

Evaluation of Shifting Minds and Review of Every Life Phase One

Nous Group | November 2022



Today we will share early insights from the evaluation of *Shifting minds* and review of *Every life*

OBJECTIVE FOR TODAY'S SESSION:

Provide insights from the evaluation of *Shifting minds* and review of *Every life phase one*



THIS SESSION WILL

- Provide an overview of the evaluation activities conducted to date
- Provide a summary of the 'headline' insights and considerations
- Provide an overview of the emerging insights related to each of the Key Evaluation Questions (KEQs)



The evaluation has completed...

41 TOTAL ENAGEMENTS 

 Across the Queensland Mental Health commission, Queensland Government and the mental health, alcohol & other drug and suicide prevention sector

24 SLG & IQSPN AGENCIES INTERVIEWED

3 HHS & PHN FOCUS GROUPS

 **6** MHAOD & SUICIDE PREVENTION NGO FOCUS GROUPS AND INTERVIEWS DELIVERED

3 PEAK BODY & LIVED EXPERIENCE REP INTERVIEWS

5 QMHC INTERVIEWS

2  SLG & SECTOR SURVEY

22 DOCUMENTS REVIEWED 

DOCUMENT REVIEW	<i>Nous reviewed all relevant documents provided by QMHC, including SLG meeting minutes, joint agency planning documents and implementation roadmaps.</i>
KEY STAKEHOLDER INTERVIEWS	<i>Key stakeholders in the Queensland Mental Health Commission, government agencies and the mental health, AOD and suicide prevention sector were interviewed to understand their perspectives regarding the Plans.</i>
FOCUS GROUPS	<i>Eight focus groups were held: four with mental health, AOD and suicide prevention NGOs, two with HHSs, one with PHNs and one with Lived Experience Representatives.</i>
SURVEYS	<i>Two surveys were administered: one to SLG members and one to mental health, AOD and suicide prevention NGOs and peak bodies. A total of 9 SLG survey response were received and a total of 17 NGO and peak body survey responses were received.</i>



The evaluation sought to answer three Key Evaluation Questions (KEQs)

1

APPROPRIATENESS

Assesses whether the plans are reflective of the evidence base, the priorities in Queensland and aligned to national frameworks and policies.

2

EFFECTIVENESS

1. Systemic reform: determines how the plans and supporting mechanisms have influenced across the MHAOD and suicide prevention system
2. Progress: the extent to which the strategic priorities have been progressed, where there is momentum or barriers and why.

3

IMPLICATIONS

Assess the longer-term strategic outcomes resulting from the plans and identifies implications for the next iteration of *Shifting minds* and the next phase of *Every life*.

Summary findings



Shifting minds and *Every life* have set a strong foundation for the whole-of-system approach to reform

Shifting minds was a **progressive and appropriate plan** that remains valid and relevant.

There is strong cross-agency awareness of and agreement to the MHAOD and suicide prevention reform agenda.

Stakeholders see value in a whole-of-system approach, and there is **momentum to be leveraged**

Maturing the approach to implementation will maximise the outcomes for the Plans

In the next phase, there is an opportunity to be **more catalytic**, through the identification of gaps and opportunities

There is appetite for cross-agency and collaborative approaches with appropriate support and facilitation

There has been limited **monitoring and reporting, evidence and evaluation** to understand activity progress and outcomes

Shifting minds has helped to mature the Queensland whole-of-system MHAOD & SP approach to reform

ELEMENTS	INFANCY	DEVELOPING	ESTABLISHED	LEADING
	Few discernible principles	Work in progress	Good practice	Self-optimising
Leadership	<p><i>Shifting minds</i>, and the Commission, has provided a clear vision for reform</p>			
System advocacy & influence	<p><i>Shifting minds</i> has provided an authorising environment, and spurred specific activity.</p>			
Accountability	<p>There have been limited reporting requirements, which has made it difficult to hold agencies to account</p>			
Partnerships and collaboration	<p>Relationships across some agencies have been strengthened, due in part to the SLG, and for some with joint projects</p>			
Data integration	<p>There has been no progress in taking a whole-of-system data view.</p>			
Evaluation	<p>There has been limited progress in strategically commissioning and using evaluations to inform the system.</p>			
Strategic investment	<p>Specific investment was connected to <i>Shifting minds</i>, and it supported further investment.</p>			

