

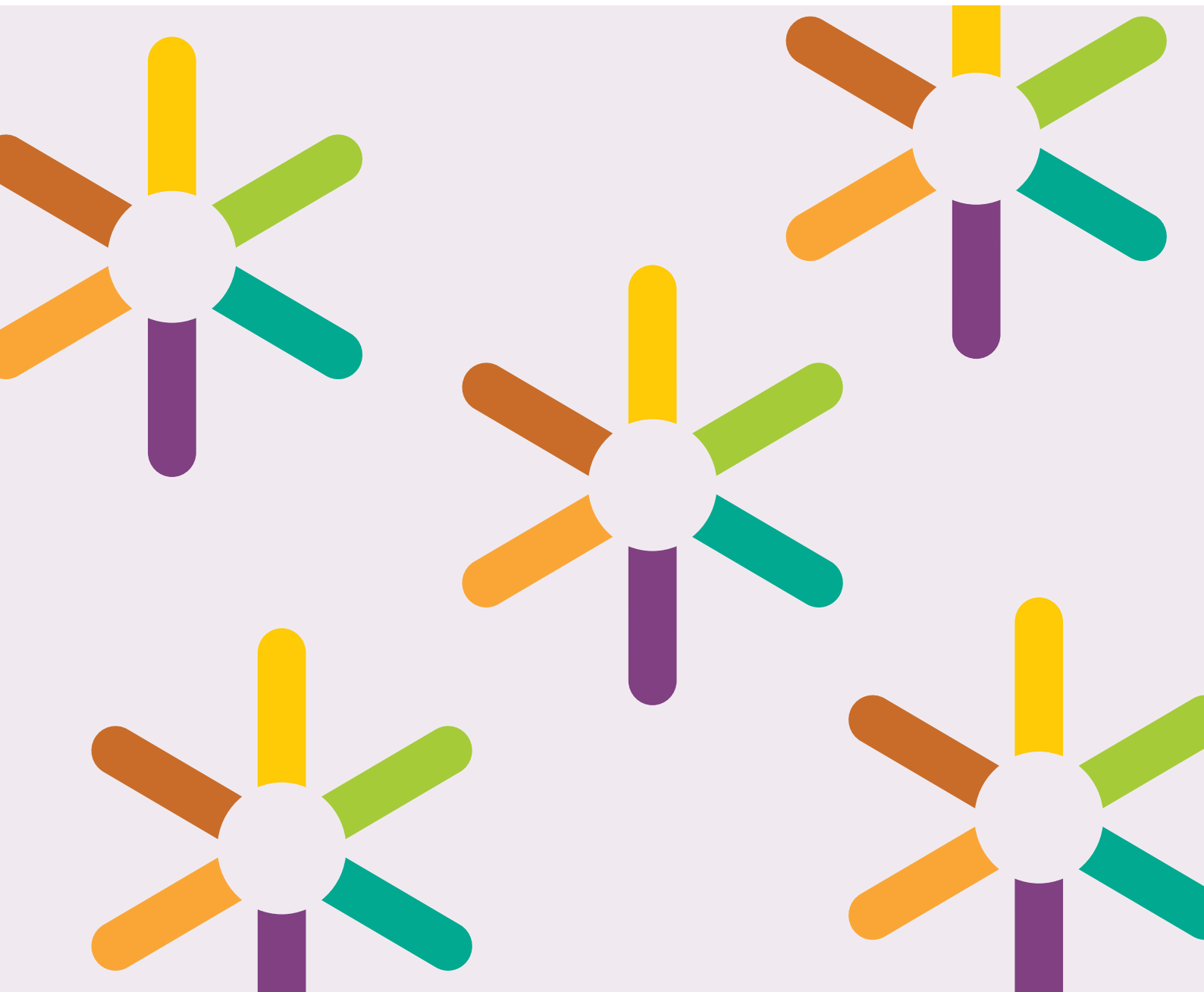


Government of **Western Australia**
Mental Health Commission

Mental Health Commission

Agency Commissioning Plan

2023 – 2030



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Acknowledgements

The Mental Health Commission acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of this country and its waters. The Commission wishes to pay its respects to Elders past and present.

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Accessibility

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Commissioner's foreword

The Mental Health Commission's (the Commission) Agency Commissioning Plan 2023-2030 serves as the foundation for a forward-thinking and system wide approach to commissioning that is strategic and proactive, delivering long-term outcomes for individuals, families and the community.

The release of this updated Agency Commissioning Plan coincides with the introduction of reform resulting from the Independent Governance Review of the WA Health System to strengthen leadership, accountability and collaboration of the WA mental health and alcohol and other drugs system.

The Commission will work to establish a more collaborative and joined up approach with the sector to plan and commission mental health and alcohol and other drug (AOD) services moving forward.

The reforms will significantly impact how we commission services and shape future iterations of the plan, including the development of a new mental health and alcohol and other drug strategy that will directly inform the MHC's commissioning intentions and future iterations of the ACP.

As we embark on the journey to implement these reforms, this interim version of the plan will provide guidance for the next two years, with an emphasis on addressing immediate priorities in line with best practice service commissioning practices, as per the WA State Commissioning Strategy for Community Services 2022.

A particularly vital aspect of our commissioning approach is the inclusion of people with lived experience and as we commission services, we will endeavour to achieve a better understanding of the needs of local populations by involving persons with lived experience, sector, communities, and professionals in the commissioning process.

We recognise that these changes will require collective effort and collaboration, and we look forward to working hand in hand with our partners, these being our consumers, carers, family members, non-government organisations (NGOs) and State and Commonwealth agencies to lay the foundation for a more effective and responsive mental health and AOD system.

Together, we can make a meaningful difference in the lives of Western Australians.

Maureen Lewis

Mental Health Commissioner



Background

In August 2022, the WA Government released the State Commissioning Strategy for Community Services (the Strategy) with the purpose of shaping a more coherent and holistic approach to delivering sustainable human and community services outcomes.

The Department of Finance is the lead agency responsible for the development and implementation of the Strategy. State government agencies responsible for contracting community services under the Delivering Community Services in Partnership Policy (DCSP Policy) are required to develop Agency Commissioning Plans.

Agency Commissioning Plans identify the agency's proposed commissioning intentions over the next five years, and these will evolve in response to community need and government priorities.

The Strategy and accompanying ACPs demonstrate:

- **A move toward 'outcomes-based' commissioning**, where services are designed and commissioned based on a comprehensive understanding of community need, and the consumer and community outcomes Government aims to achieve.
- **Transparency to the community, and accountability for Government.** They outline in detail 'what' services government will commission, 'when' those services will be commissioned, over the next five years. They will be a mechanism to communicate clear intentions to providers and the community and, in turn, a way to hold Government accountable for achieving the intended outcomes of its investment.
- **Prioritise investment across Government.** By bringing together the commissioning intentions of state government agencies responsible for commissioning community services, the Strategy and ACPs will guide how investment is planned based on policy priorities of Government (including but not limited to the Sustainable Health Review and the National Agreement on Closing the Gap, Independent Governance Review of the *Health Services Act 2016*). They also aim to achieve better value for money for Government through improved collaboration between agencies to address gaps in the system and work towards reducing the service administration burden.

