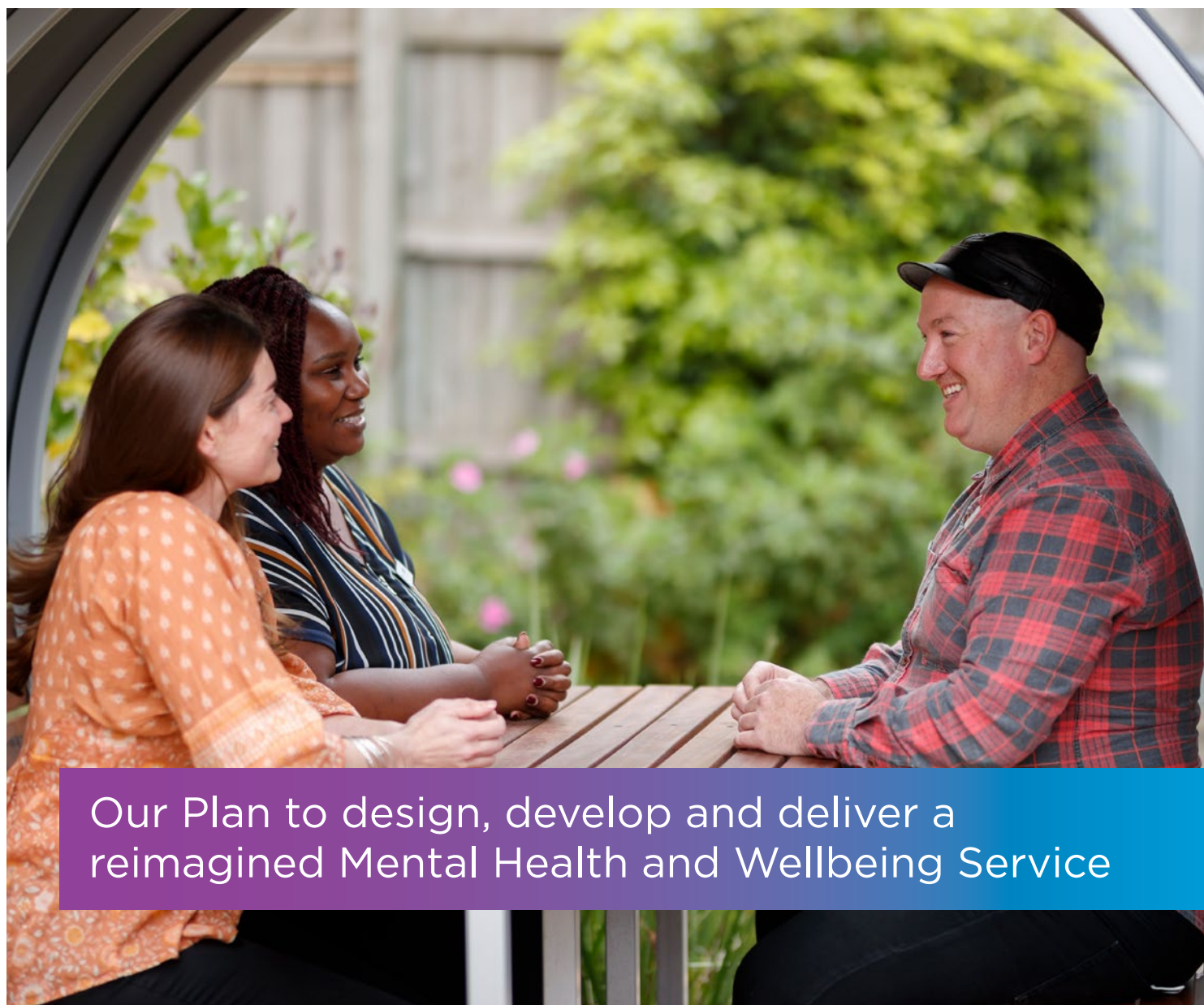


Transforming Mental Health at Peninsula Health

2023 Update



Our Plan to design, develop and deliver a
reimagined Mental Health and Wellbeing Service



Peninsula
Health

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Background

THE ROYAL COMMISSION

Insights from the Royal Commission into Victoria's Mental Health System revealed major change was needed in order to develop a future mental health and wellbeing system that provides holistic treatment, care and support for all Victorians.