●.....● Prior to *Shifting minds* ●.....● Post *Shifting minds*

KEQ1: Appropriateness



The plans were appropriate and progressive at the time of development and would benefit from refinement

States and territories are taking consistent approaches to their reform agendas

- The Fifth National Plan, and the subsequent bilateral agreements, have set out a clear and consistent reform approach for states and territories across Australia
- The Royal Commission into the Victorian MH System and the Productivity Commission Inquiry into MH highlight a strong need for enablers to meaningfully progress the reform agendas across Australia

SM was progressive at the time of development

- Queensland is one of three Australian jurisdictions with a whole-of-government, whole-of-system reform plan
- The focus areas identified in SM were appropriate, evidenced-based and have held up over time
- An opportunity exists to strengthen SM's focus on reform enablers under Focus area 3: Whole-of-system improvement

The strategic pitch of SM is beneficial and can be supported by sub-planning

- The strategic pitch of SM is beneficial to create a shared vision across the MHAOD & SP system
- Stakeholders would benefit from further sub-planning to reinforce the change agenda, particularly in MH & AOD
- EL had a useful level of detail to identify SP action in Phase 1, but should direct and prioritise activity in Phase 2

KEQ 2: Effectiveness; systemic reform

Shifting minds and Every life have contributed to a shared vision and increased activity across the system

There is a shared vision across the MHAOD & SP system

- There is greater understanding and awareness of the MHAOD & SP strategic reform agenda
- There is a shared appetite and ambition for reform across the system
- Across the MHAOD & SP system, the required level of linkage or separation of the SP sector from the MH sector is contentious

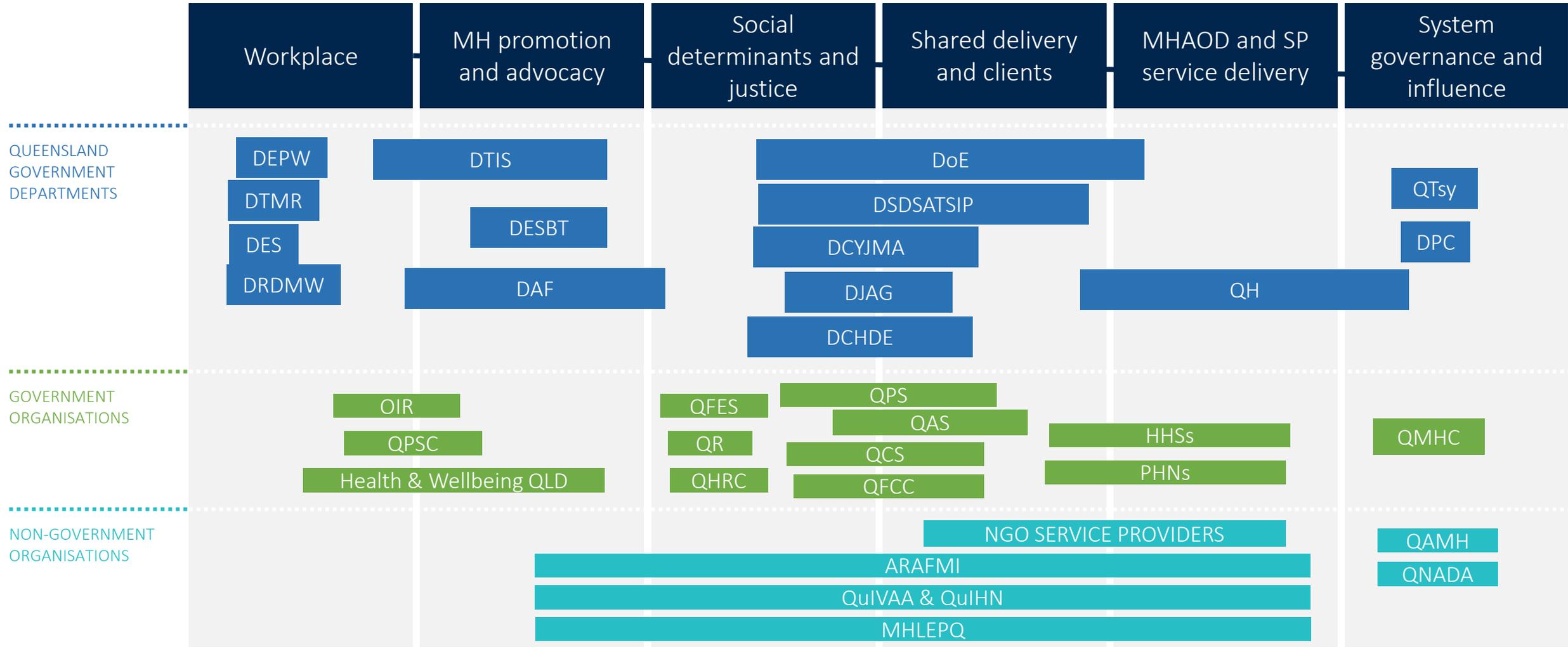
Non-traditional agencies have taken ownership and generated MHAOD & SP activity