Purpose

The Agency Commissioning Plan (ACP) details the Commission's high level strategic approach to achieving the State Government's aspiration of improved commissioning of community services. Coordination between non-government and government agencies is recognised by the Commission as a key driver for achieving community outcomes.

As the sector leader for mental health and AOD services in WA, the Commission commissioned approximately \$1.2 billion in 2022-2023. This included both Mental Health and Alcohol and Other Drug Services divided into services streams:

- **Prevention:** \$33 million
- **Hospital bed-based:** \$518.1 million
- **Community bed-based Services:** \$82 million
- **Community Treatment:** \$553.9 million
- **Community Support:** \$62.2 million

Building upon the WA State Priorities for Mental Health, Alcohol and Other Drugs 2020-2024, the ACP outlines the:

- **Principles** that will underpin the Commission's approach to commissioning; and
- **Commissioning intentions** of the Commission, and the focus areas the Commission will commit to implementing as part of each intention.

The ACP is supported by a Commissioning Schedule which outlines the Commission's mental health and AOD services aligned into program areas and maps out the stages of commissioning for each program area for the next seven years. Each round of the commissioning cycle represents opportunities for the development of new services and innovative solutions.

Implementation of the ACP is supported by the Commission's Commissioning Framework, which specifies how the Commission will approach each stage of the commissioning cycle.

Every year the Commission will provide a Report Card detailing our progress and/or updates against the commissioning intentions detailed in our ACP.

Scope

In response to the independent review of the WA Health System Governance Report, released in October 2022, the Commission will be developing a new mental health and AOD strategy that will commence in 2025. It will encapsulate whole of system priorities to inform our future commissioning intentions.

For this reason, this ACP is an interim plan that was developed giving consideration to feedback provided by central agencies, other commissioning agencies, key peak bodies representing mental health and AOD service providers and recommendations from past program evaluations. It focusses solely on funded programs and the Commission's future intentions for these, with respect to other planning and priority setting activities currently underway. The Commission's focus areas are now categorised under five commissioning intentions.

Whilst the Commission's ACP and Commissioning Schedule focus predominantly on community services delivered by non-government organisations, the Commission is responsible for ensuring a much broader range of hospital-based and community services, delivered by government (Health Service Providers) and non-government providers.

It is important to note that the ACP is a living document and will be updated annually to reflect the commissioning approach over the coming years. Where requirements for additional funding are identified through program evaluations, standard government budget processes will apply.

The Commission has also released it's Commissioning Framework, which provides a high-level overview of how the agency will practically undertake its commissioning responsibilities. The Commissioning Framework serves as a guiding structure for the commissioning process, ensuring that services meet the needs of the community and align with policy objectives.



Agency Commissioning Plan 2023-2030

Commissioning Principles

▶ Person-centred

▶ Outcomes-focused

▶ Sustainability

▶ Capacity-building

▶ Place-based

▶ Culturally responsive

▶ Evidence-based and evidence-informed

▶ Partnership and co-design

Commissioning Intentions



Flexible community bed-based services

Focus areas over two years

- Commission two 8-bed Youth Mental Health and AOD Homelessness Services

Focus areas over five years

- Commission new regional Step-Up Step Down (SUSD) Facilities in Broome and South Hedland
- Evaluate the Residential Rehabilitation and Low Medical Withdrawal Services, Transitional Housing Assistance Support Program, Community Treatment Community Specialist Services
- Establish a 10-unit Youth Mental Health and AOD Step-Up Step-Down Service for young people with mental health and/or co-occurring AOD issues
- Re-model Staffed Residential Services, Personalised Support linked to housing and Personalised Support-Other services to meet contemporary needs of consumers in a person centered, individualised framework
- Undertake forward planning with the National Disability Insurance Agency (NDIA) regarding community-based supports across the National Disability Insurance Scheme (NDIS) and the Commission



Elevating prevention

Focus areas over two years

- Evaluate Mental Health Promotion and Mental Illness Prevention

Focus areas over five years

- Planning for evaluation of AOD prevention Services
- Program Evaluation of Suicide Prevention Services.



Integrated mental health and alcohol and other drug (AOD) community treatment services

Focus areas over two years

- Commission Community Treatment Specialist Services through Preferred Service Provider process. Engaging with regional communities through current Aboriginal Community Controlled Organisations (ACCO) service providers
- Evaluate Face-to-face Counselling services in conjunction with perinatal counselling services

Focus areas over five years

- Commission Metropolitan Community Alcohol and Drug Services (CADS)
- Undertake a program evaluation of mental health, adult and youth court-based programs to inform future co-design and co-commissioning activities
- Evaluate the Residential Rehabilitation and Low Medical Withdrawal Services, Transitional Housing Assistance Support Program, Community Treatment Community Specialist Services



Prioritising services for, and in partnership with, Aboriginal people and communities

Focus areas over two years

- Develop mechanisms to engage and partner with ACCOs to design mental health and AOD services for their communities
- Commission a Kimberley Youth AOD Service
- Establish the Strong Spirit Strong Mind Youth Project

Focus areas over five years

- Increase the number of ACCOs delivering services to both Aboriginal and non-Aboriginal people



Recovery-focused community support services

Focus areas over two years

- Commission Community Specialist services (AOD) service agreements
- Commission Education, Employment and Training services
- Extend Sector Development service agreements and progress recommendations of the Peak Body Review and outcomes of the Independent Governance Review collaboratively with the organisations involved

Focus areas over five years

- Update Counselling Support Information and Referral service agreements through the Preferred Service Provider process
- Review and evaluation of the Family and Carer Support program to commence in 2027

Commissioning principles

The Commission's ACP is underpinned by eight principles, relating directly to mental health and AOD services that guide the implementation of each commissioning intention.

Person-centred

Commissioning places the consumer at the centre of how systems and services are developed. It considers consumer and community needs, ensuring services are designed to be inclusive and safe for the diverse consumers they support. It also focuses on inclusive practices by reducing the structural barriers that prevent consumers from accessing the supports they need.

Outcomes-focused

Commissioning starts and ends with outcomes. Services should be designed to achieve outcomes set by the community and consumers, and evaluated to ensure they are achieving those outcomes.

Sustainability

Services need to be sustainable and delivered by organisations with right staff and systems in place. This includes commissioning services at a fair and appropriate price that deliver value.

