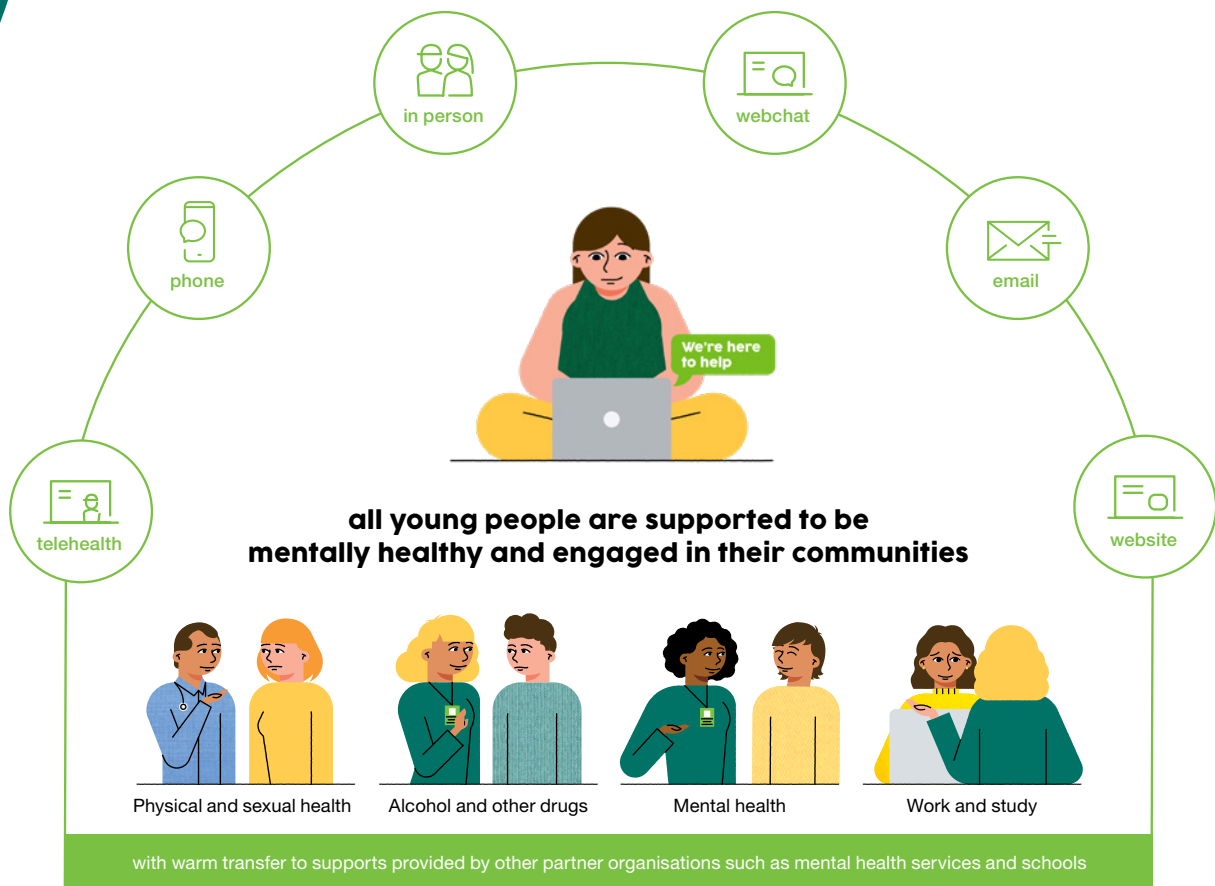


headspace strategy 2021 to 2024



foreword



Jason Trethowan
CEO, headspace

This strategy is an ambitious path towards a collective effort to improving the mental health and wellbeing of young Australians, particularly those experiencing a tough time.

The strategy sets out our Priorities for all communities to benefit from:

- a truly integrated network of headspace services
- providing young people with better access and choice
- collaborating to improve outcomes
- using our influential voice to engage communities and drive change.

