



**The Victorian
Collaborative Centre**
For Mental Health & Wellbeing

Strategic Plan 2024-2027



To receive this document in another format, email the Victorian Collaborative Centre for Mental Health and Wellbeing: collabcentre@vccmhw.vic.gov.au.

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In this document, 'Aboriginal' refers to both Aboriginal and Torres Strait Islander people. 'Indigenous' or 'Koori/Koorie' is retained when part of the title of a report, program or quotation.

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Contents

Acknowledgement of Country	2
Our commitment to Allyship and Aboriginal Victorians.....	3
Recognition of lived and living experiences.....	4
Language used in this plan	4
Foreword	5
Strategy on a page.....	6
Our functions	7
The problem we are collaborating to solve	8
Our strategic plan.....	9
Our focus over the next three years	10
Our approach to change	12
Focus Area 1: Connecting people, ideas and evidence.....	14
Focus Area 2: Translating research into practice.....	16
Focus Area 3: Providing innovative treatment, care and support.....	18
Focus Area 4: Strengthening and supporting our workforces	20
Focus Area 5: Building a sustainable and influential organisation	22
Measuring our impact	24

Acknowledgement of Country

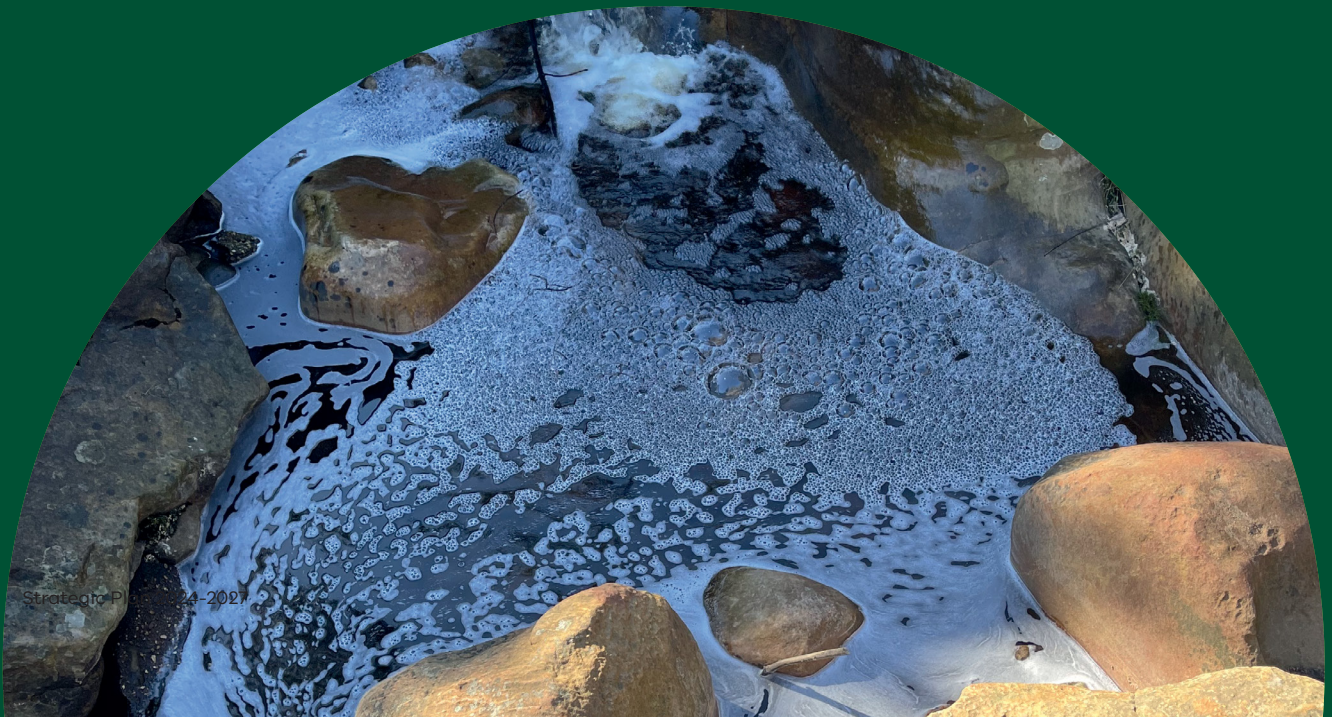
The Victorian Collaborative Centre for Mental Health and Wellbeing (the Collaborative Centre) acknowledges with deep respect all First Nations people and Traditional Owner groups within Victoria. We recognise their enduring connection to Country, Culture, and Kin, a connection that has been nurtured for thousands of years.

We acknowledge government's role in the devastating impacts of colonisation, the displacement and dispossession of First Nations people, and the ongoing social, emotional, biological and political consequences.