Capacity-building

Commissioning is a means by which Government and the sector can work together to address the constraints and elevate the skill sets of non-government service providers.

Place-based

Services are designed and delivered to reflect the unique needs, circumstances, context, and aspirations of each community, how needs differ by cohort and place, and what innovative services or supports can be designed to best respond to each unique set of needs.

Culturally responsive

Commissioning enables partnerships with, and commissioning opportunities for Aboriginal Controlled Community Organisations, as well as those of Culturally and Linguistically Diverse backgrounds to build enduring capability, and work toward local control and decision-making.

Evidence-based and evidence-informed

Commissioning is informed by the best available local, national and international evidence. This includes community-led and practice-based methodology, and ongoing and robust evaluation processes providing opportunities for continuous quality improvement in service delivery and commissioning processes.

Partnership and co-design

Commissioning is a partnership model in which community members are treated as equal collaborators in the design process. This means consumers, those with lived experience, families, carers and non-government providers, are involved in the development of service models.

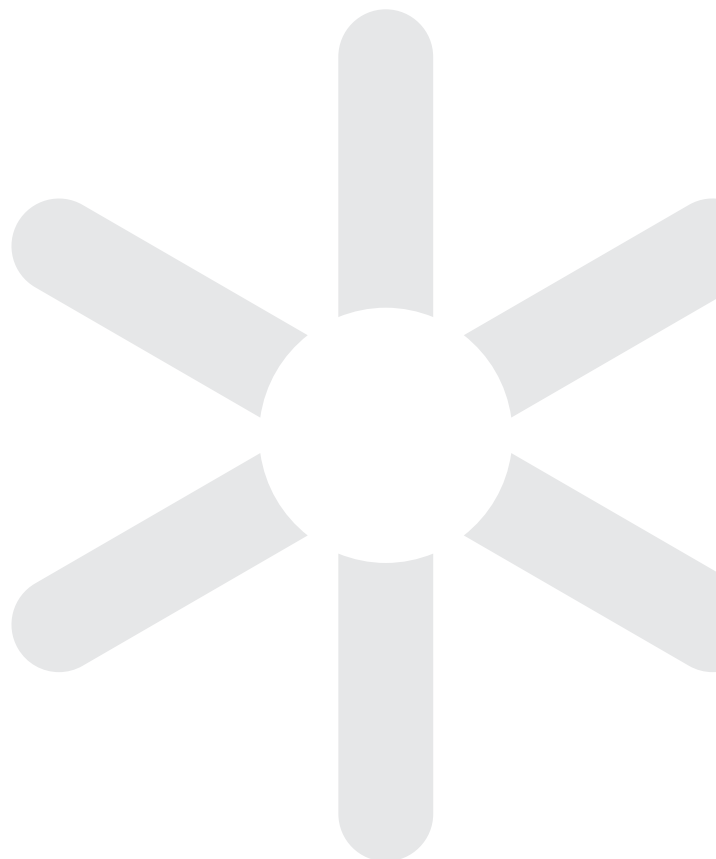
Commissioning intentions

Guided by the commissioning principles, as well as its existing commitments and reform agenda, the Commission has identified five broad commissioning intentions and associated focus areas for the next two years (short term) and five years (medium to long term).

The five commissioning intentions are:

- flexible **community bed-based** Services
- elevating **prevention**.
- accessible and integrated mental health and alcohol and other drug **community treatment** services
- prioritising services for, and in partnership with, **Aboriginal people and communities**.
- recovery focussed **community support** Services

The commissioning intentions need to be considered alongside the Commissioning Schedule of currently planned commissioned community services (**Appendix 1**).



Commissioning intention

Flexible community bed-based services

Outcome statement

Individuals experiencing mental health and/or alcohol and other drug (AOD) issues are supported to access safe and stable accommodation and support options to meet their needs.



Scope of the intention

The intention is to move towards commissioning a range of appropriate supported accommodation and AOD residential options tailored to meet the individual and cultural needs of consumers. The aim is to work with the non-government and government sector to establish an integrated system. This collaborative effort aims to enhance the efficiency and effectiveness of accommodation and support options by fostering cooperation among agencies.

Commissioning focus areas

SHORT TERM (Within the first two years)

1. Commission 16-bed Youth Mental Health and AOD Homelessness Service

- Following consultation with the sector including NGOs, HSPs and people with lived experience, a scope of service is being developed.
- Learnings from operation of the interim service will be incorporated into the scope of service.
- The Commission will work with Department of Communities to build a purpose-built facility for the 16-bed service in the North Metropolitan area.
- Undertake an open tender process to award an NGO service provider for delivery of the North metropolitan service, in partnership with North Metropolitan Health Service.

MEDIUM TERM (Over the next five years)

2. Establishment of the 10-unit Youth Mental Health and AOD Step-Up Step-Down Service for young people with mental health and/or co-occurring AOD issues

- The Commission will develop a scope of service through consultation with the consumers, family members and NGOs, including HSPs and young people with lived experience and undertake an open tender process.
- We will work with Department of Health to deliver a purpose-built facility in the metropolitan area.

3. Commission new regional Step-Up Step-Down (SUSD) facilities in Broome and South Hedland.

- Two new regional SUSD facilities will be commissioned, one in Broome and one in South Hedland.
- These services will provide a combination of psychosocial and clinical supports within a residential style setting and help develop people's resilience and crisis resolution strategies to enable their recovery.
- The commissioning process will be informed by community consultation with Aboriginal community leaders, service providers and consumers across each location to ensure the services are responsive to and appropriate for Aboriginal people in the region.
- Delivery of purpose-built facilities in Broome and South Hedland will be in collaboration with Department of Health.

4. Residential Rehabilitation and Low Medical Withdrawal Services, Transitional Housing Assistance Support Program, Community Treatment Community Specialist Services Program Evaluation.

- These program areas will be evaluated together as they provide a continuum of care in AOD support and treatment; and represent the consumer's journey. The number of current service providers for each program area are:

| Program area | Current number of providers |
|---|-----------------------------|
| Residential Rehabilitation Services | 8 |
| Low medical Withdrawal Services | 6 |
| Transitional Housing Assistance Support Program | 9 |
| Community Treatment Community Specialist | 8 |

- These programs areas will undergo a full commissioning process, which will include evaluation of current services, design of new service and continuum of care. Consultation will include key stakeholders, consumers, NGOs, State Government agencies and WA Primary Health Alliance.

The following focus areas will be undertaken concurrently:

5. Re-modelling of the Staffed Residential Services, Personalised Support Linked to housing and Personalised Support-Other to better meet contemporary needs of consumers in a person-centered, individualised framework

- The Commission will engage with the sector peak bodies (consumers, carers, NGOs, ACCOs, Peaks, WA Primary Health Alliance, Department of Communities) to identify options for flexible supports to meet the needs of consumers. This will include exploring personalised funding models (rather than block funding) which adjust to an individual's level of need.

