

## **ORGANISATIONAL CHARTS OF THE REFORMED VICTORIAN PUBLIC MENTAL HEALTH AND WELLBEING SYSTEM**

The following charts were devised by Stewart Consultancies, by reference to the Recommendations and Final Report of the Royal Commission into Victoria's Mental Health System.

They present the system as it should exist once the Mental Health Implementation Office entirely hands over to the Department of Health in November 2022. The charts cover:






- ***Governance oversight structures***
- ***Central administration of service delivery structures***
- ***Regional administration of service delivery structures***
- ***Statewide services (including Forensicare)***
- ***Statewide compulsory treatment***
- ***Structures holding the system to account***
- ***Structures informing improvements to the system***

In the "entity" column of each chart appears the most relevant Final Report Recommendation number, for example as **(42)**. If an Interim Recommendation is relevant, it appears as **(IR 2)**.

A one-way blue arrow pointing from one entity towards other structures conveys a governance direction. A two-way blue arrow conveys important interaction envisaged between structures, with the one higher in the chart bearing administrative responsibility.

These charts are best read with some accompanying explanation. This is provided by the Stewart Consultancies Strategic Analysis Report to the VPA of Aug/Sept 2021, and will be explained in the VPA Workshop on 22/9/21.

## GOVERNANCE OVERSIGHT

Entity	Function
<b>Mental Health and Wellbeing Act</b> (42)	<b>To set up basic structure of overall public system</b> <b>To determine procedures for compulsory treatment</b>
	
<b>Mental Health and Wellbeing Cabinet Subcommittee</b> (46) Chaired by Premier	<b>To implement Act by making policy/plans</b> <b>To monitor overall system using the Mental Health and Wellbeing Outcomes Framework</b> <b>To foster trials of mental health promotion in workplaces</b> (16)
	
<b>Mental Health and Wellbeing Secretaries' Board</b> (46) Chaired by Department of Premier and Cabinet; includes all relevant Department Secretaries and Chief Officer of Mental Health and Wellbeing	<b>To develop/publish/endorse a statewide mental health and wellbeing service and capital plan (- to be updated every 3 years, ? by whom)</b> <b>To develop/publish/endorse 8 regional mental health and wellbeing services and capital plans</b> (47)
	
<b>Suicide Prevention and Response Secretaries Board Committee</b> (46) Co-chaired by Department of Premier and Cabinet and Secretary Department of Health; includes Suicide Prevention and Response Adviser	<b>To advise Mental Health and Wellbeing Secretaries' Board as appropriate</b>
	
<b>Interdepartmental Committee on Mental Health and Wellbeing Promotion</b> (46) Co-chaired by Department of Premier and Cabinet and Secretary Department of Health; includes Mental Health and Wellbeing Promotion Adviser	<b>To advise Mental Health and Wellbeing Secretaries' Board as appropriate</b>
	
<b>Department of Health and all Public Mental Health Service Delivery structures</b> ADMINISTRATION continued on next page	<b>To respond to the Mental Health and Wellbeing Cabinet Subcommittee and the Mental Health and Wellbeing Secretaries' Board</b> <b>To administer policy and service delivery in the public mental health system</b>

## SERVICE DELIVERY ADMINISTRATION AND SERVICE STRUCTURES

Entity	Function	
Mental Health and Wellbeing Act (42)	To set up basic structure of overall public system To determine procedures for compulsory treatment	
<b>CENTRAL ADMINISTRATION – MANAGES REGIONAL AND STATEWIDE SERVICES</b>		
Department of Health ( )??? Head: Secretary	Responsible to Mental Health and Wellbeing Secretaries Board for governance and administration	
Mental Health and Wellbeing Division Head: Chief Officer for Mental Health and Wellbeing (at a Deputy Secretary level) (4, 45)	To administer overall system To end of 2023/6, plan, develop, coordinate/fund/monitor services, advised by Interim Regional Boards (4) From mid 2021, Chief Officer implements RC reforms (45)	
Mental Health and Wellbeing Promotion Office Head: Mental Health and Wellbeing Promotion Adviser (2)	To coordinate statewide approach to promotion and prevention	To be informed by and to implement:  Mental Health and Wellbeing Outcomes Framework (1)  Workforce Strategy and Implementation Plan (57)
Suicide Prevention and Response Office Head: State Suicide Prevention and Response Adviser (26)	To establish system-based strategy linking with all stakeholders	Victorian Mental Health and Wellbeing Workforce Capability Framework (58)
Mental Health and Wellbeing Committee on OH and S (59) Co-chaired Dept Health & Worksafe Vic	To work with all stakeholders To address risks emerging To develop tailored monitoring	
<b>DIVISION ↔ REGIONAL ADMINISTRATION</b>		
8 Interim Regional Boards to become, by end of 2023:  8 Regional Mental Health and Wellbeing Boards fully functional by 2026 (4)	To advise Division re planning etc. services in each region  By end of 2023, to undertake workforce, service and capital planning plan By end of 2023/6, to commission, coordinate and evaluate range of regional services relevant to mental health, both public and non-government By end of 2026, to update regional mental health and wellbeing services and capital plans every three years To trial funding models (48)	