2

We pay our deepest respects to elders past and present, recognising their ongoing resilience, wisdom, and leadership. We acknowledge that this land was, is, and always will be Aboriginal land.

Photo: Gariwerd by Larroom Art photographer



Our commitment to allyship and Aboriginal and Torres Strait Islander people in Victoria

The Collaborative Centre commits to collaborating with Aboriginal Victorians in ways that respect their sovereignty. We acknowledge that self-determination involves more than consulting and partnering with Aboriginal Victorians on policies, programs and research initiatives that affect their lives.

We also recognise the key role and expertise of Aboriginal Community Controlled Health Organisations (ACCHOs) in driving holistic solutions for their communities. We acknowledge the decision-making and resource control that ACCHOs require to drive these solutions. We are committed to centring Aboriginal Lived and Living Experience and Expertise voices (consumers and carers) at the heart of any work of the Collaborative Centre designed to promote better outcomes for Aboriginal Victorians. We look forward to working with ACCHOs and Aboriginal communities, ensuring that when we are fulfilling our functions under the *Mental Health and Wellbeing Act 2022*, we do so in line with the self-determined needs of Aboriginal Victorians.

We acknowledge that the mental health system has failed to fully recognise Aboriginal ways of knowing, doing, and being. We strive to learn from this history and aim to work towards a mental health system that respects and incorporates Aboriginal perspectives. We commit to celebrating the strengths of Aboriginal communities and to working collaboratively to address the challenges they face.

The Collaborative Centre respects the aspirations and sovereignty of all Aboriginal Victorians and is committed to Victoria's Treaty process. We wholeheartedly support this and have listened to the Yoorrook Justice Commission recommendations and the aspirations of the First Peoples Assembly.

We are committed to ensuring the Collaborative Centre's *Strategic Plan 2024-27* (i) does not limit the Treaty processes or outcomes, (ii) will be open to revision to support any Treaty-making processes, (iii) is proactive toward progressing much needed policy or reform initiatives in Victoria's mental health and wellbeing system, and (iv) is not deprioritised or delayed by the Treaty process.

We acknowledge that the terms Aboriginal, Indigenous, and First Nations or First Peoples are used interchangeably and do not capture the unique language groups of many within the community. The Collaborative Centre does not favour one approach over the other and we respect all people's rights to self-identification.

Recognition of lived and living experiences

We acknowledge people with lived and living experiences of mental ill-health and psychological distress and the experience of people who have been, and are, carers, families, supporters and kin.

We are grateful for their expertise and generosity which guide the Collaborative Centre's work.

The Royal Commission into Victoria's Mental Health System recognised the need to bring people with lived and living experiences

– inclusive of families, carers, supporters and kin – together with researchers and mental health services. There has been extraordinary determination and courage as people have revisited painful memories in the hope of shaping a better future for themselves and others.

The Collaborative Centre celebrates, values and welcomes people of all backgrounds, genders, sexualities, cultures, religions, ages, bodies and abilities.

4

Language used in this plan

As the Royal Commission into Victoria's Mental Health System said: "Language is powerful, and words have differing meanings for different people. There is no single set of definitions used to describe how people experience their mental health." This plan uses the words and language of the Royal Commission.

The glossary table from the Royal Commission's final report can be found on the Department of Health website: <https://www.health.vic.gov.au/mental-health-reform/terminology-and-language>

Foreword

We are proud to share the first three-year strategic plan for the Victorian Collaborative Centre for Mental Health and Wellbeing. Covering the period 2024-2027, this plan is a key step in our ongoing progress.

The Royal Commission into Victoria's Mental Health System recognised the need to bring people with lived and living experiences - inclusive of families, carers, supporters and kin together with researchers and mental health services to provide care, treatment and support for adults and older adults; conduct interdisciplinary research; translate evidence into practice; and support the workforce.

The Collaborative Centre commenced operations on 1 September 2022 with a mandate to fulfil this need and work towards better mental health and wellbeing for all Victorians. As a new organisation, we have focused on establishing strong foundations to achieve our long-term goals including building a skilled team; creating robust governance structures; implementing effective operational systems; and fostering trusted relationships with partners to cultivate a culture of collaboration.

Our strategic plan sets out a roadmap for the next three years, guiding us towards achieving our purpose. It recognises that we need new ways of working to reform our complex mental health and wellbeing system by building trusted relationships; elevating the knowledge and expertise of lived and living experiences; and a culture of collaboration, innovation and learning. This takes time and we need to continue to build our capacity to deliver our functions as set out in the *Mental Health and Wellbeing Act 2022 (Vic)*

At the same time, we recognise the need for reform to start now, so we will take opportunities to deliver change iteratively as we grow our capacity. Learning as we go, our focus will be on growing the scale of our impact and influence in system change. This includes demonstrating outcomes which uphold the human rights of people with lived and living experiences; sharing knowledge and best practices; advocating for change in the mental health system based on what we have learned; and implementing robust evaluation frameworks to assess the effectiveness of our programs.