- While there has been an increase in activity across MHAOD & SP system, not all of it was as a direct result of the plans, particularly for Every life
- Stakeholders have bought into the idea that this requires collective effort, but some are not clear on how to play their part (see spectrum overleaf)

Whole-of-system change is difficult to achieve in the complex MHAOD & SP system

- Queensland's current MHAOD & SP system is largely focused on acute service delivery
- Change towards a continuum of care model takes time and effort, particularly for larger and more complex agencies
- Large agencies require more time and resources to adjust their ways of working

Stakeholders within the Queensland MHAOD & SP system perform different roles, which should be acknowledged



Cross-sector collaboration and activity

Collaboration is occurring across the system

- The Strategic Leadership Group (SLG) and interim Suicide Prevention Network (iSPN) provided opportunities for agencies to come together to collaborate. This forum could be strengthened with greater governance, management and purpose to maximise effort.
- There is mixed evidence for collaboration between government agencies in addressing mental health, AOD & suicide prevention priorities, however, stronger linkages are occurring across the system more broadly, particularly between government and non-government agencies.

There is more work to be done to progress co-commissioning, co-funding and co-evaluating across government agencies

- Where momentum towards co-commissioning and co-funding has occurred, this has been Commissioned or a result of the bilateral agreement.
- Co-commissioning and co-funding were identified as an area that needs more work across agencies, including better mechanisms to enable this.
- There has not been co-commissioned evaluations to date.

Strategic Investment

Investment in MHAOD + SP has increased across the system

- Commission-coordinated budget bids secured additional funding for priorities
- There has been increased investment in MHAOD and suicide prevention across government, enabled for some agencies by the authorising environment created by Shifting minds
- There is an opportunity to facilitate budget identification for individual agencies to increase strategic investment
- There is a need for greater reporting of MHAODSP-aligned expenditure outside of health

Outcomes across the system are currently difficult to determine

- There is currently no systemic mechanism to understand the progress of Shifting minds – from an implementation or outcomes perspective
- While progress of Every life is reported to Cabinet annually, there is an opportunity to increase the usefulness of reporting for implementing agencies

There is an opportunity for the SLG to share and draw on evidence

- Program-level evaluations are occurring and shaping investment, though this practice could be increased
- The system implications of program-level evaluations should be drawn out and shared at SLG
- There is appetite across sector stakeholders for the Commission to ensure the latest evidence is being shared and considered in policy and program development

KEQ 2: Effectiveness; progress

Shifting minds progress summary

Areas of strong progress have been the result of Commission advocacy, authorising environment, funding and leadership from other agencies