## IN EACH REGION

<b>1 Family/Carer-led Centre</b> - Probably to be an NGO	<b>(31)</b>	<b>To support families/carers/supporters</b> <b>To run support groups</b>
<b>Multiagency Panel</b>	<b>(4)</b>	<b>To coordinate ongoing intensive treatment cases</b>
<b>1 high level Emergency Department (Hospital) (8, 35)</b>		<b>To respond to any mental health crisis</b>
<b>At least 1 highest-level Emergency Department for Mental Health and Alcohol and Drug Treatment (35)</b>		<b>To respond to crises BUT such consumers must not be excluded from any service</b>
<b>100 acute beds-across Victorian Regions</b> adding to 170 required by Interim Report	<b>(11)</b> <b>(IR 2)</b>	<b>To assist adults needing a bed-based service</b> <b>To include full range from hospital to hospital-in-home, and private providers</b>
<b>2 Demonstration Projects</b> Evaluation oriented but not not time-limited pilots	<b>(51)</b>	<b>To provide services for(a) ongoing intensive needs &amp; (b) short-term needs</b>

## IN EACH REGION: Adult and Older Adult Mental Health and Wellbeing Services

Includes Older Adult Mental Health and Wellbeing Stream

<b>22 Adult and Older Adult Area Mental Health and Wellbeing Services- 26+ years</b>	<b>(3,5)</b>	<b>To provide high-intensity, complex, multidisciplinary treatment, care, support -&amp; consult to primary and secondary providers</b>
<b>50-60 Adult and Older Adult Local Mental Health and Wellbeing Services</b>	<b>(3,5)</b>	<b>To provide high-intensity, complex, multidisciplinary treatment, care, support</b> <b>To collaborate with/consult to primary and secondary providers</b> <b>To include telehealth, home visits, outreach</b>
<b>Older Adult Specialist Team– 65+ years</b>	<b>(22)</b>	<b>Specialist multidisciplinary team</b> <b>To provide Area service functions</b> <b>To consult to primary and secondary care, including aged care sector</b>
<b>Up to 3 Trauma Specialists per Area</b>	<b>(24)</b>	<b>To work with peer support workers in Local services</b>
<b>Area Crisis Outreach Team</b>	<b>(8)</b>	<b>To include both professional and peer workers</b>
<b>1 Drop-in /Crisis Facility and a Crisis Stabilisation Facility</b>	<b>(9)</b>	<b>To be led by people with lived experience, partnering with NGOs</b>
<b>Perinatal Mental Health Team (18)</b>		<b>To provide Area functions (and perinatal screening) to prospective and new parents</b> <b>To consult to primary and secondary services</b>
<b>Support for Young Carers (collaborating with NGO such as Satellite Foundation) (32)</b>		<b>To support and help fund practical needs</b>

## IN EACH REGION: Infant Child and Youth Mental Health and Wellbeing Services

Includes: Infant, Child and Family Mental Health and Wellbeing Stream  
 Youth Mental Health and Wellbeing Stream