We are confident that we will make significant progress in this next period of our development. We have long-term ambitions to achieve better mental health for Victorians and the next three years will be a stepping stone towards this. We look forward to collaborating with our partners and the community to deliver our strategic plan and work towards our common goal of driving positive change to Victoria's mental health and wellbeing system.

We invite you to join us.



Terry Laider, Chair



Maria Katsonis, Deputy Chair

On behalf of the Board



Caroline Lambert, Co-Chair

On behalf of the Lived Experiences Advisory Panel

Strategy on a page

VISION

Better mental health and wellbeing for all Victorians through collaborating and learning together.

PURPOSE

In partnership with people with lived and living experiences, we translate evidence into innovation and effective practice and work with the workforce and researchers towards our common goal of driving groundbreaking change to Victoria's mental health and wellbeing system.

STRATEGIC INTENT September 2024 to August 2027

To grow our capacity and partnerships and to deliver change.

OUR FOCUS AREAS (What we do)



1.

Connecting people, ideas and evidence



2.

Translating research into practice



3.

Providing treatment, care and support



4.

Strengthening and supporting the workforce



5.

Building a sustainable and influential organisation

OUR ENABLING PRINCIPLES (How we do it)

We champion lived experience leadership, partnership and co-production.



We embed human rights, social justice and take an intersectional approach into everything we do.

We collaborate and build trusted relationships and partnerships with individuals, services, and organisations with diverse experiences.

Our functions

The Collaborative Centre is a statutory body overseen by an independent Board, established through the *Mental Health and Wellbeing Act 2022 (Vic)* (the Act).

Our role and functions as set out in the Act are:

- a** to provide, promote and coordinate the provision of mental health and wellbeing services. 
- b** to assist service providers to facilitate and improve access to mental health and wellbeing services. 
- c** to provide or arrange the provision of specialist support services and care for persons who have experienced trauma. 
- d** to develop strategies for conducting research, and applying and disseminating research findings, in the field of mental health and wellbeing, with regard to any research priorities determined by the Centre Board in accordance with section 648(f). 
- e** to conduct, promote and coordinate research in the field of mental health and wellbeing, including in collaboration with other persons and entities. 
- f** to provide, promote and coordinate activities that support the continuing education and professional development of service providers and persons who work or conduct research in the field of mental health and wellbeing. 
- g** to provide advice and guidance to service providers and practitioners in relation to the provision of mental health and wellbeing services. 
- h** to report to the Minister and the Health Secretary on matters relevant to our functions 
- i** to perform any other function conferred on the Centre by or under this Act or any other Act. 

The problem we are collaborating to solve

Victoria's mental health and wellbeing system remains fragmented and access to treatment, care and support is inequitable.

Disparities exist in the level and quality of care, with marginalised people and communities often receiving less culturally sensitive care, leading to poorer experiences and outcomes.

8

Consumers, families, carers, supporters and kin often face stigma and discrimination in the mental health and wellbeing system, which diminishes trust and increases reluctance to seek treatment, care and support.

Failure to address the long-term adverse effects of poor access to mental health treatment, care and support, responsive to what people need or want, impacts the ability of consumers, carers, families, supporters and kin to participate fully in life. Social isolation, employment barriers and economic hardship hinder recovery. Additionally, traumatic experiences related to care, such as the use of restrictive practices, seclusion and restraint, further isolate individuals and diminish their quality of life.

Despite their dedication, our workforces also face challenges due to a crisis-driven system that results in suboptimal use of resources and creates moral injury for those who provide treatment, care and support. This increases workforce fatigue, stress and turnover and produces lower care quality and higher healthcare costs. There is an urgent need for improved support for our mental health workforces and a more compassionate and consistent approach to the delivery of mental health treatment, care and support for all Victorians.

The Collaborative Centre is based on a world first operating model and serves as a central hub for sector reform. It integrates collaboration between people with lived and living experiences, researchers and our workforces, to drive direct translation of evidence into innovative and effective treatment, care and support.

By embedding lived and living experiences in the Collaborative Centre's functions, the needs of consumers, families, carers supporters and kin can be directly addressed and inform translational research to build a system that works. This will improve outcomes, enable sharing of knowledge for impact, and support our workforces to drive statewide change in Victoria's mental health and wellbeing system.

Our strategic plan




The Collaborative Centre understands that new approaches that connect the perspectives of people with lived and living experiences, our workforces, researchers and sector leaders are required to reform Victoria's mental health and wellbeing system.