- **Mentally healthy environments** have been strengthened through a focus on workforce mental health and wellbeing across the board, bolstered in part through advocacy of the issue through the plans by the Commission.
- Strong improvements in **school responses** were achieved, though the strong enthusiasm of the Dept. of Education coupled with an authorising environment provided by Shifting minds.
- **Crisis responses** to assist those experiencing significant distress have improved, in part through direct funding from Shifting Minds
- **Lived experience integration** and involvement in strategy, policy and program planning discussions

Some areas have been slower to progress

- **Expansion of integrated models of care** has pockets of activity, but has not yet gained significant momentum, due to the challenges of working across siloes
- There has been some progress to reduce stigma, particularly for mental health, but there is further work to be done, **particularly for AOD and suicide prevention**, which requires dedicated resourcing
- **Needs based and regional planning** has not become embedded across the state, also due to the challenges of working across siloes.
- **Cross sector responses** to AOD have also made some progress, but require further focus and resourcing

Every life progress summary

There has been progress across different areas of reform

- **Reduction of access to lethal means** and creating safer public spaces has progressed by Queensland Rail under TrackSafe and through collaboratively with other agencies (QH & QPS) to identify and mitigate risk on the rail network. Additionally, Energy and Public Works directly reference the Plans during public space development under the Queensland Government Architect.
- Multiple agencies report progress in training ‘front line’ public sector staff to **recognise, respond to and appropriately refer members of the public** experiencing distress – including ‘non traditional service delivery’ agencies e.g. Dept. Small Business & Training.
- There is greater awareness and focus on **early in life intervention and family support**, including through school interventions through DoE, Aboriginal and Torres Strait Islander co-designed models through DSDATSIP, and a focus on the youth justice cohort

There is more work to be done to progress the reform

- **Community-based suicide prevention** services is viewed as a gap, with many stakeholders feeling the focus remains on medical and ED solutions
- **Early in illness/episode intervention**, and supporting the social determinants of health requires greater focus
- There is limited **data and evidence sharing** to support policy and program development. Individual agencies report holding their own data, but not using and sharing it to maximum effect.

KEQ 3: Implications

Agencies see value in a whole-of-system approach, but require greater implementation support

WHAT AGENCIES WANT IN A WHOLE-OF-GOVERNMENT APPROACH

1

Each agency adds value to the MHAOD & SP reform agenda

2

Agencies draw on best-practice and evidence to inform their policies and initiatives

3

Cross-sector opportunities are identified & facilitated

4

Additional funding for new opportunities is sought

5

Advocacy for reform ambition and a drive for change

WHAT AGENCIES NEED TO ACHIEVE THIS



Sub-planning

Strengthen actionable initiatives and prioritisation strategies to provide role clarity for stakeholders.



Facilitated joint-planning

Assist in the development and intersection of joint-planning initiatives across government to increase agencies' value-add.



Strong cross-government governance

Employ governance groups more effectively to set clear reform direction and collaborate to generate meaningful outcomes.



Targeted support for new initiatives

Provide input and guidance for new programs, where required.



System transparency

Establish more effective reporting and accountability structures and play a strong role in whole-of-system monitoring and evaluation.



Evidence and insights

Act as an independent centre of excellence to provide best-practice expertise to agencies.

Considerations for the future iterations of the plans

RENEWAL OF SHIFTING MINDS

- Slight update to the content to reflect the latest findings of relevant inquiries (e.g. MHSC Inquiry) and progress made.
- Develop a comprehensive overview of how existing activity contributes to the goals, and where there are gaps.
- Work with agencies to fill gaps through existing work, or identification of new initiatives
- Prioritise new and cross-agency initiatives and provide targeted support
- Reimagine SLG into specific working groups for new projects, with biannual full-group meetings
- Set and monitor performance indicators for each goal

REFRESH OF EVERY LIFE: PHASE 2

- Identify gaps in activity, in addition to existing activity, to meet the objectives of *Every life*
- Identify the priorities and sequencing of activities across the life of the plan into a realistic workplan, ensuring each action has an appropriate lead.
- Utilise QSPN meetings to work through challenges in implementation and emerging opportunities
- Collate and share progress reporting with insights back to participating agencies