



Mental Health
Commission



Joint Leadership Group Statement of Commitment - Organisational Cultural Change through Lived Experience Inclusion Plans

Introduction

The Mental Health and Alcohol and Other Drugs Joint Leadership Group (JLG) is responsible for the oversight of recommendations from the Independent Review of WA Health System Governance Report (IGR) that relate to mental health and alcohol and other drugs systems.

This includes the following recommendation:

The Mental Health Commission and Department of Health to begin implementation of a phased change plan to build capacity and shared understanding, integrate lived experience perspectives and to apply contemporary, recovery-oriented approaches to mental health and alcohol and other drugs.

Organisational culture change will support the transformation of Western Australia's mental health and alcohol and other drugs systems, empowering and supporting people, families and communities in their wellbeing. Systems that place people, families and communities at the centre will ensure that when needed, there is access to programs and services that are outcomes focused, trauma informed, culturally safe and meet the diverse needs of all people.

This change may be facilitated through initiatives such as contemporary commissioning, consumer and lived experience engagement, growing the Lived Experience (Peer) workforces, and addressing stigma. For this to succeed, strong organisational readiness supports need to be in place to provide the foundations for success, such supporting policies, education and training.

JLG member organisations are already progressing organisational cultural change initiatives including the development of Lived Experience (Peer) workforces and peer in-reach programs, lived experience Consumer Advisory Groups and other forms of engagement; however, these may benefit from the development of a longer-term plan of action aligned to a broader framework.

Noting work to date, and that this transformation will take time, there is a commitment to develop and implement phased initiatives with the aim of facilitating long-term, sustainable change that will support short-, medium- and long-term goals.

In determining planned actions, it is important to recognise the unique circumstances of each agency including their current state of organisational readiness. The development of individual agency actions, aligned to systemic best practice will provide:

- increased relevance and flexibility aligned to current state of organisation readiness
- opportunities to utilise existing and established lived experience engagement processes
- more targeted objectives that may be more practical for implementation and supported by faster decision making
- greater commitment in development, delivery and evaluation of the initiatives
- customisation to meet respective community needs.

Notwithstanding the aspirations for organisational cultural change and the different roles and responsibilities of the respective JLG members, the scope of this commitment applies to the Department of Health, Health Service Providers and the Mental Health Commission.

Statement of Commitment

The Department of Health, Health Service Providers and the Mental Health Commission, as members of the JLG, are committed to:

- Long-term and sustained transformative organisational cultural change to achieve the aspirations of the Mental Health and Alcohol and Other Drug Strategy 2025-2030 including prioritising a thriving mental health Lived Experience (Peer) workforce as a vital component of “quality, recovery-focused mental health services”.

This includes focusing on:

- Building the capacity of each agency to drive a phased approach to organisational cultural change that embodies person-centred approaches within service culture, policy, planning, design, delivery and evaluation.
- Embedding authentic co-design and co-production processes into commissioning and strategic policy processes, where appropriate.
- Providing services that are safe, equitable, trauma-informed and culturally safe, responsive and secure.
- Working with stakeholders in a relational way and valuing the diverse perspectives of different stakeholders.
- Supporting and growing diverse workforces that includes Aboriginal and Lived Experience (Peer) workforces.
- Providing oversight and accountability of a phased approach to organisational cultural change through the leadership and governance of the JLG.
- Strengthening approaches to reduce stigma and discrimination in program design, delivery and review.

This will be delivered through:

- The development, implementation and monitoring of individual agency Lived Experience Inclusion Plans (LEIPs) aligned to National Lived Experience (Peer) Workforce Development Guidelines (National Guidelines).
- The National Guidelines set out clear actions to build, support, embed and grow a sustainable Lived Experience workforce over time, and support cultural change through a mental health system underpinned by recovery-oriented practice.

The LEIPs will be progressed through:

- Short, medium and longer-term aspirations and actions to support and develop Lived Experience workforces and lived experience and consumer engagement.



- Apply to Lived Experience workforces comprising of lived or living experience of mental health, alcohol and other drug issues and suicidal crisis, including families and carers, and noting the intersection with other corporate plans such as Conciliation Action Plans, Multicultural Inclusion Plans and Workforce Diversity Plans.
- Prioritise organisational readiness actions required to create safe and supportive environments for a thriving lived experience workforce and preparing and supporting sustained organisational culture change.
- Align to the National Guidelines in progressing Lived Experience workforce development in a staged, safe, sustainable and effective manner.
- LEIPs that are the responsibility of each agency, with actions appropriate for each agency, depending on the current stage of progress with existing activities and service culture. Examples of initial actions may include leadership commitment, clinical and whole-of-staff education and training; policy and practice standards reviews; human resources and workforce planning; and actions that build capacity of each agency to grow the workforce.

In the development of the LEIPs agencies will consider:

- Documenting the current workforce composition, lived experience and consumer engagement practices, policies and commissioning frameworks.
- Understanding current knowledge and attitudes of the broader workforce, including clinicians to determine the current stage of organisational readiness.
- Utilising an authentic co-design or co-production process within the agency that fosters collaboration, inclusivity and safety, aligned to the Mental Health Commission Working Together: Mental Health and Alcohol and Other Drug Engagement Framework.
- Ensuring a safe and transparent environment throughout the LEIPs development where diverse perspectives are valued and reflected.
- Providing strong leadership and oversight and regularly reporting to the JLG.

The key deliverables will be:

- Deliverable 1 – Development of a LEIP by June 2026 that reflects staged implementation, monitoring and reporting over 5 years, aligned to the Mental Health and Alcohol and Other Drug Strategy 2025-2030.
- Deliverable 2 – Annual Implementation Snapshot Reporting to the JLG that includes progress on actions identified in the LEIP.

Ongoing governance, oversight and support will include:

- JLG as highest level of governance will monitor the development of the LEIPs through the Annual JLG workplan and associated reporting, as well as all associated Mental Health Commission IGR reporting to the Minister.
- Advice from the Mental Health, Alcohol and Other Drugs Lived Experience Advisory Group (LEAG) and Clinical Advisory Group (CAG) may be requested by the agencies as required, noting the JLG may also seek advice directly from LEAG and CAG as needed in relation to the Deliverables.
- Agencies will engage through their own governance arrangements for development, approvals and implementation, including their own formal structures for the engagement of lived experience.

Strategic alignment

In undertaking this work, the JLG recognises this work will advance actions outlined in key state and national policy documents, including:



- Independent Governance Review
- Mental Health and Alcohol and Other Drug Strategy 2025-2030
- National Mental Health Commission National Lived Experience (Peer) Workforce Development Guidelines: Placing lived experience at the centre of mental health reform
- The Western Australian Lived Experience (Peer) Workforces Framework.