This strategic plan documents our roadmap to deliver this change over the next three years. It has been shaped through conversations with people with lived experiences and expertise, researchers, service providers and community groups. It has also involved close collaboration with our Lived Experiences Advisory Panel (LEAP) and the Adult and Older Adult Best Practice Consortium (the Consortium), which is led by the Royal Melbourne Hospital and the University of Melbourne and brings together a network of 20 metropolitan and regional health services, community organisations and research institutions.

Our work will be structured into five focus areas (what we do):

- 1 Connecting people, ideas and evidence. 
- 2 Translating research into practice. 
- 3 Providing innovative treatment, care and support. 
- 4 Strengthening and supporting our workforces. 
- 5 Building a sustainable and influential organisation. 

These focus areas are underpinned by three enabling principles (how we do it):

- 1 We champion lived and living experiences. 
- 2 We embed human rights and social justice into everything we do. 
- 3 We collaborate and build trusted relationships. 

These principles are embedded into the way we work and all of our actions across our focus areas.

Our focus over the next three years

10

In this strategic plan, we move from establishing our foundations to growing our capacity and delivering change. Over the next three years we will collaborate across the system to identify the areas where we can add value and amplify existing efforts towards positive change. We will develop and demonstrate new and more effective ways of working in the delivery of our core functions. We need to do things differently to drive change in Victoria's mental health and wellbeing system.





We will concentrate our efforts on adults and older adults needing ongoing, intensive forms of mental health and wellbeing treatment, care and support, as well as dedicated supports for their families, carers, supporters and kin. Specifically, we will focus on the following priority themes:

- 1** Community-based and holistic models of treatment, care and support that address inpatient and residential whole-of-person care (including acute needs) across Victoria.
- 2** Supporting and amplifying culturally responsive, intersectional approaches to care for:
 - a. First Nations people and communities.
 - b. diverse communities, including those who are culturally and linguistically diverse, LGBTIQ+SB communities, people with disability and/or neurodiversity.

- c. people impacted by intersecting layers of oppression, including those experiencing racism, ageism, sexism, ableism, homo/bi/transphobia, poverty, homelessness, sexual and family violence and/or problematic substance use.

- 3** Eliminating seclusion and restraint and reducing compulsory treatment.
- 4** Developing dedicated and flexible supports for families, carers, supporters and kin.

These priority themes align with the recommendations of the Royal Commission into Victoria's Mental Health system and our enabling principle of promoting human rights and social justice and taking an intersectional approach. They have been informed by extensive consultation with our partners, in workshops, conversations and a community survey engaging over 600 people.

Our approach to change

We generate and gather insights, evidence and practical know-how about implementing best practices and we spread these best practices to improve the mental health and wellbeing system through our levers for change.

The Collaborative Centre's approach to change connects our focus areas to our vision of better mental health and wellbeing through five levers of change. Our levers of change are the ways we can influence positive change and they recognise the need to target the less visible conditions for system change, including relationships, power dynamics and the beliefs, values and assumptions that influence behaviour.

Below we explain our levers for change and the link between our approach to change and our focus areas.

We generate and gather insights, evidence and practical know-how about implementing best practices by:

- connecting diverse perspectives and forms of evidence including the knowledge and expertise of people with lived and living experiences, researchers and our workforces across a range of disciplines to collaborate, problem solve and innovate (Focus Area 1)
- conducting, promoting and coordinating efforts to fill gaps in the evidence base and to translate research into practice (Focus Area 2)
- providing and coordinating delivery of innovative and holistic models of treatment, care and support that address whole-of-person needs with our partners and other organisations and communities across Victoria (Focus Area 3).

We support spreading these best practices by:

- curating and sharing insights on best practice as well as promoting and coordinating change across the sector by connecting people, ideas and evidence (Focus Area 1)
- supporting and strengthening our workforces by providing, promoting and coordinating the delivery of whole-of-workforce professional development and continuing education (Focus Area 4)
- "walking the talk" and modelling effective practices (Focus Area 5).

To improve the mental health and wellbeing system through our levers for change, which are:

- **Trusted relationships:** We promote and build trusted relationships based on mutual respect and transparency between people with lived and living experiences, service providers, our workforces, researchers and policy makers. Trust is required for open, safe and effective collaboration and to innovate, persuade and inspire the implementation of better practice in a complex system.
- **Innovation:** We develop new models of care and find innovative ways to implement best-practice treatment, care and support for adults and older adults, adapted to local contexts and needs.
- **Persuasion:** By establishing ourselves as a trusted credible voice in translational research for adult and older adult mental health treatment, care and support, we persuade stakeholders to adapt policies, practices and decision making based on best practice evidence.
- **Inspiration:** The Collaborative Centre walks the talk by demonstrating best practice in service delivery, partnership, leadership and co-production with people with lived experiences, translational research and use of evidence. This aims to provide tangible real-world examples of best practice and to inspire changes to both service delivery and ways of working.
- **Change power dynamics:** We shift power dynamics by elevating and embedding lived and living experience knowledge and expertise, alongside clinical and academic knowledge and expertise. This enables the development of more effective and efficient translational research, treatment, care and support and continuing education and professional development.