7 GUIDING PRINCIPLES OF THE NEW SYSTEM HAVE BEEN DEVELOPED:

1

The dignity of people living with mental illness or psychological distress is respected and necessary holistic support is provided to make sure people can take part in society.

2

Family members, carers and supporters of people living with mental illness or psychological distress are recognised and supported.

3

Comprehensive mental health treatment, care and support services are provided equally to those who need them. And they are provided as close as possible to where people live – including in rural areas.

4

Collaboration and communication happen between services within and outside of the mental health and wellbeing system and at all levels of government.

5

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

6

People with lived experience of mental illness or psychological stress, family members, carers and supporters, as well as local communities are central to the planning and delivery of mental health treatment, care and support services.

7

Mental health and wellbeing services use ongoing research, evaluation and innovation to meet community needs now and into the future.

Source: Royal Commission into Victoria's Mental Health System - Final Report - Volume 1A new approach to mental health and wellbeing in Victoria

A key recommendation was to establish service delivery across Victoria at local, area-based and state-wide levels.

This will comprise of:

New Adult and Older Adult Local Mental Health and Wellbeing Services that operate with extended hours and are delivered in a variety of settings

Infant, Child and Youth Mental Health & Wellbeing Services delivered through partnerships between public health services or public hospitals and non-government organisations that deliver wellbeing supports

Adult and Older Adult Area Mental Health and Wellbeing Services delivered through partnerships between public health services or public hospitals and non-government organisations that deliver wellbeing supports

State-wide services that are delivered in a way that minimises the need for people to travel far to access services.

In response to this, all Mental Health and Wellbeing Services were funded by the State Government, with oversight by the Department of Health, to develop a Transformation Plan outlining how each of them will accomplish the much-needed changes.

The use of the wording *Transformation Plan* is intentional, it is seen as a chance to change the service delivery approach, model of care and culture, to ensure meaningful design and delivery with consumers and carers that is aligned with their needs and preferences and guided by the reform principles.

Peninsula Health's Transformation team has been established to deliver our Transformation Plan. As with any big project or event, a lot of time and preparation work is needed in the beginning to ensure the project's success. That's kept us at Peninsula Health quietly working away, making progress to improve and redesign our Mental Health and Wellbeing Service, aligning with the vision set out by the Royal Commission.

This booklet provides a look at our transformation journey:

- How we began our journey to create our plan
 - What we've done so far
 - What we plan to do in the future.
-

Implementing our Transformation Plan highlights our commitment to:

- Changing our approach to service delivery, models of care and culture
- Developing meaningful design and delivery with people who are engaged with our services, consumers, families, carers and supporters, aligned with their needs and preferences.

How our journey began

The Government's aim of these Transformation Plans is to ensure every health service redesigns its Mental Health and Wellbeing Service to deliver consistent support and treatment that best meets the needs of their community.

We engaged in a series of community consultations with people with a lived and living experience (which is an overarching term used to describe consumers, families, carers and supporters) of mental health, alcohol or other substance use challenges, our workforce, as well as a range of other stakeholders and partners, to understand and co-design a plan which genuinely meets the needs and preferences of people who engage with services in our area; and to be a starting point for mental health and wellbeing reform across the whole service.