<b>13 Infant, Child and Youth Area Mental Health and Wellbeing Services - 0-25 years- (3)</b>	To provide high-intensity, complex, multidisciplinary treatment, care, support To collaborate with/consult to primary and secondary providers
Infant, Child and Family Area Mental Health and Wellbeing Services - 0-11 years (3,5)	Ditto To include specific streams for 0-4 year-olds and for 5-11 year olds
Infant, Child and Family Local Mental Health and Wellbeing Services (3,5)	To provide high-intensity, complex, multidisciplinary treatment, care, support To collaborate with/consult to primary and secondary providers To include telehealth, home visits, outreach
3 Infant, Child and Family Area Health and Wellbeing Community-based Hubs (19)	Seem to actually be the same thing as the Local level services?!!!! By 2022, partnered with Commonwealth To provide multidisciplinary assessment, especially of developmental issues
Youth Area Mental Health and Wellbeing Service - 12-25 years (3)	To provide high-intensity, complex, multidisciplinary treatment, care, support To become providers of Headspace wherever possible (20) To collaborate with/consult to primary and secondary providers
Youth Local Mental Health and Wellbeing Services (3)	To provide high-intensity, complex, multidisciplinary treatment, care, support To collaborate with/consult to primary and secondary providers To include telehealth, home visits, assertive outreach
Youth Forensic Mental Health Program (37)	Statewide model to be included in Area Youth Mental Health and Wellbeing Services
Up to 3 Trauma Specialists per Area (24)	To work with peer support workers in Local services – not clear if 3 per stream???

## CENTRAL ADMINISTRATION






### STATEWIDE SERVICES – MAY NEED REFERRAL FROM AREA SERVICES (6)

(A NON-GOVERNMENT AGENCY led by people with lived experience) (29)	Set up by Division but then to be independent: To train people with lived experience for MH workforce To support Lived Experience Organisations To deliver some services to consumers
Statewide Bereavement Program (27)	To address suicide prevention
Statewide system to support Young Carers (32)	By end of 2022, Division to fund an NGO (eg Satellite Foundation) to expand supports across Victoria
Substance Use/Addiction Service (36)	To research mental illness and substance use To provide education/training for mental health and addiction clinicians To provide secondary consultation in this area To provide primary consultation to public
Peer Call-back Service re Suicidal issues (31)	Includes for families/carers/supporters
2 Family Residential MH Centres – subacute family admission centres in the community (19)	One in Melbourne, one regional To provide tertiary 5 day residential service Networked with family's Area service
Youth Prevention and Recovery Centre – 16-25 years (21)	Part of system of 100 new beds across Victoria (IR Rec) ( – to be run by Orygen in Parkville)
Youth Residential Rehabilitation Program (21)	To be reviewed, consulting people with lived experience
4 Safe-Space Facilities for Youth across Victoria (9)	Co-designed with young people, & feature peer workers To be drop-in/crisis response centres
2 Social and Emotional Wellbeing Centres for Aboriginal people (33)	To provide healing services, co-designed with Aboriginal communities

## STATEWIDE SERVICES continued


<b>1 Family-oriented Aboriginal service for infants and children needing intensive social and emotional wellbeing supports (33)</b>	<b>VACCHO to be resourced in partnership with one Area Infant, Child and Youth Mental Health and Wellbeing Service to establish this</b>
<b>Aboriginal Health Services generally to be resourced to deliver mental health and wellbeing services to children and youth (33)</b>	<b>Area Infant, Child and Youth Mental Health and Wellbeing Services to be resourced to provide primary and secondary consultation and shared care</b>
<b>Switchboard Victoria – Rainbow Door Program (45)</b>	<b>To support access LGBTIQ+ individuals to system</b>
<b>Liaison with the Vic Housing Register for Special Housing Needs (25)</b>	<b>To ensure housing system is expanded to provide adequate dwellings (2500 ) for people 18+ years To involve consumers in designs To ensure audits of outcomes</b>
<b>1 or 2 Legal Services to address discrimination (41)</b>	<b>Existing Legal services identified with mental health connection To initiate legal claims/test cases re systemic discrimination</b>
<b>IT SYSTEMS To be used throughout the MH &amp;W System for:</b> <ul style="list-style-type: none"> <li>- Publicising services and resources</li> <li>- Making step-up, step-down referrals</li> <li>- Providing online services</li> <li>- Recording all consumer information</li> </ul>	<b>Expert Panel (64)</b>  <b>New Mental Health and Wellbeing Record (62)</b>  <b>New Mental Health Information and Data Exchange (with public portal) (62)</b>  <b>Website – to include info for families (31)</b>  <b>Online parenting programs (19)</b>  <b>Helpline organisations (??)</b>  <b>By end 2022, trial 2 digital mental health services for rural/regional communities (39)</b>