6. Undertake forward planning with the National Disability Insurance Agency (NDIA) regarding community-based supports across the National Disability Insurance Scheme (NDIS) and the Commission

- As the NDIS transitions to full scheme implementation and further maturity in WA, state services commissioned need to be responsive to the Bilateral Agreement and associated sector development needs (outside of the scheme).
- Determine how the Commission's existing services can work alongside and best support people with a psychosocial disability who are not eligible for a NDIS package. This includes improving access for consumers and reducing duplication or gaps in support.
- Work with Department of Premier and Cabinet in progressing the data sharing agreement between State government and NDIA.

Strategic alignment

Addressing entrenched structural issues within WA's social housing portfolio is a priority for government. Through a focus on co-commissioning opportunities, this intention reinforces strategic objectives set out in a range of policy documents including:

- A Safe Place 2020-2025
- All Paths Lead to a Home 2020-2030
- WA Housing Strategy 2020-2030, specifically All paths Lead to a Home: Western Australia's 10 Year Strategy on Homelessness
- Graylands Reconfiguration and Forensics Taskforce (GRAFT)
- Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (2023)
- Independent Review into the National Disability Insurance Scheme (2023)

Commissioning intention

Elevating prevention

Outcome statement

The Western Australian community experiences optimal mental health and wellbeing, with minimal incidence of mental health issues and alcohol and other drug related harm.



Scope of the intention

This intention is focused on expanding and sustaining funding allocated to initiatives that promote mental wellbeing, and prevent AOD issues, mental health conditions and suicide in line with evidence from the WA Mental Health Promotion, Mental Illness, Alcohol and Other Drug Prevention Plan 2018–2025 (Prevention Plan). It also ensures that NGOs and other providers are equipped to deliver evidence-based and evidence-informed best practice prevention initiatives.

Commissioning focus areas

SHORT TERM (Within the first two years)

1. Mental Health promotion and Mental Illness prevention

- The program area consists of 5 providers under Mental Health Promotion and 3 under Mental Illness Prevention.
- Both program areas will be evaluated together to ensure that services are aligned and can be commissioned in the most effective way. Consultation will include consumers, families and carers, peak bodies, ACCOs, NGOs and other State and Commonwealth agencies.

MEDIUM TERM (Over the next five years)

2. AOD prevention services

- There are 8 contracts in this program area that includes a mixture of peer based support, community support and education campaigns.
- Due to the varying contracts under this program area, the Commission will undertake further planning to determine which service types will require program evaluation and where service delivery can be streamlined through the commissioning process to ensure value for money.

3. Suicide prevention

- There are nine service agreements under this program area. A program evaluation will be undertaken to ensure alignment with the National Mental Health Suicide Prevention Agreement and the National Suicide Prevention strategy for Australia health system.

Strategic alignment

This intention aligns with the following government strategies and reforms:

- Western Australian Mental Health Promotion, Mental Illness, Alcohol and Other Drug Prevention Plan 2018-2025
- Western Australian Mental Wellbeing Guide
- Western Australian Suicide Prevention Framework 2021-2025
- WA Aboriginal Health and Wellbeing Framework 2015-2030
- Final Report of the Methamphetamine Action Plan Taskforce

Commissioning intention

Integrated mental health and alcohol and other drug community treatment services

Outcome statement

All those that experience or who are affected by mental health and alcohol and other drug (AOD) issues are able to access support or treatment that is culturally safe, respectful and close to where they live.



Scope of the intention

This commissioning intention is focused on creating a connected and integrated mental health AOD service system, where those that experience or are affected by AOD issues or AOD-related harm are able to access seamless and connected care that acknowledges the complex and interwoven nature of AOD with mental health and social care issues.

Commissioning focus areas

SHORT TERM (Within the first two years)

1. Community treatment specialist services

- The Commission will be undertaking a preferred service provider process with the seven Aboriginal Community Controlled Organisation providers located in the Perth Metropolitan area, Goldfields and Kimberley regions. Contracts will be updated in collaboration with service providers and their communities, in an approach to establish more place-based community AOD outpatient services.

2. Counselling face-to-face

- Planning for a program evaluation will commence in 2024. There is currently a mixture of counselling services that includes general and perinatal face-to-face support from North and South Metropolitan Health Services and eight NGOs across Perth metropolitan and regional areas.
- Initial planning will involve service mapping in both metropolitan and regional areas together with other State government and the Commonwealth agencies. Consultation will be undertaken following the service mapping.

3. Head to Health Kids

- The Mental Health Commission (MHC) is working closely with the WA Primary Health Alliance (WAPHA) and the Commonwealth Department of Health and Aged Care, to establish the new service for young people.
- The service will be located within the City of Swan. After wide consultation in and around the potential location, a draft local and placebased model of service was released on the MHC website for public comment (September 2023).
- An open tender process is expected to be undertaken early 2024..

MEDIUM TERM (Over the next five years)

4. Community Alcohol and Drug Services – (CADS) – Metropolitan

- An independent review of the metropolitan community alcohol and other drug services has been completed.
- The Commission is considering the recommendations and has extended service agreements of the four providers to 30 December 2026 to allow time to work with Department of Health and the Department of Justice on co-commissioning options, through an open tender process. Focus will be given to mutually beneficial and genuine service delivery partnerships with ACCOs.

5. Undertake a program evaluation of mental health, adult and youth court-based programs to inform future services

- The Commission will undertake an evaluation of the existing court-based mental health adult and children's diversion services.
- Consultation will occur with key stakeholders including consumers, families, carers, ACCOs, NGOs and government agencies to consider more contemporary court-based models of service.
- Consideration will be given to where and how co-commissioning with Department of Justice can occur to ensure services are holistic, integrated and delivered with a unified philosophy.

6. Evaluate the Residential Rehabilitation and Low medical Withdrawal Services, Transitional Housing Assistance Support Program, Community Treatment Community Specialist Services

- Refer to connected community bed-based service - commissioning intention

Strategic alignment

This intention aligns with the following government strategies and reforms:

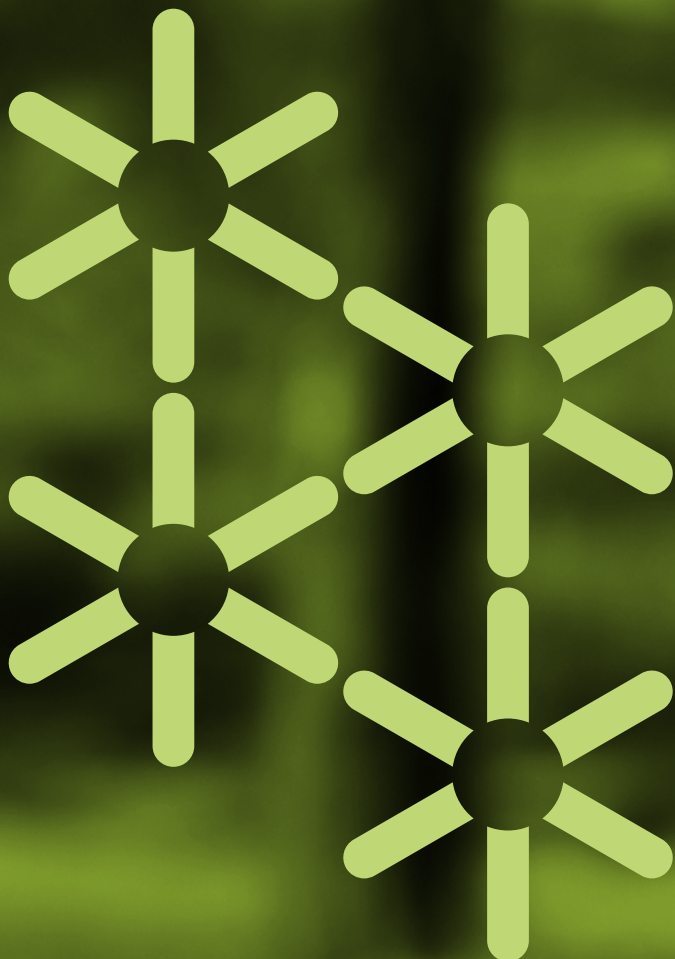
- The ICA Taskforce Final Report
- (Upcoming) WA Alcohol and Other Drug Interagency Strategy

Commissioning intention

Prioritising services for, and in partnership with, Aboriginal people and communities

Outcome statement

Mental health and alcohol and other drug services for Aboriginal people and communities are culturally appropriate and reflect Aboriginal leadership and decision-making in all areas of service design and delivery.



Scope of the intention

This intention relates specifically to Key Issue 3 of the State Commissioning Strategy Discussion Paper, '*Prioritising genuine partnership with Aboriginal people and organisations in the planning, design, and delivery of services*'; and aligns closely with the WA Government's Closing-the-Gap Implementation Plan, and the Aboriginal Empowerment Strategy – Western Australia 2021-2029.

This intention also looks at how the Commission can use its commissioning levers to learn from Aboriginal Community Controlled Organisations (ACCOs) and support Aboriginal self-determination and decision-making in each community

Commissioning focus areas

SHORT TERM (Within the first two years)

1. Develop mechanisms to engage and partner with ACCOs to design mental health and AOD services for their community

- Work with state and commonwealth agencies to explore ways to improve service integration and reduce service gaps in the community.
- Work with Aboriginal Health Council of Western Australia (AHCWA) and the Council of Aboriginal Services Western Australia (CASWA) to identify ACCOs that deliver or are interested in delivering mental health and AOD services.
- The Commission is seeking to build relationships with ACCOs to understand what capacity requirements are needed regarding future commissioning opportunities.

2. Implement the Kimberley youth AOD Service

- The Commission undertook broad community consultation in late 2019 to inform development of a comprehensive AOD service for young people with complex needs in the Kimberley.
- The consultation identified the components of a comprehensive service that would support young people with complex needs in the Kimberley;
 - a. Prevention and early intervention support:** Includes youth engagement spaces, structured activity programs and education on AOD and mental health.
 - b. Moderate Support:** Counselling and peer support.
 - c. Intensive Support:** Case coordination and management.
- The Commission will complete a gap analysis and prioritise services needed across the above components, in the Kimberley. This will include working in partnership with the Kimberley Aboriginal Regional Governance Group and will leverage other youth services being developed by state and commonwealth government agencies.

3. Establish the Strong Spirit Strong Mind Youth Project

- The project aims to improve young Aboriginal people's understanding and awareness of positive social and emotional wellbeing outcomes and prevent early uptake of alcohol and other drugs.
- The Commission has consulted with young Aboriginal people (12-25 years of age), family members, NGOs, ACCOs, Aboriginal Elders and other government agencies to develop the scope of the service and inform the procurement approach.
- An ACCO will be engaged to deliver the Youth Community Outreach Service in the Perth metropolitan area.

MEDIUM TERM (Over the next five years)

4. Increase the number of ACCO's delivering services to both Aboriginal and non-Aboriginal people

- Structure opportunities to empower larger and more established ACCOs to provide mentoring support for smaller ACCOs.
- Work with large mainstream providers on structured partnerships and service delivery models (including consortium models) that explicitly plan for the gradual increase in the capacity and leadership role of ACCO service providers, toward full transition to service delivery by ACCOs.
- Identify program areas where funding can be quarantined for service delivery by ACCOs.

Strategic alignment

This intention aligns with the following government strategies and reforms:

- The WA Government's Closing-the-Gap Jurisdictional Implementation Plan
- The Aboriginal Empowerment Strategy for Western Australia 2021-2029
- The WA Aboriginal Health and Wellbeing Framework 2015-2030
- WA Health Aboriginal Workforce Strategy 2014-2024
- Department of Communities Aboriginal Community Controlled Organisation Strategy 2022-2032
- (Upcoming) Whole-of-Government Aboriginal Community-Controlled Organisation Strategy

Commissioning intention

Recovery-focused community support services

Outcome statement

People living with mental health and alcohol and other drug issues are able to access high quality and responsive support close to where they live as possible, and that reflect the unique needs and circumstances of their community.



Scope of the intention

This intention is focused on bridging the gap in service availability and accessibility for mental health and AOD services for people living in regional and remote WA.

This intention directly relates to the second ‘key issue’ described in the State Commissioning Strategy Discussion Paper: *‘Planning and designing place-based services that respond to user needs.’* As part of this intention, current and future services need to adopt place-based approaches to identifying need, co-designing solutions, and commissioning services that better reflect the unique needs and context of each community and devolve decision-making to a community-level where possible.

Commissioning focus areas

SHORT TERM (Within the first two years)

1. Community specialist services (AOD)

- This program area consists of 24 service agreements and includes Youth AOD education and specialist support services for people who are transient or homeless.
- The Commission will extend the Youth AOD Education Officer service agreements for an additional term of three years to 30 June 2027, in line with Department of Communities.
- The two remaining service agreements will undergo a preferred provider service process.

2. Education, employment and training

- There are nine service agreements in this program area. The Commission will update service agreements via the preferred service provider process; and work on a broader plan to identify education, employment and training needs in Western Australia.
- The Commission will work with partner agencies to map out existing services and identify gaps and duplication. This work will involve sector consultation.

3. Sector development

- The Commission funds several community based organisations to provide sector development and representation services.
- There are six service agreements in this program area, that have been extended for two years to undertake the Preferred Service Provider Process, which will include agreed outcomes.
- Recommendations and outcomes from the Independent Governance Review will be progressed corroboratively with these service providers.

