



APS
INCLUSION

Driving transformation of practice and capability uplift in mental health and suicide prevention:

A case study from the Australian Public Service

Sam Junor, Framework Implementation Lead

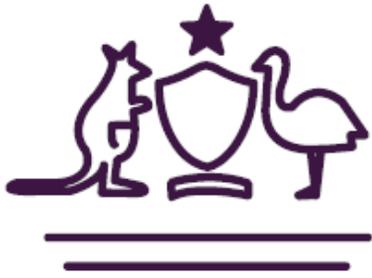
APS Mental Health and Suicide Prevention Unit

Acknowledgement of Country and Lived Experience



Session overview

- History – building blocks to driving transformation of practice
- APS Mental Health Capability Framework
- Maturity Scale Assessment
- Moving from strategy to action
- Implementation resources

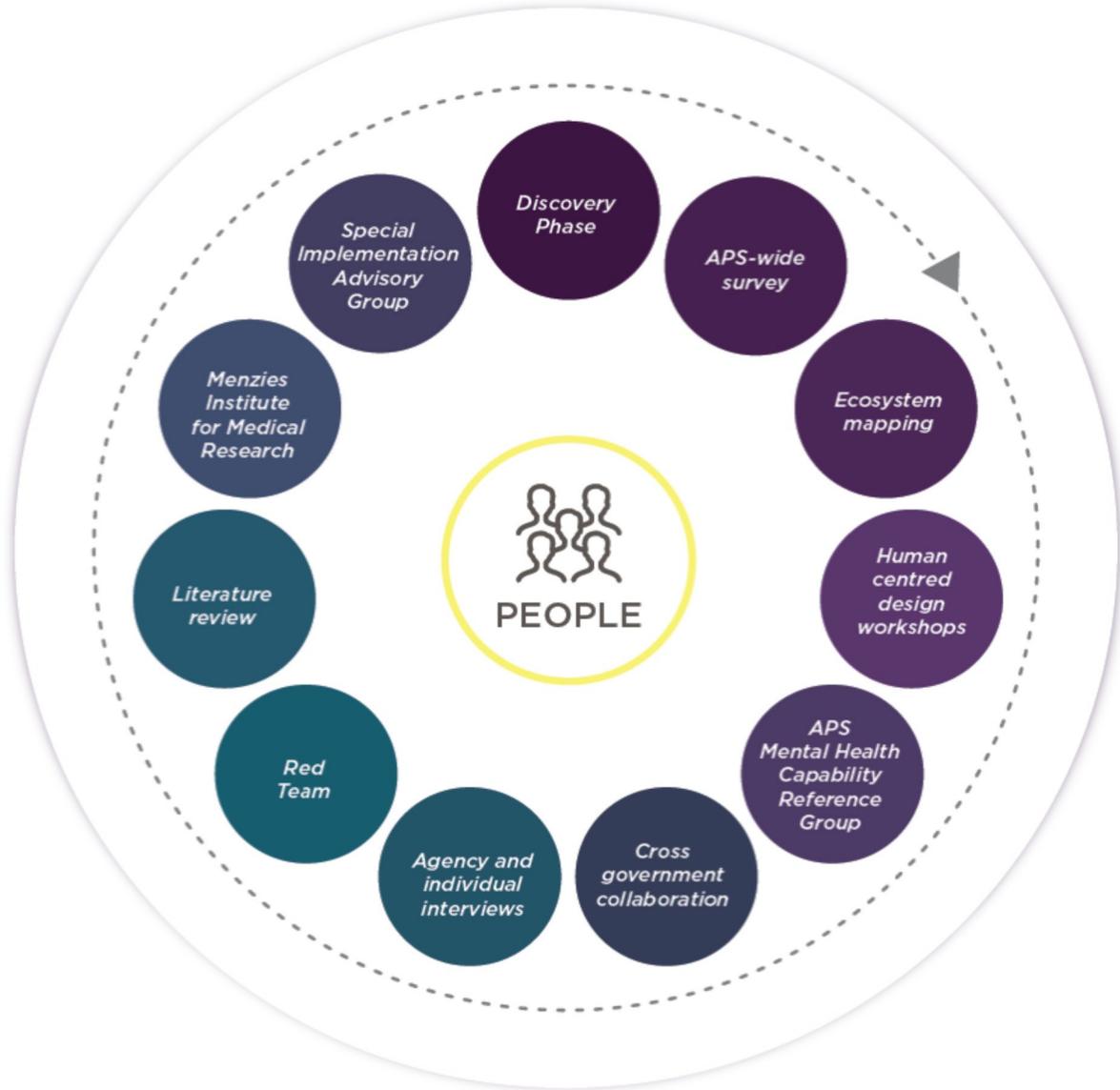
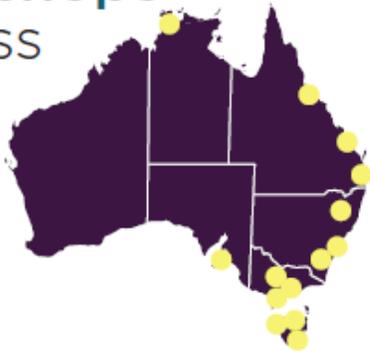