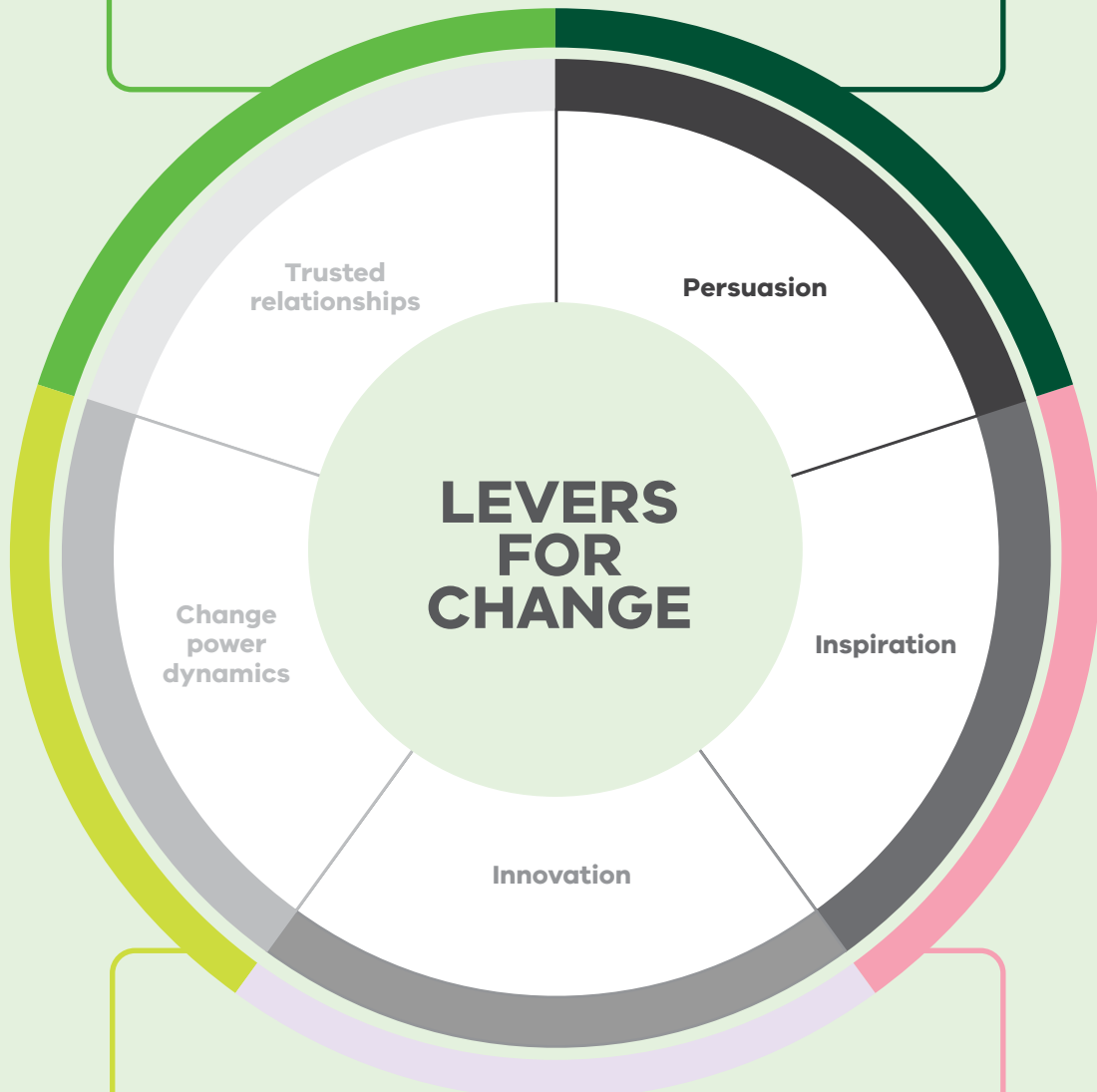
We generate and gather insights, evidence and practical know how on best practice



... and we spread these best practices to improve the mental health and wellbeing system through our levers for change.

**Translating research into practice
FOCUS AREA 2**

**Connecting people ideas and evidence
FOCUS AREA 1**



**Providing treatment, care and supports
FOCUS AREA 3**

**Building a sustainable and influential organisation
FOCUS AREA 5**

**Strengthening and supporting the workforce
FOCUS AREA 4**

FOCUS AREA 1:

Connecting people, ideas and evidence

We bring people together and engage widely to share trusted information that drives positive change.