MEDIUM TERM (Over the next five years)

4. Counselling support information and referral

- There are two service agreements in this program area. These are Beyond Blue that provides an online platform to support people experiencing mental health issues and Lifeline, that delivers telephone counselling to people experiencing a mental health crisis. The Commission will undertake a preferred service provider process with both providers and contemporise service agreements with both providers for a new term of five years.

Strategic alignment

This intention aligns with the following government strategies and reforms:

- (Upcoming) WA Alcohol and Other Drug Interagency Strategy

5. Family carer support

- There are 10 service agreements in this program area. A full program review will commence in 2027 to review and evaluate and identify needs for family and carer support services in metropolitan and regional areas. Consultation with the sector will inform future service models.

Strategic enablers

There are a range of enablers that will influence the environment, capacity and capability of the Commission to deliver its commissioning intentions and the intended outcomes of strategic commissioning. These include system-wide strategic enablers and operational enablers that are internal to the Commission.

Independent Governance Review recommendations

In light of the recommendations of the Independent Review of WA Health System Governance, the Commission will focus on strengthening its commissioning approach through the following actions:

- develop a collaborative and joined up approach to commissioning services, whereby persons with lived experience (including Lived Experience Leads), the sectors, communities and professionals contribute to the commissioning process;
- strategy, that encapsulates whole of system priorities, including shifting toward more community-based services that provide earlier intervention and prevention, and diversion away from acute in-patient services;
- the MHC developing and implementing a person-centered, outcomes-focused approach to system evaluation; and
- recovery-oriented, community-focused mental health care, with a focus on building fit-for purpose commissioning and engagement capabilities

- Implement a consistent and coordinated approach to contract management and performance measurement, in line with the development of the new Commissioning Framework;
- best practice service commissioning practices, as per the 'Key Principles' of the WA State Commissioning Strategy for Community Services 2022. This includes: Clearly defined and well understood roles and responsibilities; Person-centred and recovery-focused services, designed and evaluated in partnership with consumers and carers;
- A strong culture of continuous, evaluation and improvement, enabled through contemporary service agreements; and Alignment with whole-of-Government strategy and service planning.

System-wide policy frameworks

There are several system-wide policy frameworks that underpin the Commission's approach to effectively deliver on its commissioning intentions.

These include, but are not limited to:

- The Delivering Community Services in Partnership (DCSP) Policy, which describes how state government agencies responsible for delivering or commissioning community services will work with the non-government sector;
- The framework and associated policy for the funding and purchasing of public health and mental health services (Service Agreements and Commission Service Agreements), as prescribed by the *Health Services Act 2016*;
- The Outcome Based Management Policy Framework, which describes how outcomes, services and Key Performance Indicators are used to measure system performance; and
- The State Commissioning Strategy, which aims to improve the way Government delivers community services in WA.

Workforce capacity and capability

A strong, resilient and effective workforce is vital to successfully delivering mental health care and intervention. National and state governments have identified a critical need for more mental health workers in Western Australia, and that demand is increasing. The Mental Health and Alcohol and Other Drug Workforce Strategic Framework: 2020–2025 (Workforce Strategic Framework) guides the growth and development of an appropriately qualified and skilled workforce able to meet the needs of the Western Australian community.

The Commission is currently supporting the system-wide implementation of the Workforce Strategic Framework through its own internal work guided by the Workforce Strategic Framework Implementation Plan and through collaborations with stakeholders such as Department of Health, Department of Training and Workforce Development, Community Skills WA, the university sector and the community mental health and AOD services sector.

Areas of focus for workforce development include actions and strategies that align to the following five priority areas as identified by the Workforce Strategic Framework:

- Support the current and future workforce to deliver high quality, modern, culturally appropriate and secure, services and programs.
- Ensure the specialist workforce is adequately configured and supported to meet the requirements of the Western Australian community.
- Promote innovation in service delivery and encourage the uptake of best practice and evidence informed practices, including the integration of services and delivery of holistic, whole-of-person support.
- Support relevant health and human service agencies outside of the mental health and AOD specialist providers, and their staff, to deliver appropriate mental health and AOD services.
- Improve workforce data collection and continually monitor and evaluate workforce data to enable effective planning and development activity.

Key projects delivered to support the Workforce Strategic Framework include:

- the Department of Health's (DoH) Mental Health Workforce Action Plan, which sets out a plan for how the DoH, the Commission, and HSPs will work together to develop and support the capabilities of the public health workforce;
- training for services working with young people with co-occurring mental health and AOD needs;
- Aboriginal Cultural Awareness training to support workers to provide culturally secure services to Aboriginal people and their families;
- trauma-informed care and practice training and workshops;
- the launch of a web page with information about career pathways available into the mental health sector;
- the development of training resources to increase the capacity of services to provide culturally secure services to the LGBTQIA+ community.

The Commission also participates in collaborative national mental health workforce development groups including:

- The National Mental Health Workforce Advisory group which brings together mental health representatives from all jurisdictions to deliver initiatives designed to improve capacity and capability of mental health workforce across Australia; and
- the Mental Health Professional Online Development national working group which has shared responsibility for developing and promoting this online training platform for mental health professionals.

Stakeholder engagement

The Commission's Working Together: Mental Health and Alcohol and Other Drug Engagement Framework 2018-2025 (Engagement Framework) provides consistency in approaches to engage and communicate with stakeholders. The Commission will utilise the ACP and Commissioning Schedule as tools to communicate its commissioning intentions with the sector, setting clear expectations regarding the areas of focus and timeframes for commissioning and providing opportunities for stakeholder engagement at each stage of the commissioning cycle (**Fig 2**). Through stakeholder engagement, Commissioning will seek to:

- engage with consumers and family/significant others with lived experience, agencies and service providers to evaluate and co-design services that are sustainable, fit for purpose and offer value;

- embed cultural change that ensures consistent understanding of the approach to delivering commissioning activities with stakeholders internal and external to MHC; and promote equity in decision making that ensures lived experience and community views are incorporated;
- build capacity and increase opportunities for collaboration, co-design, co-production, with providers, consumers, family/significant others and the community.

The Commission will continue to work in partnership with other commissioning agencies to deliver the best possible outcomes for the community. This will include pursuing opportunities for coordinated and potentially combined commissioning to maximise benefit for the community and prevent duplication and gaps in service delivery.



Figure 2. Stakeholder Engagement through the Commissioning Cycle

Operational enablers

Commissioning Framework

The Commissioning Framework provides an overview of how the agency will undertake its commissioning responsibilities by detailing:

- the context for mental health and AOD commissioning in WA
- the concept of commissioning
- the Commission's approach to commissioning that will include prioritising, developing and evaluating programs and services in consultation with relevant key stakeholders.
- key stakeholder groups including (but not limited to), consumers, carers, ACCOs, peak bodies, HSPs, state and federal government agencies, WAPHA and community leaders
- how the Commission will approach each stage of the commissioning cycle; and
- the interface between the Commission's commissioning activities and those of other relevant agencies.