The Transformation Plans focus on implementing the eight priorities for Area Mental Health and Wellbeing Services identified from the Royal Commission recommendations. They are:

- 1** Embedding lived experience in the leadership, design and delivery of Area Mental Health and Wellbeing Services
- 2** Establishing two Area Mental Health and Wellbeing Service streams
- 3** Expanding core clinical services
- 4** Delivering more clinical activity outside of standard business hours
- 5** Primary and secondary consultation across the system and developing shared models of care
- 6** Forming a partnership with a Non-Government Organisation (NGO) provider of wellbeing services
- 7** Integrated mental health and alcohol and other drugs treatment, care and support for people living with mental illness and substance use or addiction
- 8** Supporting the new Local Adult and Older Mental Health and Wellbeing Services

Our journey so far



Peninsula Health's journey to mental health transformation commenced in June 2022. Since then we have achieved the following.

ALTERNATIVE WORKFORCE

This change is about bringing together people working in clinical and non-government organisation workforces, to create a different/extra kind of support to what is already available within the service. This alternative workforce provides recovery-orientated services and works with consumers and their families, carers and supporters in practices such as goal setting and recovery planning, assistance with accessing NDIS packages of care, and skill development for healthy lifestyles.

FRANKSTON MENTAL HEALTH AND WELLBEING LOCAL SERVICE (ADULT AND OLDER ADULT)

One of the first six local services set up across the state, the Frankston Mental Health and Wellbeing Local Service is designed to be the new front door for people with lower to medium intensity needs related to mental health or alcohol and other drug (AOD) use. The aim is to provide greater access for people who need specialist mental health treatments, care and support that are a step up from General Practitioners (GP) but do not need the services of a hospital.

Peninsula Health has partnered with Wellways and Mentis Assist to deliver this service. The service is open and accepting new referrals weekly.

The Frankston Local has been true to the first priority; lived experience consultants have been a key voice in project teams since the tender process and will continue now that the service is operational with lived experience equity in the governance space. To ensure peoples experience when visiting the local is safe and comfortable, the physical space was extensively co-designed, ensuring key feedback from the community remained front and centre at all stages of the design. We can't wait for the doors of the refurbished buildings to open.

NEW CRISIS ASSESSMENT AND TREATMENT TEAM (CATT) MODEL OF CARE FOR ACUTE COMMUNITY MENTAL HEALTH AND WELLBEING SERVICE

Changes have been made to how Peninsula Health deliver these services; a 'model of care' is a term for a document which broadly defines this. The new CATT model of care was successfully launched at the end of November 2022 and reunited the assessment and home treatment function. Allowing the CATT to deliver improved, seamless care to people with an aim of providing treatment and care in the community, close to home. Through our consultations with people who had used the previous service, we gained not only valuable feedback, but experienced first-hand the human connection that occurs when working in real partnership with people.

EXPANSION OF OUT OF HOURS SERVICES (HOPE SERVICE)

Expanding Hospital Outreach Post Suicidal Engagement (HOPE) is a recommendation from the Royal Commission.

The HOPE team is a unique service which can provide up to 90 days to 12 weeks of support and care to people who have presented to our service having experienced a suicidal crisis.

With the support of co-production specialists, this expansion was successfully co-designed by consumers, families and carers, clinicians, staff and other stakeholders. The expansion of the HOPE service includes greater access for people across the week beyond 9am – 5pm. It was launched in February 2023, has more staff and now provides after-hours services six (6) days a week.

REFURBISHMENT OF RESIDENTIAL FACILITIES

Peninsula Health has received funding to make significant improvements to residential mental health facilities across the service in order to provide greater comfort for people requiring extended mental health care.

The refurbishment of the Community Care Units (CCU) will significantly improve the quality of residents' living environment.

Whilst the refurbishment of the Youth Prevention and Recovery Centre (YPARC) service, has engaged with youth clients, families, carers and staff to co-design common areas that are inviting and welcoming to young people. A new model of care is also being developed.

