Prevention Plan, reported annually
- Integrated Care Bilateral Agreement, reported six monthly
- NSW Mental Health Reform initiatives, reported six monthly
- NSW Health Performance Framework, reported quarterly
- Seclusion and Restraint Review, reported monthly

Qualitative information

Lead and partner organisations will be asked to provide information on progress against implementation of actions identified in the Framework and Workforce Plan on an annual basis. It is not expected that every action will be reported on every year; rather objectives and actions will be identified for reporting each year. The nominated objectives for each year 2019 – 2022 are identified in Table 2. Objectives where there are numerous actions will be reported on across multiple years. A detailed breakdown of all actions for reporting by year is presented in Appendix 1.

3. Monitoring progress and sharing good practice

Table 2: Objectives for reporting 2019 - 2022

Objectives	2019	2020	2021	2022
1. Strengthen recovery-oriented services	🔴	🔴	🔴	🔴
2. Deliver holistic care	🔴	🔴	🔴	🔴
3. Improve the physical health care of consumers		🔴	🔴	
4. Increase community based options	🔴			
5. Continuously improve safety and quality	🟢	🟢	🟢	
6. Intervene early for children and young people				🟢
7. Strengthen suicide prevention		🟢	🟢	
8. Organise local systems of care		🔵		🔵
9. Improve transitions				🔵

Reporting may vary from year to year and between actions. Example reporting styles may include documentation developed, case studies, evaluations, education and training or redesign outcomes. It is expected that as well as describing progress, organisations will identify lessons learned and opportunities for improvement.

3. Monitoring progress and sharing good practice

Sharing good practice

Reporting will not necessarily take the form of a formal annual report. Reporting will be a collection of documents (eg case studies, evaluations, survey outcomes) themed under the relevant objectives, strategies and actions. The purpose of reporting is to enable all stakeholders to share good practice and lessons learned, guide policy directions, and to contribute to the evidence base.

A NSW Health website page and community of practice site will be established and curated by the Mental Health Branch with the objective of broadly sharing good practice, lessons learned and opportunities for improvement among stakeholders. Any data collected will also be made available on the website.

A summary progress report may be developed at various points in time to highlight successes, share common challenges and identify priority areas for future action.

Reporting on progress in implementing the actions outlined in this Plan will be provided to the Taskforce for consideration. It is expected that the Taskforce will lead senior executive level discussion and promote cross-agency collaboration for relevant objectives to promote mental health reform across NSW.

4. Implementation

The Implementation Plan tool will assist to facilitate the ongoing monitoring of the Strategic Framework and Workforce Plan actions.

Lead and partner stakeholders are encouraged to develop their own implementation plan for relevant actions. Any implementation plan should be considered a living document which will be monitored and updated throughout the course of implementation.

The tool is presented as an Excel document to enable ease of sorting by different categories including lead organisation, partner organisation and reporting date. This tool outlines the following information:

- Actions for implementation
- Lead organisation responsible
- Partner organisation/s responsible
- Policy alignment
- Reporting year
- Related performance measures
- Implementation tracker
- Notes

The cover page of the Excel Implementation Plan provides information on how to use the tool and the contents.