Supporting commissioning tools and templates will be developed to support consistent practice across the Commission.

Closing the Gap – working with ACCOs

As part of the Commissioning Framework, the Commission's approach to commissioning services from ACCOs or Aboriginal registered businesses (ARBs) will be developed. This is to ensure that the Commission is working towards increasing the number of mental health and AOD services delivered by ACCOs and/or ARBs as per the WA Aboriginal Procurement Policy and the WA Implementation Plan for Closing the Gap, Community Guide (Implementation Plan). To progress the four priority areas in the Implementation Plan the Commission will be establishing dedicated positions to work with ACCOs to support the commissioning of mental health and AOD services for Aboriginal people.

Stakeholder engagement is pivotal in Closing the Gap and fundamental to growing the sector. The Commission is committed to developing culturally informed practice and improving processes for engaging with ACCOs and the broader Aboriginal community.

Outcomes Measurement Framework

The Commission is developing an Outcomes Measurement Framework (OMF) to support the monitoring and evaluation of publicly funded mental health and AOD services and their impact on the WA population as a whole; and consumers and carers of publicly funded mental health and AOD services.

The Government response to recommendations 14 and 15 of the Independent Review of WA Health System Governance included a commitment for the the Commission to develop a person-centred, outcomes-focused approach to system evaluation, designed to capture whether WA's publicly funded services are delivering with positive impact on a diverse range of domains.

The implementation of the OMF will fill the existing gap in understanding the impact of mental health and AOD services in WA. It will provide a framework for assessing mental health and AOD outcomes in the WA population (system level outcomes), as well as outcomes for consumers and carers of mental health and AOD service users (service level outcomes).

The resulting OMF is expected to lead to increased transparency regarding the performance of the mental health and AOD systems in WA, and better-informed decision-making processes (e.g. using data to inform strategic priorities). It will benefit service users (consumers and their carers), service providers, and the broader Western Australian population.



Commissioning schedule

In 2023-30 the Commission contracted over 120 service providers through approximately 250 service agreements to provide mental health and AOD services.

The Commission has developed a Commissioning Schedule (Schedule) to provide clarity and transparency for government and the sector, in relation to its planned commissioning activities over the next seven years. The Schedule only includes service agreements, it excludes grants and memorandums of understanding (MOU).

The Schedule identifies the Commission's services by program areas that are aligned with the four streams of community treatment, community bed-based, community support and community prevention from the Western Australian Mental Health, Alcohol and Other Drugs Services Plan 2015-2025.

A transparent overview of commissioning timeframes will allow community service organisations to forward plan for commissioning of the types of services they deliver. The Commission will be extending service agreements to align with program area end dates, to support a staggered commissioning process where required. During this process, service providers will be able to negotiate funding and activity, in line with the DCSP Policy.

The Schedule is structured to allow a minimum of 18 months for comprehensive program area evaluations where required. This will include the review, needs analysis, planning, service development, consultation and procurement stages. Each stage of this work will involve consultation with broad stakeholder groups and will identify opportunities for innovative solutions to reforming services and bringing on new services.

The optimal procurement method will be guided by relevant government policies (including the DCSP policy), an assessment of the market's capacity to deliver and consultation with key stakeholders.

The Schedule will provide greater clarity to service providers, state and commonwealth government agencies as well as other commissioning agencies such as WAPHA. This will, in turn, promote better coordination and targeting of resources in mental health and AOD services.

The Schedule will be evaluated and updated periodically to reflect new or updated services.



Appendix 1: Commissioning schedule 2023-2030

[illegible]

MHC Commissioning Schedule 2023-2030

The MHC Commissioning Schedule 2023-2030 (Schedule), is a schedule of MHC's planned commissioning for new and existing mental health and alcohol and other drug community services for 2023 to 2030. All MHC's community services are aligned into common Program Areas that are linked to the four Service Streams of the Western Australian Mental Health, Alcohol and Other Drugs Services Plan 2015-2025.

For existing services, the Schedule shows the upcoming program review period and when new service agreements are planned to commence. The program review period allows for a minimum of 18 months for planning and review, consultation, service design and procurement.

For new services, the Schedule shows the period of time required to undertake the planning, consultation, service design and procurement.

Please note:

- This information is correct as at 31 December 2023
- The Schedule will be reviewed and updated periodically
- The budget is the approximate annual program area funding for 2023/24
- The budget for each program area includes Service Agreements only
- The budget for Prevention programs includes funding that is non-recurrent
- 'In progress' indicates where the planning and consultation have occurred and services are in the procurement phase
- Low Medical Withdrawal, Residential Rehabilitation, Community Treatment Specialist Services and Community Support THASP, these program areas will be reviewed together given their synergies
- Staffed Residential and all Personalised Support program areas will be reviewed together given their synergies
- New services will be aligned to existing program areas and service streams once established
- Budgets for new services have been excluded as the commissioning process will inform funding requirements

Appendix 2: Strategic alignment

The Commission's commissioning approach aligns with existing State and National policy standards and legislation; and its ability to deliver on its commissioning intentions will be influenced by emerging government priorities and reforms that arise throughout the lifespan of the ACP.

State Government Priorities

The Commission's ACP is guided by the areas of focus and priorities that are outlined in the Western Australian Mental Health and Other Drugs Services Plan 2015-2025. The immediate actions for the State Government have been defined further in the Western Australia State Priorities Mental Health, Alcohol and Other Drugs 2020-2024 (State Priorities).

WA Suicide Prevention Framework 2021-2025

The WA Suicide Prevention Framework acknowledges the complexity in addressing suicide. It sets out a coordinated approach to addressing Suicide Prevention in Western Australia.

Aboriginal Empowerment Strategy 2021-2029

The Commission remains committed to improving outcomes for Aboriginal people through its commissioning approach. This includes prioritising engagement with Aboriginal Community Controlled Organisations (ACCOs).

The Aboriginal Empowerment Strategy, and Aboriginal Social and Emotional Wellbeing and Closing the Gap targets continue to guide commissioning approaches with Aboriginal people and organisations.

Partnering with ACCOs is a commissioning priority for the Commission as part of this ACP. As part of implementing the State Commissioning Strategy, the Commission will work with government to prioritise and enable improved commissioning outcomes for ACCOs.

Sustainable Health Review

Mental health has been recognised in the Sustainable Health Review as one of the most critical issues to be addressed to improve overall health and wellbeing outcomes. *Strategy 2: Improve mental health outcomes*, details priorities requiring implementation which the Commission is actively implementing. This includes the establishment of the Mental Health, Wellbeing, and Alcohol and Other Drug Joint Leadership Group to provide high level, system-wide, collaborative decision-making, and oversight to deliver a system that adopts a person-centred approach and encapsulates whole of system priorities. These governance groups are aligned with the Commissioning Governance Structure to support the implementation of the Commission's Agency Commissioning Plan.