INFANT, CHILD AND YOUTH MENTAL HEALTH AND WELLBEING SERVICE

The Royal Commission has designed the new mental health and wellbeing system to have two parallel, but connected service streams:

- **The Infant, Child and Youth Area Mental Health and Wellbeing Service Stream for 0-25 years of age**
- **The Adult and Older Area Mental Health and Wellbeing Service Stream for people aged 26 years and older**

We have been working on the expansion of the 0 – 25 age stream for our community mental health and wellbeing team. The service will provide access to treatment, care and support for children, youth and families, carers and supporters across Frankston and Mornington Peninsula. We have appointed our new senior positions of Head of Infant, Child and Youth and Program Manager of Infant, Child and Youth. The service will be launched in stages, commencing in late 2023.

INTEGRATED ALCOHOL AND OTHER DRUGS (AOD) AND MENTAL HEALTH SERVICE

Making sure people living with alcohol or other substance use challenges have access to treatment, care and support is another priority, so we are working hard to respond to recommendation 35 of the Royal Commission, by establishing an integrated Alcohol and Other Drug (AOD) and Mental Health (MH) service at Peninsula Health. This project is underway but in the early stage of planning and the voices of consumers, families, carers and supporters alongside the workforce will be central to the design of this new service.

IMPLEMENTATION OF THE NEW *MENTAL HEALTH AND WELLBEING ACT (2022)*

Victoria's new *Mental Health and Wellbeing Act (2022)* came into effect on 1 September 2023. This piece of legislation determines the legal processes for people receiving compulsory treatment from mental health and wellbeing services. It places a strong focus on human rights and has a new set of principles to guide services in providing safer and more compassionate mental health and wellbeing care. We highly recommend you talk to our staff about the changes or visit the Department of Health website for more information.

RENAMING OF PENINSULA MENTAL HEALTH SERVICE

To ensure our service reflects the care we are providing, we are changing our name to **Peninsula Health Mental Health and Wellbeing Service**. This is a Royal Commission recommendation and part of the reform that services will be delivered in a partnership between a public health service and a non-government organisation that provides wellbeing supports.

THE THERAPY SERVICE

Given that specialised therapies can be difficult to access and expensive, we have researched and developed a Therapy Service that will meet the needs of our community and begin to bridge the gaps. These will be available through our Community Mental Health Services late 2023.

LIVED EXPERIENCE AT PENINSULA HEALTH



“Lived Experience workers have unique knowledge, abilities, and attributes. They draw on their own life-changing experience, service use and their journey of recovery and healing to support others.”

Source - National Mental Health Commission

At Peninsula Health we have Consumer and Family Carer disciplines embedded within teams and in leadership roles. Our peer workforce sits in multi-disciplinary teams within our inpatient and community services, and you will find AOD peer workers in our Crisis Hub located in our emergency department.

A workforce strategy is being developed to assist in strengthening, developing, and supporting the lived/living experience workforce at Peninsula Health. It will explore how we will expand and specialise our workforce, whilst providing career opportunities on the frontline and in leadership positions.

The Transformation team has two dedicated lived experience consultants, a general and a youth specialist, who have been working closely with Peninsula Health's Lived Experience leadership team to ensure the successful and transparent implementation of the Transformation Plan, aligned to the intention of embedding lived experience as a key priority.

PARTNERSHIP AND INTEGRATION

Genuine partnership with communities and other providers is a must have for us to deliver better mental health and wellbeing services.

Peninsula Health has existing formal partnerships with the following organisations:

- Headspace
- Mentis Assist
- Mind Australia
- Wellways
- The Alfred Carer Services
- TANDEM (for Carers)
- Independent Mental Health Advocacy Service (IHMA)
- Legal Aid

As well as informal partnerships with local health and community, government, education, housing, and justice.

Partnerships that better support marginalised community groups are a key priority.

Every day, we proudly acknowledge the traditional owners and custodians of the lands upon which Peninsula Health delivers its services, the Bunurong and the Boon Wurrung people of the Kulin Nation. We are forming close partnerships with local First Nation organisations to deepen our commitment to reconciliation.