Over the long term, the Collaborative Centre will be an engine room for innovation. We will build trusted relationships and will provide safe and productive opportunities to connect people across the mental health and wellbeing system to wrestle with complex ideas and drive system-wide reform.

14

We will bring together diverse perspectives and sources of evidence including the knowledge and expertise of lived and living experiences as well as interdisciplinary approaches to support collaboration on system challenges.

We want to become a recognised and trusted source of translational research evidence for service providers, our workforces, researchers, professional associations, representative bodies and unions, government, policy makers, and for consumers, carers, families, supporters and kin. We will set up innovative collaborative networks and connect people to the information and resources they need to translate evidence into practice within their local contexts. We will also help coordinate action to drive positive change within the mental health and wellbeing ecosystem.

To continue our work towards these long-term goals, over the next three years we will:

- produce a whole-of-system connectivity map that lays the foundations for a system-wide approach and shows opportunities for greater connection across the mental health and wellbeing system
- deploy a leading-edge knowledge sharing platform with users at its centre
- curate and share translational evidence, guidance and resources to support improvements across the mental health and wellbeing system
- convene inclusive knowledge sharing events and conversations to drive positive system change
- amplify the voices of people who haven't been heard or are rarely given an opportunity to be heard.



We know we are successful when:

- we are seen as a trusted thought leader and advocate for positive change
- we improve access to and use of best-practice evidence and resources for service providers, workforces, researchers, government, policy makers and consumers, carers, families, supporters and kin
- we provide relevant and useful evidence and resources that support positive change to the delivery of mental health and wellbeing treatment, care and support, as well as government decision-making and policy development.

FOCUS AREA 2:

Translating research into practice

We lead, undertake and partner on translational research for positive change.

16

Over the long term, we will support Victoria's mental health research ecosystem to adopt a coordinated, system-wide approach to prioritising, leading and delivering research that focuses on translating evidence into improved treatments, care and support for consumers, families, carers, supporters and kin.

We will embed collaboration between people with lived and living experiences, our workforces and researchers in the places where care is provided. Co-producing translational research and embracing the knowledge and expertise of people with lived and living experiences, academics and workforces will help create more compassionate, accessible and effective treatment, care and support.

We will champion research and evidence as essential ingredients for all levels of the mental health and wellbeing system: informing government decisions and policy development; the design and delivery of treatment, care and support and for increasing whole-of-workforce capability.

Key to our translational research efforts is our partnership with the Adult and Older Adult Best Practice Consortium which brings world-leading expertise, substantive capacity and resources to deliver on our translational research strategy. We will work with the Consortium in building investment in the next generation of translational research leaders and facilitate a cultural shift in our workforces, to a more targeted and collaborative approach to research that addresses major service delivery challenges for the mental health and wellbeing system in Victoria.



To continue our work towards these long-term goals, over the next three years we will:

- finalise and implement our first *Translational Research Strategy 2024-2027* for Victoria, aligned with the Royal Commission's recommendations, our statutory functions and contemporary knowledge of ongoing system challenges
- develop, demonstrate and promote effective approaches to translational research, embedding collaboration with people with lived and living experiences, researchers and workforces into cycles of learning for more effective translation to practice
- co-produce a toolkit for lived experience-led research
- build an understanding of the local and regional context across Victoria to ensure we partner effectively with the Victorian mental health sector and meet potential implementation challenges.

We know we are successful when:

- the gap between research innovation and uptake into practice is reduced
- our translational research efforts put evidence-based models of care into practice and improve the access, experiences and outcomes of consumers, families, carers, supporters and kin
- lived and living experience leadership is meaningfully embedded into translational research efforts, in a way that empowers people with lived and living experiences.

FOCUS AREA 3:

Providing innovative treatment, care and support

We use what we learn to provide, promote and coordinate the delivery of treatment, care and support for adults and older adults.

18

In the long term, we aspire to deliver and coordinate a range of mental health and wellbeing treatment, care and support options. This will involve partnerships that align with the Royal Commission's vision for the Collaborative Centre and reflect our statutory functions to benefit all Victorians by partnering with statewide services.

We will demonstrate the delivery of evidence-based models of treatment, care and support that place the human rights and voices of people with lived and living experiences at their centre and integrate physical health care and support for substance use or addiction, to meet the holistic needs of people living with mental ill-health and their families, carers, supporters and kin.

Our treatments, care and support will be informed by an intersectional approach, recognising the confluence of family violence, homelessness and interactions with the justice system.

Partnerships are critical to our role in providing, promoting and coordinating the delivery of treatment, care and support for adults and older adults. With the Consortium, we will innovate and trial new models of care for scaling across Victoria.