Commonwealth Government

National Mental Health and Suicide Prevention Plan

The Fifth National Mental Health and Suicide Prevention Plan (Fifth Plan) commits to a nationally agreed set of priority areas and actions, designed to achieve an integrated and more effective and efficient mental health system. Actions include improving commissioning outcomes, including innovative funding models, co-commissioning opportunities and incentives focused on prevention, early intervention, and recovery.

Alcohol and Other Drug Strategic Direction

The National Drug Strategy 2017-2026 identifies the priorities relating to alcohol, tobacco and other drugs across three pillars of harm minimisation: demand reduction, supply reduction and harm reduction. The Western Australian Alcohol and Drug Interagency Strategy 2018-2022 (WAADIS) is WA's key policy document that outlines strategies to prevent and reduce the adverse impacts of AOD in WA. WAADIS operates under the national framework of supply, demand and harm reduction and is underpinned by two core elements: prevention and early intervention; and providing support for those who need it. The Commission has commenced the development of a new WAADIS 2023-2033.

The National Mental Health and Suicide Prevention Agreement

The WA Government signed the WA Bilateral Schedule to the National Mental Health and Suicide Prevention Agreement on 10 April 2022 and the National Agreement on 27 April 2022. The National Agreement and Bilateral Schedule will support improved mental health and suicide prevention outcomes for Western Australians through collaborative efforts between the State and Commonwealth.

The Commission will have representation on the Western Australian Joint Service Planning and Governance Committee (the Committee) alongside the Commonwealth Department of Health and the Western Australian Primary Health Alliance to provide high level leadership regarding local system planning to contribute to reform of the mental health, alcohol, and other drug system in Western Australia.

National Disability Insurance Scheme (NDIS) Sector Development

The Commission's ACP will strategically consider current and future commissioning approaches which intersect with NDIS supports and services in accordance with the Commonwealth and WA Governments NDIS bilateral agreement. This consideration will ensure that WA mental health consumers have access to the right supports at the right time in an integrated service delivery landscape.

WA Government Policy Frameworks

Delivering Community Services in Partnership (DCSP) Policy

The DCSP policy provides good guidance for the Commission's commissioning approach for community services. The Commission's membership on the DCSP Working Group enhances the partnership with the community services sector and ensures effective delivery of the DCSP Policy.

The whole of government approach and the ACP primarily focus on DSCP service agreements. However, the Commission needs to consider its approach to commissioning in the context of the existing commissioned services, which includes inpatient and community treatment outpatient services delivered by Health Service Providers.

Procurement Act 2020

As a State Government agency, the Commission is required to undertake procurement activities, in accordance with the *Procurement Act 2020*, the Western Australian Procurement Rules and other relevant general procurement Directions policies and guidelines.

Social Procurement Framework and Practice Guide

The Social Procurement Framework (SPF) and supplementary Practice Guide provide overarching advice on government procurement practice to ensure value for money and consistent and transparent community outcomes. The Commission will provide advice to government to include commissioning activities and their alignment with government and agency priorities in the SPF.

Young People's Mental Health and Alcohol and Other Drug Use: Priorities for Action 2020-2025 (YPPA)

The YPPA called for the WA Government to continue working toward the establishment of a dedicated youth mental health system for those aged 16-to-24-years in metropolitan and regional WA. The Commission's YPPA Implementation Plan will inform the design and implementation of new youth services in a targeted and considered manner to work toward a more joined up and integrated youth mental health and AOD system. These new services have been captured in the Commissioning Intentions.

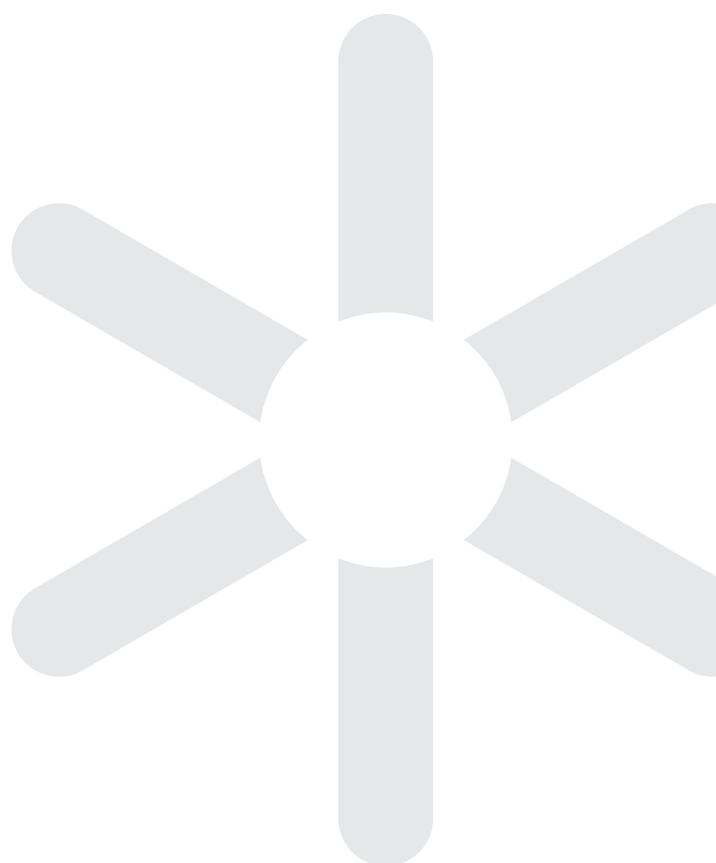
Final Report – Ministerial Taskforce into Public Mental Health Services for Infants, Children and Adolescents aged 0-18 years in WA (Report)

The Report was released in March 2022 with the State government committing to the state-wide transformation of the infant, child and adolescent (ICA) through the implementation of all 32 recommendations. Since release of the Report, considerable progress has been made in transforming ICA services to better meet the needs of children, families and the wider community. This includes development of policies to guide system reform, expanding the workforce, and planning for the enhancement of existing, and establishment of new, ICA services.

The ACP needs to consider the Report's recommendations, and those that are aligned to the State Commissioning Strategy.

WA Mental Health, Alcohol and Other Drug Workforce Strategic Framework 2020-2025

The Commission has developed the Workforce Strategic Framework (Framework) to guide the growth and development of an appropriately qualified and skilled workforce that will provide individualised high quality mental health and AOD services, and programs for the WA community. The Framework provides suggested evidence-informed strategies and actions to ensure the capacity and capability of the workforce which is a key enabler for strategic commissioning.





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