Minister’s Message

I am pleased to present the Western Australian Mental Health, Alcohol and Other Drug Services Plan 2015-2025 (the Plan), which provides us with a blueprint for service development over the next ten years, to support people, their families and carers to live meaningful lives, contributing to their community.

Western Australians should have access to personalised, modern and high quality services that are close to their homes. The Government has recognised this and has made mental health, alcohol and other drug services a high priority since 2008.

Combining research, evidence, expert opinion, world’s-best practice and some of the latest planning tools, we are now able to estimate the optimal mix of services required for our growing population over the next ten years.

The Plan is bold and sets an ambitious agenda that all levels of Government, the private and not for profit sectors, consumers, and families need to work together to achieve.

We need to enhance prevention programs and strategies, intervene early and increase community based services to reduce over reliance on expensive hospital beds. We also need to substantially improve the ability of consumers and their families to navigate the system.

Despite challenges within the current system, staff have remained committed and there are examples of great innovation. I admire, and am extremely grateful for, the unwavering dedication shown by staff who work in a system that often makes their jobs challenging.

I would like to thank the many people who have had input into the Plan’s development, including clinicians and service providers. I especially thank those with lived experience of mental health, alcohol and other drug problems, their families and supporters for their contribution.

MINISTER FOR MENTAL HEALTH
Hon Helen Morton MLC
Our Vision

To build a Western Australian mental health, alcohol and other drug service system that:

- prevents and reduces mental health problems, suicide and suicide attempts;
- prevents and reduces the adverse impacts of alcohol and drugs;
- promotes positive mental health; and
- enables everyone to work together to encourage and support people who experience mental health, alcohol and drug problems to stay in the community, out of hospital and live a satisfying, hopeful and contributing life.

Over the next ten years we plan to:

- Reduce the number of people developing mental health, alcohol and drug problems and reduce attempts and rates of suicide
- Create a sustainable service system by increasing the availability of community services, reducing demand for higher cost inpatient units, and implementing initiatives to improve efficiency and effectiveness
- Increase the number of people treated close to where they live, by moving hospital and community services to outer metropolitan and regional locations wherever possible
- Reduce demand on emergency department services and reduce avoidable inpatient admissions
- Develop services to become more connected, high quality, and person centred
- Close Graylands Hospital in a staged process as contemporary services come on board across the State

The Plan’s roadmap for the alcohol and other drug sector includes:

- Expansion of prevention strategies to prevent and delay the onset of alcohol and other drug use, leading to savings in treatment costs in future years
- Expansion of alcohol and other drug treatment and community support services to better meet the needs of our growing population
- Treating more people as close as is practical to where they live
- Improving continuum of care and appropriate mix of services to improve patient flow and reduce waiting lists and relapse
- Treatment services being more accessible, with a greater reach of services across the State
Rebalancing the System

I am confident the Plan produced by the Mental Health Commission, in partnership with the Drug and Alcohol Office and the Department of Health, is based on the most robust evidence we have available. For the first time, we know what mix of services and supports are necessary to better meet the needs of our growing population into the future.

The Plan sets out clearly what is required to re-balance the current system, to better meet the needs of more individuals with mental health, alcohol and other drug problems, and keep pace with demand over the next ten years. For too long we have had an over-reliance on hospital based services, which are costly, and not always the most appropriate type of care for individuals. It is time we transformed our mental health, alcohol and other drug system to provide treatment, care and support closer to where people live and in the community wherever possible.

Doing nothing is unsustainable from a health, social, economic, and financial perspective. Over the life of the Plan, a minimum of $498m can be saved if the proposed transition articulated in the Plan is implemented. The Plan has been carefully staged and will be implemented only when the State’s financial capacity allows and the actions demonstrate value for money.

I look forward to receiving feedback on the proposed strategies and actions in the Plan and thank all who have contributed to the Plan thus far.