We also partner with Transforming Trauma Victoria, which is a statewide trauma service poised to develop, deliver, and disseminate best practices in trauma care across Victoria. We will work with the Consortium and Transforming Trauma Victoria to drive better treatment, care and support for adults and older adults based on evidence, ensuring delivery is adapted to Victorian community contexts and needs.



To continue our work towards these long-term goals, over the next three years we will:

- develop and demonstrate our approach, governance and systems for providing, promoting and coordinating mental health and wellbeing treatment, care and support in collaboration with the Consortium
- deliver evidence-based models of care, guided by lived and living experience leaders and developed in collaboration with the mental health and wellbeing workforces and researchers
- continue our close partnership with Transforming Trauma Victoria to provide specialist support services and care for people who have experienced trauma
- develop our approach to assisting service providers with improving access to mental health and wellbeing treatment, care and support.

We know we are successful when:

- our services improve the outcomes and experiences of care for consumers, their families, carers, supporters and kin, particularly for marginalised and excluded communities
- our mental health and wellbeing workforces are engaged, confident and supported to deliver high quality treatment, care and support
- our services are accessible, inclusive and safe: culturally, spiritually, physically and relationally
- our services acknowledge and affirm different aspects of identity that impact a person's experience of treatment, care and support.

FOCUS AREA 4:

Strengthening and supporting our workforces

We provide, promote and coordinate continuing education and professional development for core capabilities relevant to the whole mental health and wellbeing workforce.

20

Over the long term, we will promote a high quality and efficient continuing education and professional development ecosystem that supports all mental health and wellbeing workers – regardless of professional discipline, background, role, setting and location – to have a core set of shared mental health and wellbeing capabilities.

Our diverse and multi-disciplinary workforce needs shared knowledge, skills and ways of working to effectively collaborate to deliver compassionate, holistic, integrated treatment, care and supports that address whole-of-person needs.

Our work will seek to advance the core mental health and wellbeing capabilities set out in the Victorian Department of Health's capability framework for mental health and wellbeing workforces.

We will collaborate closely with the sector including training organisations, service providers, professional associations, representative bodies and unions as well as the Department of Health to determine where we can add most value and ensure that training is responsive to workforce needs, aligned with system priorities and adapted to local settings. We will connect and align existing professional development and continuing education offerings as well as providing new offerings that are evidence-based and co-produced with people with lived and living experiences. We will help lift the quality, consistency and accessibility of Victoria's professional development and continuing education offerings.



To continue our work towards these long-term goals, over the next three years we will:

- establish our ways of working, partnerships and governance for strengthening and supporting our workforces in collaboration with the Department of Health and the sector
- develop and implement a professional development and continuing education strategy for whole-of-workforce core mental health and wellbeing capabilities aligned to the *Victorian Health Workforce Strategy* and the *National Mental Health Workforce Strategy 2022-2032*
- provide, promote and coordinate whole-of-workforce continuing education and professional development activities for core mental health and wellbeing capabilities aligned with local contexts and needs
- adopt principles of implementation science (ways to help put evidence into practice) to ensure training changes the attitudes, perceptions and behaviours of healthcare leaders, workforces and researchers.

We know we are successful when:

- no matter where they are, people receive care, treatment and support from workforces that have a shared set of core mental health capabilities
- whole-of-workforce professional development and continuing education activities on core mental health capabilities are more coordinated, consistent and efficient
- our professional development and continuing education activities improve the core mental health capabilities of the workforce, which improves feelings of support and job satisfaction
- whole-of-workforce professional development and continuing education activities lead to improvements in the experiences and outcomes for consumers, families, carers, supporters and kin.

FOCUS AREA 5:

Building a sustainable and influential organisation

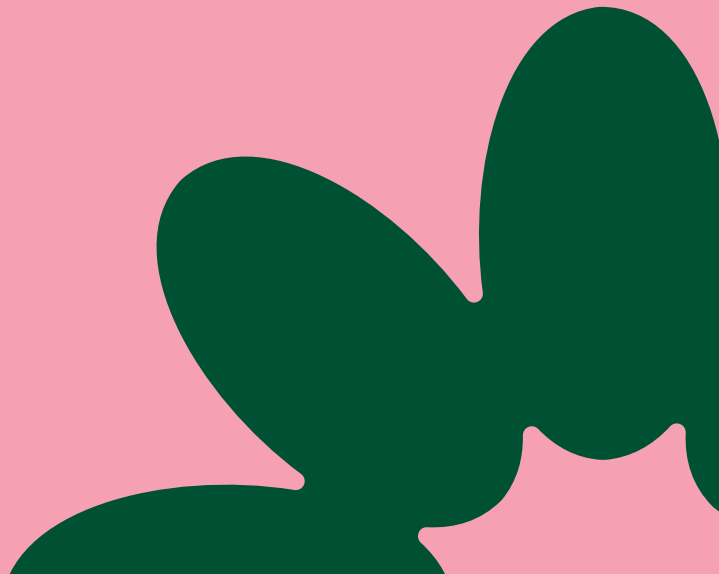
We have the capabilities, culture, resources and ways of working to deliver trusted services efficiently and in nimble and timely ways.

