MHWSD Service Review and Transformation Program

Holistic mental health and wellbeing service integration and support for the future

transforming DVA

Drivers

Mental Health and Wellbeing Services – a new Division

Establishment of the new Division in 2021 has provided an opportunity to review and reimagine how we deliver mental health and wellbeing support services into the future. At the same time we are reviewing functions and structures to ensure we are fit-for-purpose.

Strategic Alignment

The review and improvement of mental health and wellbeing service delivery is central to the Department's suicide prevention efforts. It is also a logical extension from Veteran-Centric Reform (VCR); and aligns with the DVA Corporate Plan 2021-22 and the future-focused work the Secretary announced last year, to identify opportunities and emerging trends in mental health and wellbeing support.

Trends in Government Service Delivery Innovation

Recent trends in government are transforming approaches to service design, delivery and improvement; with a focus on Design Thinking methodologies and prioritising customer/consumer experience.. Outcomes include operational efficiencies and more effective integration of resources within connected, holistic service ecosystems that address the needs of all stakeholder groups.

Lived Experience inclusion

Pathways for people with LEx, in both peer work roles and advocacy/representative roles, are underdone and often defined by services and systems rather than by the LEx community aligned with the movement's values and approaches.
LEx leadership is often lost in the burn and churn of large services and shifts in system demands.

There needs to be pathways and organisations where LEx leaders have increased presence and power in shaping agendas and driving change.

Hodges, E, Loughhead, M, McIntyre, H & Procter, 2019, Lived Experience Leadership and Advocacy Network of SA and University of South Australia, Adelaide.

P04403

Vision

An agile, connected Divisional service ecosystem that optimally and efficiently creates reciprocal value to effectively meet the needs of all stakeholders.

Scope

- Open Arms – Veterans & Families Counselling
- Coordinated Client Support (CCS) Branch
- Mental & Social Health Programs (M&SH) Branch
- Business Operations Directorate
- Communications Branch – the elements supporting mental health and wellbeing service delivery.

Objectives

The Program aligns with DVA Transformation Strategic Objectives:

- from illness to Wellbeing
- from dependent to Empowered
- from siloed to Connected
- from complex to Simple
- from unpredictable to Data Driven
- from reactive to Proactive.

Resources

A small dedicated team of five staff members, including a veteran, are leading the Program.

A collaborative approach to the delivery of some components of the Program has been established with other key business areas across the Department; including TED team, Data & Insights, Veteran and Family Policy, and the Enterprise Program Office.

An external provider, the University of Newcastle, has been engaged to deliver the Horizon Scan.

Principles

Simple | Helpful | Respectful
Transparent | Safe

Participants

All stakeholders are important participants within the MHWSD service ecosystem, and will have opportunities for representation and meaningful engagement across the Program's activities.

- veterans and families
- staff
- other areas of DVA and Commissioners
- Defence
- Commonwealth and State/Territory Governments
- Ex-Service Organisations
- external partners, providers and experts.

Activities

- literature & social media reviews
- organisational census & analysis
- online surveys (incl. Delphi)
- consultation, deep dive workshops, & focus groups
- concept & solutions prototyping & testing
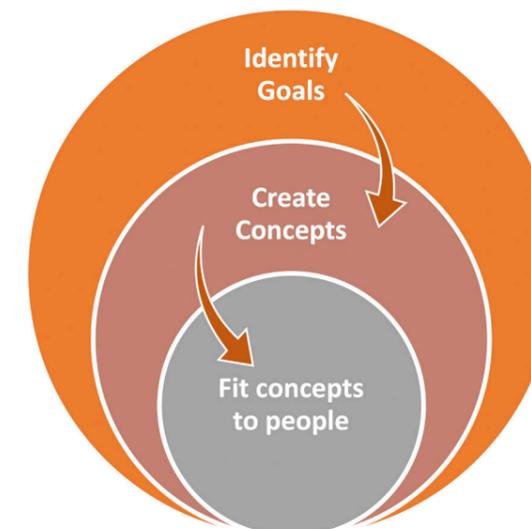- options identification & implementation.

Outcomes

- A Divisional structure and services that are aligned to stakeholder needs and expectations.
- Integration of design thinking, co-design methodologies and lived experience contributions into the way the Division innovates, identifies and designs solutions, plans, communicates, delivers, governs and improves services.
- Greater understanding of the future trends and opportunities for the Division, and a plan for incorporating and responding to these.
- An agile and connected Division that is person-centred, future-focussed, fit for purpose, and poised to respond effectively to the outcomes of the Royal Commission.
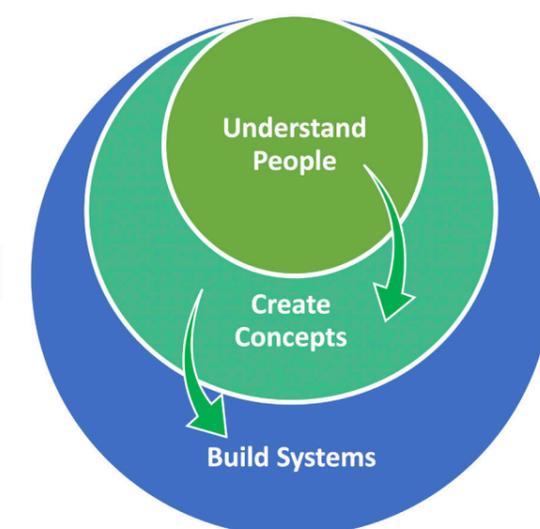
Approach

The Program will employ a Design Thinking approach to ensure:

- The experiences and needs of all stakeholders are centred within a connected service ecosystem.
- Resources of all stakeholders are utilised effectively to co-create value in service design, delivery and improvement.
- Systems and processes are integrated and connected to provide a seamless consumer experience at all touchpoints across the Division.
- The complexity of the system as a whole is taken into account, reducing the risk of superficial solutions.
- Clients and staff feel engaged, empowered and valued; leading to improved service experience and wellbeing, client safety, and reduced ongoing costs.
- Decision making is fact-based and data-driven.
- Continuous improvement and lived experience insights are integrated into BAU.

Traditional organisational approach

Identify Goals
Create Concepts
Fit concepts to people

Design Thinking approach

Understand People
Create Concepts
Build Systems

Governance and Advisory

- MHWS Project Board
- MHWSD Service Review and Transformation Program Steering Committee – representatives from MHWSD Executive, Chief Health Officer Division, People Services Branch, and chaired by Veteran and Family Policy Division, with 2 veteran and family lived experience representatives
- MHWSD Cross-Functional Working Group – staff representatives from all Branches and levels, plus a PSB HR Business Partner rep
- Consultation and co-design with all participant groups.

Following the Discovery phase, areas of opportunity will be presented to selected participants to generate ideas for solutions. Ideas will be developed into concepts which will be presented to the Executive for *desirability, feasibility* and *viability* testing.