This strategy describes the Core Principles and the headspace National Enablers so that young people, family and friends, our communities, headspace National staff, Primary Health Networks, Lead Agencies, headspace consortia, our funders and partners join us in achieving our future direction. This will ensure headspace is well placed to:

- support young people to be mentally healthy and engaged in their communities
- actively contribute to and shape the whole of mental health system reforms needed to achieve better outcomes for young people.

headspace recognises that some young people are disproportionately affected by mental health difficulties.

We are proud to strive to provide safe services for our priority groups: young men, Aboriginal and Torres Strait Islander young people, young people from refugee and migrant backgrounds and young people who identify as LGBTIQ+.

The headspace vision and our desired impact

Striving for good mental health involves actively working to maintain connection and purpose. To help young people achieve this, we commit to supporting young people, family and friends to learn how to support good mental health, to understanding the importance of connecting to culture and community, to reduce stigma and provide safety for young people to seek help and access the right supports, when they need it and how they want it.

Our reality and our optimism

As the immediate past has shown, the future can lack predictability and the increasing uncertainty can weigh down on us all. This strategy recognises the reality faced across the headspace network that we are supporting young people often under difficult circumstances. However, our key strengths together as a network are that we have great people, we work in resilient communities, provide evidence based care and continue to be inspired by the hope and optimism young people provide despite the many challenges they experience.

Let's do this together.

our strategy on a page

The headspace Vision

All young people are supported to be mentally healthy and engaged in their communities

headspace's values

Inclusion	Collaboration	Agility	Excellence
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headspace's desired impact (the change we want to see)

Young people can access:

- **The right support (from the full suite of headspace support);**
- **When they need it (timely access); and**
- **How they want it (through the medium of their choice).**

Priorities (our focus areas to realise our aspiration)

1 Deliver effective and integrated services	2 Provide young people with access and choice	3 Collaborate to drive improved outcomes	4 Strengthen our trusted brand and influential voice
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Core Principles: Participation and Inclusion (what underpins our approach)

<p>headspace partners with young people in everything we do. This ensures we are better placed to meet their needs and those of their families and friends. We understand that some young people are disproportionately affected by mental health difficulties. We strive to ensure our services are safe and appropriate for <u>all</u> young people.</p>	<p>Our commitment to reconciliation with Australia's First Nations Peoples is brought to life in the way we listen, understand and partner with Aboriginal and Torres Strait Islander peoples and communities.</p>
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headspace National Enablers (what we will do to support and enable the implementation of the strategy)

Impactful evaluation, knowledge sharing and transfer, best practice, consistency	Capable people and leadership, culture and sustainability	Innovative innovation and digital technology drives continuous improvement	Engaged community, government, health providers, corporate and philanthropic supporter partnerships
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Figure 1: Strategy on a Page

priorities, core principles and headspace national enablers

Priorities (our focus areas to realise our aspiration)

<p>1</p> <p>Deliver effective and integrated services</p> <p>headspace ensures young people can access integrated, high quality, evidence-based, safe and inclusive support from a passionate and well-trained multi disciplinary workforce across our services. We will expand our work in suicide prevention and continue our work in Australia's schools.</p>	<p>2</p> <p>Provide young people with access and choice</p> <p>Young people can get timely access to quality support wherever they are, wherever they are, through the medium of their choice: in person, phone, video, webchat, email and website.</p>	<p>3</p> <p>Collaborate to drive improved outcomes</p> <p>We collaborate to ensure our services, support and partnerships drive positive and impactful mental health outcomes for young people.</p>	<p>4</p> <p>Strengthen our trusted brand and influential voice</p> <p>All Australians, especially young people and their families, know about us, and seek support when they need it. We empower communities and engage government to drive system change, helping to create a society that better supports young people to achieve great mental health and wellbeing.</p>
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Core Principles: Participation and Inclusion (what underpins our approach)

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headspace National Enablers

(what headspace National will do to support and enable the implementation of the strategy)