Appendix 1: Objectives and actions for reporting

Table 3: Detailed objectives and actions for reporting 2019 - 2022

	Goal 1 - Holistic, person-centred care	Goal 2 - Safe, high quality care	Goal 3 - Connected care
	Strategies and actions for reporting		
2019	**1.1 Embed recovery-oriented, trauma-informed practices** Actions: 1.1.1; 1.1.2; WP2.1.1; WP 3.2.1; WP3.2.2 **1.5 Strengthen mental health leadership** Actions: 1.5.1; WP 4.9.1; WP 4.9.2; WP 4.9.3; WP 4.1.5 **2.2 Grow and support the emerging peer workforce** WP 1.2.3; WP 4.6.1; WP 4.6.2; WP 4.1.4; 2.2.1 **2.5 Grow and support the psychiatry workforce** Actions: WP4.5.1 **4.1 Enhance specialist mental health capacity in community based settings** Actions: 4.1.1 **4.2 Enhance mental health community support services** Actions: 4.2.1 **4.3 Encourage the use of self-help and digital interventions** Actions: 4.3.1	**5.1 Embed learnings from improvement processes** Actions: 5.1.1; 5.1.2; 5.1.3; 5.1.4; 5.1.5; WP 4.3.8; WP 4.10.1 **6.1 Intervene early in age and the course of an illness** Actions: 6.1.1 **6.2 Respond to the mental health needs of parents & the safety and wellbeing needs of their children** Actions: 6.2.1; 6.2.2	
2020	**1.2 Address stigma and discrimination** Actions: 1.2.1; 1.2.2 **2.1 Improve comprehensive assessment and treatment** Actions: 2.1.1; WP 4.2.1; WP4.2.3; WP4.2.4; WP4.2.5 **2.4 Grow and support the mental health nursing workforce** Actions: WP 4.3.1; WP 4.3.2; WP 4.3.3; WP 4.3.4; WP 4.3.5 **3.1 Ensure appropriate physical health care guidance and resources are available** Actions: 3.1.1; 3.1.2	**5.2 Improve safety and quality monitoring and public reporting** Actions: 5.2.1; 5.2.2; 5.2.3 **5.3 Improve access to mental health service information** Action: WP 1.2.1 **7.2 Build the capacity of health and partner workforces to respond to suicide and self-harm behaviours** Actions: WP4.8.1; WP 4.8.2	**8.1 Use available tools and resources to support strategic mental health service planning and commissioning** Actions: WP 1,1,1; WP 1.1.2; WP 1.1.3; WP1.2.2; WP 1.2.5; WP 4.11.1

Appendix 1: Objectives and actions for reporting

	Goal 1 - Holistic, person-centred care	Goal 2 - Safe, high quality care	Goal 3 - Connected care
	Strategies and actions for reporting		
2021	**1.3 Strengthen services for Aboriginal people** Actions: 1.3.1; 1.3.2; 1.3.3; 1.3.4; WP 1.2.4; WP 4.7.1; WP 4.7.2; WP 4.7.3; WP 4.7.4 **2.3 Grow and support the allied health mental health workforce** Actions: WP 4.4.1; WP 4.4.2; WP 4.4.3; WP 4.4.4 **3.2 Increase consumer access to the full range of available health interventions** Actions: 3.2.1 **3.3 Improve consumer engagement with health services** Actions: 3.3.1	**5.4 Develop national guidance and information on safety and quality and experience of care** Actions: 5.4.1 **5.5 Implement service improvement activities** Actions: 5.5.1; 5.5.2; 5.5.3 **5.6 Ensure the workforce is capable and supported** Actions: WP 4.1.1; WP 4.1.2; WP 4.1.6; WP 4.1.7 **7.1 Contribute to system-wide suicide prevention efforts** Actions: 7.1.1; 7.1.2; 7.1.3; 7.1.4; 7.1.5	
2022	**1.4 Improve services for populations with diverse needs** Actions: WP 4.12.1 **2.6 Support the workforce in rural areas** Actions: WP 3.1.2; WP 3.1.3; WP 3.1.4 **2.7 Strengthen subspecialty practice** Actions: WP 3.1.1 **2.8 Strengthen the capacity of partner services to respond to the needs of consumers** Actions: WP 4.2.2; WP 4.2.6; WP 4.8.3		**8.2 Integrate regional planning and service delivery** Actions: 8.2.1; 8.2.2; 8.2.3; 8.2.4 **9.1 Implement guidance and service models that improve transitions** Actions: 9.1.1; 9.1.2 **9.2 Use infrastructure that supports transitions** Actions: 9.2.1 **9.3 Improve workforce partnership skills** Actions: WP 3.2.3; WP 3.2.4 **9.4 Improve consumer access to NDIS services** Actions: 9.4.1