MENTAL HEALTH COMMISSIONER
Timothy Marney
## The Plan at a glance

### State-wide

<table>
<thead>
<tr>
<th>Service</th>
<th>2017</th>
<th>2020</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prevention and Promotion MH* only Percentage</td>
<td>2%</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>AOD only Hours ('000)</td>
<td>108</td>
<td>192</td>
<td>208</td>
</tr>
<tr>
<td>Hospital Based Services** Beds</td>
<td>38</td>
<td>38</td>
<td>43</td>
</tr>
<tr>
<td>Graylands*** Beds</td>
<td>149</td>
<td>103</td>
<td>0</td>
</tr>
<tr>
<td>Specialised State-wide Services*** MH only inpatient Beds</td>
<td>40</td>
<td>54</td>
<td>70</td>
</tr>
<tr>
<td>Forensic Services MH only inpatient Beds</td>
<td>38</td>
<td>38</td>
<td>92</td>
</tr>
<tr>
<td>Community Hours ('000)</td>
<td>133</td>
<td>206</td>
<td>302</td>
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### PERTH METROPOLITAN

<table>
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<th>Service</th>
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<th>2020</th>
<th>2025</th>
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<tbody>
<tr>
<td>Community Support Services Hours ('000)</td>
<td>931</td>
<td>2,203</td>
<td>4,016</td>
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<tr>
<td>Community Support Services AOD only Beds</td>
<td>14</td>
<td>29</td>
<td>29</td>
</tr>
<tr>
<td>Community Treatment Services Hours ('000)</td>
<td>2,463</td>
<td>3,128</td>
<td>4,206</td>
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<tr>
<td>Community Bed Based Services Beds</td>
<td>585</td>
<td>756</td>
<td>1,222</td>
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<tr>
<td>Hospital Based Services** Beds</td>
<td>499</td>
<td>571</td>
<td>803</td>
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</table>
## Services

- **Prevention & Promotion** – evidence based prevention programs (e.g. educational campaigns)
- **Community Support Services** – harm reduction, individual and personalised support to participate in the community (e.g. peer support)
- **Community Treatment Services** – community based clinical services; these can be crisis response or ongoing (e.g. outpatient clinics)
- **Community Bed Based Services** – personalised rehabilitation and recovery services in a residential setting (e.g. step-up, step-down services)
- **Hospital Based Services** – clinical services provided in hospital; these can be emergency or inpatient (e.g. mental health observation areas)
- **Specialised State-wide Services** – services accessible to all Western Australians with particular conditions or needs (e.g. perinatal services)
- **Forensic Services** – mental health, alcohol and other drug services for people in contact with the justice system (e.g. court diversion programs)

### NORTHERN AND REMOTE

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<thead>
<tr>
<th></th>
<th>2017</th>
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<tbody>
<tr>
<td>Community Support Services Hours ('000)</td>
<td></td>
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<tr>
<td>AOD only Beds</td>
<td>164</td>
<td>176</td>
<td>176</td>
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<tr>
<td>Community Treatment Services Hours ('000)</td>
<td>346</td>
<td>449</td>
<td>554</td>
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<tr>
<td>Community Bed Based Services Beds</td>
<td>144</td>
<td>159</td>
<td>188</td>
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<tr>
<td>Hospital Based Services** Beds</td>
<td>47</td>
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### SOUTHERN COUNTRY

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<td>Community Support Services Hours ('000)</td>
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</tr>
<tr>
<td>Community Treatment Services Hours ('000)</td>
<td>339</td>
<td>524</td>
<td>697</td>
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<tr>
<td>Community Bed Based Services Beds</td>
<td>61</td>
<td>119</td>
<td>217</td>
</tr>
<tr>
<td>Hospital Based Services** Beds</td>
<td>49</td>
<td>64</td>
<td>142</td>
</tr>
</tbody>
</table>

### Notes

* Percentage of total Mental Health Commission budget.
** The beds outlined under the “Hospital based services” stream (in all regions), includes beds which will replace those being gradually closed at Graylands.
*** A new contemporary mental health facility will be located on the Graylands site.
**** Specialised State-wide Services refer to those services that are accessible to the entire State’s population, but may be located in one specific location (e.g. the metropolitan area).
1. MH = Mental health
2. AOD = Alcohol and other drug
3. All services are MH and AOD combined unless otherwise specified.
4. Hours of support (community support only); the hours of direct “face-to-face” contact the individual (carer/consumer etc) receives.
5. Hours of service (prevention and promotion, community treatment, specialised state-wide services and forensics); are the hours which the workers/staff are employed for, and include all duties such as “face-to-face” services with individuals, administration, training and other duties.
6. The Plan articulates the overall intentions regarding service development and transformation of mental health, alcohol and other drug services over the next ten years. Exact locations and distributions of services as shown are subject to the Government’s fiscal capacity and approval through normal budgetary processes.
What are we doing right now?