At present we partner closely with:

- **Aboriginal and Torres Strait Islander services – VACCHO (Victorian Aboriginal Controlled Community Health Organisations)**
- **First Peoples' Health and Wellbeing clinics which are fully bulk billing provide a range of general and mental health care services**

Finding ways to expand our reach to these communities is part of the commitment in our plan.

As we began work on our plan, The Rainbow Tick Committee achieved an important milestone with the establishment of an Allies Network to support the lesbian, gay, bisexual, transgender, intersex, queer, asexual and other (LGBTIQA+) communities at Peninsula Health.

Our **Allies** are active and visible advocates for the LGBTIQA+ community by ensuring they're constantly fostering an inclusive and safe culture for **all** Peninsula Health employees, patients, and community members by speaking up when necessary, sharing lived experiences to educate those around them, and teaming up with other allies to extend the narrative.

Our Transformation Plan will build on the Allies work as it maps out partnerships within the LGBTIQ+ space so we can ensure our mental health services are a safe and inclusive space to access vital health care.

This mapping will also explore other groups such as people from culturally diverse backgrounds, people who experience disability, neurodivergence, and to see what other groups we may have missed.

We acknowledge there will be many things to learn from our diverse communities, which is why we need, and are committed to honest and respectful partnerships.

CO-PRODUCTION – WORKING IN PARTNERSHIP WITH PEOPLE

Lived experience is a driving force in priority setting and decision making at Peninsula Health, not only within mental health services, but organisation wide. The voice of lived/living experience is vital, how we do this work is just as important as why we are doing it. As more work moves forward you will hear us talk about co-production and co-design.

Co-production is a process where people in lived experience, clinical, education or academic roles, partner as equals to improve health services by listening, learning and making decisions together.

Peninsula Health is committed to meaningful co-design and co-production wherever possible to ensure that people with lived experience are leading and partnering on any new proposed initiatives to reform our services. This will mean opportunities to be involved in a range of engagement activity types related to the various project works as they come on board. We will notify the community of these as they come up via the Peninsula Health website, flyers, posters, and relevant service teams.

As this is a new way of working, we have co-designed a training and education workshop for our staff to help them understand what co-production is, why it is different, and how it can lead to better outcomes. Most of our leaders, clinical and operational staff, as well as lived experience, nursing, allied health, education and AOD have trialled the workshop which we will be rolling out bi-monthly.

Where to from here?



Over the next 24 months, we will continue to work on projects related to the eight priority areas. These projects include:

- 1** Developing a whole of life service model of care
- 2** Expanding our Youth, Adult and Older Adult Community Mental Health and Wellbeing Services
- 3** Developing a new Mental Health and Wellbeing Service Workforce Strategy
- 4** Design of Mental Health and Wellbeing Service Workforce Capability Framework including Alcohol and Other Drugs
- 5** Development of a Peninsula Health Partnership Charter
- 6** Implementing a new Mental Health and Wellbeing Service and Data Information Management System.

HOW WILL WE “REALLY” EMBED LIVED EXPERIENCE?

We are saying this last, because of its significance: people with lived experience are central to the design and delivery of our new Mental Health and Wellbeing Service and will be involved in our Transformation Plan, through co-production, co-design, collaboration, and consultation to ensure each project genuinely responds to the needs and preferences of those who we seek to serve.

Co-production is a gold standard. It brings together the people who will be impacted by the project, respecting and valuing their knowledge and expertise from lived/living experience alongside that of the others involved in the project.

Co-design is an excellent way to ensure lived experience has equity when we redesign or develop new services and programs. The level of participation may vary due to different circumstance or project conditions but embedding the voice of lived/living experience will remain priority one.

Change is not easy, but we are and will remain dedicated to taking this journey in partnership with you. We will keep you updated with what is happening and look forward to creating with you our transformed Peninsula Health Mental Health and Wellbeing Service.



Peninsula Health is child safe.

We are proudly inclusive

peninsulahealth.org.au