<p>Impactful</p> <p>Impact: We evaluate our work, measure impact, share learnings and transfer knowledge to drive continuous improvement and impact for young people and their communities.</p> <p>National platform: An integrated national platform facilitates evidence-based best practice, collaboration, innovation and consistency under one brand.</p>	<p>Capable</p> <p>People & Leadership: We are staffed and led by informed and capable people.</p> <p>Culture: We cultivate 'headspace culture' to ensure headspace is a great place to work.</p> <p>Sustainability: We operate efficiently and sustainably and facilitate the sharing of resources, insights and knowledge across the network.</p>	<p>Innovative</p> <p>Innovation: Working with young people, we innovate to continuously improve our service models and support to ensure they remain relevant and high impact.</p> <p>Digital technology: Integrated service delivery and technology drives efficiencies while extending access and reach.</p>	<p>Engaged</p> <p>Partnership: We will position headspace so that governments, health providers, corporate and philanthropic supporters and the community view headspace as a vital community service, and collaborate to positively impact the mental health and wellbeing of young people.</p>
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Figure 2: Priorities, Core Principles and headspace National Enablers

priorities

Priority 1. Deliver effective and integrated services

<p>Priority Action 1.1: Strengthening holistic care across the four core streams with a particular focus on vocational support and alcohol and other drugs, we strive to ensure young people coming to headspace can get timely access to the holistic care they need.</p>	<p>Priority Action 1.2: A roadmap and action plan to deliver 'One headspace' to enable young people to get the right support in a timely way through the medium of their choice.</p>	<p>Priority Action 1.3: A headspace Suicide Prevention Strategy to guide a considered, whole-of-headspace, long-term approach, drawing on research on 'what works' to reduce the tragic loss of life among young people.</p>
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Priority 2: Provide young people with access and choice

<p>Priority Action 2.1: Meeting the needs of young people in rural and remote communities through headspace National collaborating with PHNs, lead agencies and centre network staff to co-design and implement evidence-based strategies to improve access.</p>	<p>Priority Action 2.2: Providing young people with timely access to the medium of their choice (links to Priority Action 1.2), in person, phone, video, web chat, email or website.</p>	<p>Priority Action 2.3: Working collaboratively with Australian governments and the mental health sector we will develop a sustainable and long term solution to better meet the needs of young people who may be too unwell for primary care but unable to access state/territory based tertiary services.</p>
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Priority 3: Collaborate to drive improved outcomes

<p>Priority Action 3.1: headspace will foster an ecosystem of local and national collaboration to ensure young people get the support they need, through facilitating connections, partnerships and networks at the national and state and territory levels working closely with Primary Health Networks, consortium partners and lead agencies.</p>	<p>Priority Action 3.2: National collaboration on priority areas, starting with alcohol and other drugs, suicide prevention, Aboriginal and Torres Strait Islander young people and communities and refugee and migrant young people to ensure our new initiatives support a national system of more integrated care for the young people we serve.</p>
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Priority 4: Strengthen our trusted brand and influential voice

<p>Priority Action 4.1: Strengthen and evolve headspace's trusted brand to build mental health literacy, drive awareness and ensure each new generation of young people knows they can access safe, effective, youth friendly services through headspace.</p>	<p>Priority Action 4.2: Drive an influential thought leadership program to ensure mental health remains prominent in the national conversation, promote mental health literacy and drive policy and program reforms in Australia's youth mental health and related systems.</p>	<p>Priority Action 4.3: An integrated experience across the headspace platform, (links to Priority Action 1.2) establishing the range of pathways young people and their family and friends use to access our services so that we can provide them with the right information, support and help when they need it.</p>
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Figure 3: Priorities: Summary of Actions