22

Over the long term, we aspire to have the necessary resources and capabilities to excel across all our functions. As an organisation we will embody the change we want to see. We must embrace new ways of working to inspire and drive change in Victoria's mental health and wellbeing system. We will adopt a relational approach by valuing all perspectives; elevating and sharing power with people with lived and living experiences; being compassionate, responsive, transparent and accountable; and creating safe spaces to reflect, share knowledge and find new ways of tackling the barriers to improving mental health and wellbeing treatment, care and support.

We will be a learning organisation, able to readily respond and adapt to opportunities that create and amplify positive change.

Moving into our next phase, accommodation is critical to bringing the community into the Collaborative Centre. Our new site at 205 Queensberry Street, Carlton is currently being designed and fitted out, and we are working on plans for our permanent home. Our new accommodation ideally locates us close to our lead Consortium partners and will be an energising and welcoming space to bring people together to collaborate, innovate and learn to improve the mental health and wellbeing of all Victorians.





To continue our work towards these long-term goals, over the next three years we will:

- develop our people, internal capabilities, resources, structures and systems to deliver on our strategic areas
- strengthen and grow our model of embedded lived experience leadership and expertise, including finalising and implementing our first *Lived and Living Experiences Strategy 2024-2027*
- develop a performance monitoring framework that transparently tracks progress towards our goals
- develop an agile way of working and a culture of high performance, learning, innovation and inclusion
- move to our next phase accommodation and develop a plan for the Centre's permanent home.

We know we are successful when:

- we are a trusted, independent voice that shapes public views, practice, policy and government decision-making in Victoria, as well as nationally and internationally
- we are an adaptive, high-performing and innovative organisation and a great place to work, with the people, partnerships and resources needed to support our growth trajectory
- we have a strong and sustainable organisation with robust governance practices that uphold accountability, transparency, and ethical standards in line with our statutory responsibilities.

Measuring our impact

We are committed to measuring our success and impact. To achieve this, we will develop a performance monitoring framework to transparently track progress as noted in Focus Area 5. It will outline key performance indicators aligned with each of our Focus Areas.

24

The performance monitoring framework will be developed in collaboration with our partners and stakeholders by March 2025. People with lived and living experiences, including consumers, families, carers, supporters and kin will be central to the design. The framework will also align with the Victorian Department of Health's forthcoming Mental Health and Wellbeing Outcomes and Performance Framework.

Our performance monitoring framework will draw on the following indicative measures:

FOCUS AREA 1: Connecting people, ideas and evidence

- sharing a connectivity map to better align services and care pathways so that people and communities are enabled to experience the mental health and wellbeing that they want
- the number of visits to, and downloads from, our knowledge sharing platform
- the number and type of knowledge sharing, and practice improvement events held or supported by the Collaborative Centre and the number of attendees.

FOCUS AREA 2: Translating research into practice

- the number of publications and translational research projects on mental health and wellbeing
- increased leadership of people with lived experience in research, practice and evaluation
- the proportion of projects that co-locate research and practice to reduce the research translation gap.

FOCUS AREA 3: **Providing innovative treatment, care and support**

- the extent of broader uptake, implementation and reach of evidence-based models of care (e.g. number of sites the model of care is implemented in, and the number of consumers, families, carers, supporters and kin reached)
- improvements in people's satisfaction with, and their outcomes from care, treatment and support to live the life they want
- an increase in people being able to access care, treatment and support where and when they want
- eliminating seclusion and restraint and reducing compulsory treatment.

FOCUS AREA 4: **Strengthening and supporting our workforces**

- increased diversity, availability and uptake of learning opportunities for whole-of-workforce core mental health and wellbeing capabilities
- the satisfaction and experience of participants undertaking our education and training programs
- increased workforce skills, knowledge, capabilities and collaboration
- feedback from consumers, families, carers, supporters and kin that workforce improvement strategies are meeting their needs.

FOCUS AREA 5: **Building a sustainable and influential organisation**

- new accommodation site at 205 Queensberry St Carlton is operational
- the proportion of positive responses to the Victorian Public Sector Commission People Matter Survey on organisational performance and culture
- number of designated lived and living experience roles across the Collaborative Centre
- staff tenure and retention rates.



**The Victorian
Collaborative Centre**
For Mental Health & Wellbeing

205 Queensberry Street
Carlton, Victoria