- Opening new community bed based services approved by Government including:
  - Rockingham (Peel – 10 beds)
  - Broome (Kimberley – 6 beds)
  - Kalgoorlie/Boulder (Goldfields – 6 beds)
  - Karratha (Pilbara – 6 beds)
  - Bunbury (South West – 10 beds)
- Building on the 2009 Suicide Prevention Strategy by developing and commencing implementation of a new suicide prevention strategy
- Opening new (36 additional and 100 replacement) acute mental health inpatient beds
- Implementing the Mental Health Bill 2013 which has passed through both houses of Parliament, following extensive community consultation
- Piloting an interhospital transfer service for people who require transport under the Mental Health Act
- Progressing the merger of the Mental Health Commission and the Drug and Alcohol Office to improve care and integration of services
- Implementing a new alcohol and drug integrated community service in Joondalup
By 2017 to prepare for the future:

- Build on current youth services by commissioning dedicated public mental health youth services across the state for 16 to 24 year olds
- Establish an effective 24 hour mental health crisis and emergency response service, to provide triage, assessment, and treatment services
- Convert the Bentley Adolescent Unit into a state-wide mental health subacute inpatient service for youth
- Open mental health inpatient beds in Geraldton
- Increase the capacity for Telehealth links (i.e. telepsychiatry and specialised services) into small hospitals in rural and remote regions
- Establish and continue to develop specialised state-wide inpatient services for: eating disorders; perinatal; and neuropsychiatry and neurosciences disorders
- Establish online system navigation resources to provide an easy “how-to” guide for individuals or family members seeking mental health, alcohol and other drug service assistance
- Develop a comprehensive prevention plan for mental health, alcohol and other drugs
- Expand the Transitional Housing and Support program
- Expand alcohol and other drug community treatment services

By 2020 to rebalance the system:

- Expand the number of regional alcohol and other drug service hubs and increase the capacity to provide additional services such as outreach with an initial focus on the South West, Great Southern, Wheatbelt, Midwest and Goldfields areas
- Expand mental health observation areas across the State
- Expand the Mental Health Court Diversion and Liaison program, following evaluation
- Deliver a new service specifically designed for youth alcohol and other drug treatment and rehabilitation in the metropolitan area
- Increase subacute long-stay (nursing home) places for older adults with mental illness
- Increase the level of evidence-based prevention activity across the State

By 2025 to continue the reform:

- Complete the closure of the existing Graylands facilities
- Complete the rollout of school based education programs on mental health, alcohol and other drugs
- Expand alcohol and other drug residential treatment and rehabilitation across the State
- Increase the number of mental health community beds across the State
- Further expand Hospital in the Home (HITH) beds across the State
- Open a secure mental health forensic inpatient service

A full list of actions can be found in the Plan. The Plan can be downloaded from the Mental Health Commission’s website:
www.mentalhealth.wa.gov.au/ThePlan
Consultation
Stakeholder forums will be taking place across Western Australia until mid-March 2015.

Consultation has already taken place as part of the development process of the Plan. The optimal mix of services described are based on national models for the mental health and the alcohol and other drug sectors. This consultation will focus on specific areas of the Plan to ensure we have identified any gaps, as well as how and when we deliver these services over the short, medium and long term.

Individuals are also invited to submit feedback and comments on the Plan through an easy to use web portal on the Mental Health Commission’s website.

How can I give my feedback on the Plan?
Individuals are invited to submit feedback and comments on the Plan through an easy to use web portal: https://consultation.health.wa.gov.au/strategy/theplan-consultation

More information
The Mental Health Commission’s website has more information on the Plan. Factsheets cover each of the seven service streams, regional information and detail on the gradual closure of Graylands.

Questions?
You can find responses to frequently asked questions on the Mental Health Commission’s website: www.mentalhealth.wa.gov.au/ThePlan
If you have difficulties accessing the Plan please email: plantechnicalsupport@mentalhealth.wa.gov.au

A summary of feedback will be available on the Mental Health Commission’s website. The final Plan will be published following consultation in the first half of 2015.