<b>FORENSICARE</b> (37,38) 		<b>Mental Health and Wellbeing Act</b> (42) <b>Minister for Mental Health</b> 
<ul style="list-style-type: none"> <li>- Allied with the Institute</li> <li>- Continuing to administer/deliver overall Statewide forensic services:             <ul style="list-style-type: none"> <li>o Prison based services</li> <li>o Thomas Embling Hospital</li> </ul> </li> </ul>		<p>A Statewide service allied with the Department of Health</p> <p>AND....</p> <p>To conduct research at Swinburne University</p> <p>To include new/expanded services below</p>
<b>Youth Forensic Mental Health Program</b> (37) Part/all run by Orygen in collaboration with FORENSICARE i		<b>Statewide model to be included in Area Youth Mental Health and Wellbeing Services</b>
<b>Behavioural Response Team</b> (37) Run by FORENSICARE		<b>To support Area services to respond people at risk of dangerous behaviour – intervenes physically if needed</b> <b>Provides consultation/education to Areas</b>
<b>Assessment and Referral Court</b> (37) Run by FORENSICARE		<b>To be expanded and available to more people with mental illness/psychological distress who are facing court</b>
<b>Transition Program for Prisoners Upon Release</b> (37) Run by FORENSICARE		<b>To ensure continuation of intensive mental health and wellbeing treatment, support and care received in prison</b>
<b>Thomas Embling Hospital</b> (38) Run by FORENSICARE		<b>Expansion of beds</b>


<b>STATEWIDE COMPULSORY TREATMENT</b>		
<b>Mental Health and Wellbeing Act</b> (42)  		<b>To set up basic structure of overall public system</b> <b>To determine procedures for compulsory treatment</b>
<b>Independent Review:</b> Including of Chief Psychiatrist and Mental Health Tribunal roles (43)		<b>5-7 years after enactment, to assess effectiveness/ responsiveness to needs/preferences of consumers/carers</b>



## STRUCTURES HOLDING THE SYSTEM TO ACCOUNT

<b>Mental Health and Wellbeing Act</b> (42)	To set up basic structure of public system To set procedures for compulsory treatment
 <b>Mental Health and Wellbeing Commission</b> Independent statutory authority comprising XXXXX Commissioners Chaired by Commissioner (all approved by Governor in Council) (44,53 58)	To monitor progress of reform To conduct independent enquiries To hold the system to account To support consumers & complaints To elevate people with lived experience to leadership positions in the system To address community stigma/ discrimination (eg. anti-stigma grants program) (28, 41)
<b>Mental Health Improvement Unit</b> Within Safety Care Victoria (42, 45, 52, 54, 55)	To monitor and develop quality and safety in mental health services statewide To issue practice guidelines/frameworks To work on non-coercive treatment options To ensure Chief Officer of Mental Health and Wellbeing develops and leads strategy to reduce seclusion/restraint To work with people with lived experience to co-design services' priorities, workforce training, and to embed Safewards Program
<b>Mental Health Workforce Wellbeing Committee</b> (59) Co-chaired by Department of Health and Worksafe Victoria	To monitor and develop occupation health and safety for public mental health workforce

## STRUCTURES INFORMING IMPROVEMENTS TO THE SYSTEM

<b>Victorian Collaborative Centre for Mental Health and Wellbeing</b> (IR 1) Research centre, subsuming existing Centre for Mental health Learning	To bring together expert researchers, mental health professionals from across public and non-government system, and people with lived experience
 <b>Statewide Trauma Service</b> Within Collaborative Centre for Mental Health and Wellbeing (23) <b>NB INCLUDES SPECTRUM SERVICE/RESEARCH</b>	To conduct research and education/ training for workforce To develop/run peer-led digital support networks To facilitate access to expert services/consultation across system
<b>Mental Health Improvement Unit</b> Within Safer Care Victoria (52, 54, 55, 42, 45)	See above in HOLDING THE SYSTEM TO ACCOUNT
<b>Regional Boards and Primary Health Networks in collaboration with Commonwealth</b> (51)	To co-commission/co-fund services, including reference to National Reform Agreement 2020-2025