our core principles: participation and inclusion

Core Principle Actions

<p>Core Principle Action 1.1: Support young people - including through our Board Youth Advisors and the headspace Youth National Reference Group - to lead and guide the change sought in this strategy, providing young people the right support, when they need it and how they want it.</p>	<p>Core Principle Action 1.2: Develop and implement a Family and Friends Strategy to ensure we engage family and friends to advise on everything we do at headspace.</p>	<p>Core Principle Action 1.3.1: Ensuring a culturally responsive service model working with Aboriginal and Torres Strait Islander peoples to ensure our support is culturally responsive and effective.</p> <p>Core Principle Action 1.3.2: Develop and implement an Aboriginal and Torres Strait Islander Strategy and Action Plan, working in partnership to improve our support for Aboriginal and Torres Strait Islander young people.</p>	<p>Core Principle Action 1.4: Better support for young people from refugee and migrant backgrounds, working with young people from refugee and migrant backgrounds and their communities to improve our support and ensure we provide safe, effective and culturally responsive care.</p>
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Figure 4: Core Principles: Summary of Actions

headspace national enablers

headspace National Enabler 1: Impactful

<p>Enabler Action 1.1: Measuring the impact of the headspace Strategy 2021 to 2024 (links to Priority Action 1.2) to track progress and ensure we deliver on the strategy.</p>	<p>Enabler Action 1.2: Communicating our impact, publishing an Impact Report and communicating the findings of our evaluations, positioning headspace to continuously improve.</p>	<p>Enabler Action 1.3: Continuous improvement across the headspace platform through a new Research and Evaluation Strategy, assessing centres against the new headspace Model Integrity Framework, benchmarking centres and sharing best practice.</p>	<p>Enabler Action 1.4: Research partnerships headspace will continue to forge strong partnerships and collaborations to generate research and evidence to drive improved care for young people.</p>
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headspace National Enabler 2: Capable

<p>Enabler Action 2.1: Developing the headspace workforce to attract, recruit, retain and support the workforce we need to provide timely, effective support to young people, including by training cohorts of students and graduates at headspace centres.</p>	<p>Enabler Action 2.2: A Leadership Development Program to strengthen leadership and management capability at all levels.</p>	<p>Enabler Action 2.3: Strengthening 'the headspace way', to foster and build a strong workplace culture unique to headspace that supports our people to thrive.</p>	<p>Enabler Action 2.4: Network-wide capability to share insights and knowledge, to unlock the potential of the headspace platform to drive improved youth mental health outcomes.</p>
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headspace National Enabler 3: Innovative

<p>Enabler Action 3.1: Set 'One headspace' up for success (links to Priority Action 1.2) through investing in IT, workforce, advocacy, partnerships, communications and change management.</p>	<p>Enabler Action 3.2: Ensuring service systems connect through information sharing (links to Priority Action 1.2) to improve coordination of care and reduce the incidence of young people having to repeat their story.</p>
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headspace National Enabler 4: Engaged

<p>Enabler Action 4.1: Develop strategic, values aligned partnerships that foster collaboration and drive impactful outcomes for young people.</p>	<p>Enabler Action 4.2: Engaging governments to ensure youth mental health remains a national priority for investment.</p>	<p>Enabler Action 4.3: Create a highly engaged fundraising and supporter community that expands our capability, reach and support for young people.</p>
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Figure 5: headspace National Enablers: Summary of Actions



headspace centres and services operate across Australia, in metro, regional and rural areas, supporting young Australians and their families to be mentally healthy and engaged in their communities.



headspace would like to acknowledge Aboriginal and Torres Strait Islander peoples as Australia's First People and Traditional Custodians. We value their cultures, identities, and continuing connection to country, waters, kin and community. We pay our respects to Elders past and present and are committed to making a positive contribution to the wellbeing of Aboriginal and Torres Strait Islander young people, by providing services that are welcoming, safe, culturally appropriate and inclusive.



headspace is committed to embracing diversity and eliminating all forms of discrimination in the provision of health services. headspace welcomes all people irrespective of ethnicity, lifestyle choice, faith, sexual orientation and gender identity.

headspace National Youth Mental Health Foundation is funded by the Australian Government Department of Health