Over **100** agencies

Over **16,000**
APS participants



and **workshops**
held across
Australia



Key findings

- Duplication of initiatives
- Training courses applied in isolation
- Limited evaluation
- Big data but not big knowledge
- Keeping pace with sector
- Low levels of literacy
- Stigma
- Advanced policy ambition lagging at implementation

APS Mental Health Capability Framework



Domains

Three core domains:

- Prevent Harm
- Promote Mental Health
- Support Recovery Pathways

Three enabling domains:

- Build Literacy and Develop Capability
- Leadership and Governance
- Evaluate and Improve

There are 2-4 key action items underpinning each domain

Systems-based approach

- Move away from cross-sectional application of training
- Consider factors that influence outcomes
- Doesn't aim to 'solutionise' mental health
- More than a strategy

Pilots

- Attorney-General's Department, Department of Home Affairs and National Indigenous Australians Agency
- Mirror agencies
- Testing elements of implementation
- Possible to take a whole-of-government approach without detracting from ability to personalise offerings

Implementation phases

Phase 1 – Scene setting

Phase 2 – Maturity Scale Assessment

Phase 3 – Forward Working Plan (FWP)

Phase 4 – APS Mental Health Initiatives Map

Phase 5 – APS Mental Health Capability Suite

Phase 6 – Embedding the FWP

Maturity Scale Assessment (MSA)

- Articulating an agency's mental health and wellbeing system
- Assessing it against the best practice model represented by the framework



Maturity scale

Initial

Only early conversations held, exist in ad-hoc form/very early draft form

Developing

Begun to be actively developed and socialised

Well-defined

Communicated/available to most of the impacted workforce

Well-defined with data collected

Well-defined and data/metrics are also being collected and tracked

Embedded

Available to all staff or all relevant groups, data/metrics collected and tracked and formal governance processes in place

Embedded and evaluated

Embedded and being formally evaluated

Optimising

Best practice in relation to mental health and wellbeing

Example – completed start-of-cycle assessment

Traffic light explanation: **red = developing maturity**; **yellow = moderate maturity**; and **green = high maturity**

Maturity Score Key: 1 - no development/initial; 2 - developing; 3 - well-defined; 4 - well-defined with data collected; 5 - embedded; 6 - embedded and evaluated; and 7 - optimising

	Action items	Start-of-cycle maturity	
		Action items	Domains
Prevent Harm	Manage and ameliorate psychosocial risks	2.0	3.2
	Job design	3.0	
	Early intervention	4.5	
Promote Mental Health	Evidence-informed activities and initiatives	3.8	4.2
	Organisational culture	4.7	
Support Recovery Pathways	Injury and incident management systems	6.0	4.5
	Reasonable adjustments	3.5	
	Stay at work / return to work strategies	4.0	
Build Literacy and Develop Capability	Anti-stigma/awareness campaign	5.0	2.8
	Mental health literacy	2.5	
	Psychological capability	1.0	
Leadership and Governance	Mental health strategy and governance	2.0	3.7
	Senior leadership commitment	6.3	
	Strong contract stewardship	1.0	
	Performance indicator	5.5	
Evaluate and Improve	Evaluation	3.0	3.0

DOMAINS

From strategy to action

- Development of a Forward Working Plan and driving a continuous improvement cycle
- Behaviourally anchored
- The *'how'*

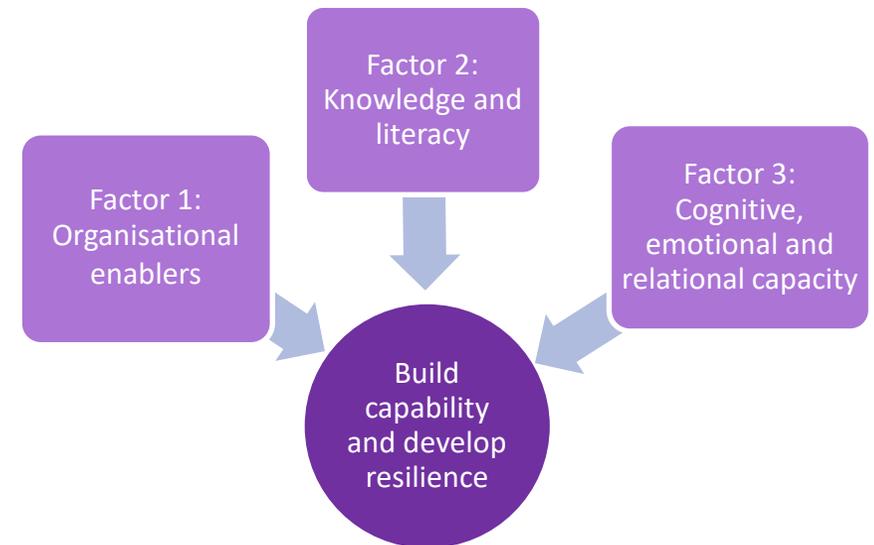
Embedding the Forward Working Plan

- A range of materials to support, including:
 - Workplace Mental Health and Wellbeing Initiatives Map
 - EAP Evaluation Survey
 - Procurement Considerations and Checklist
 - Division/Branch Mapping Tool
 - Branch Charter
 - Manager Guide for Wellbeing Conversations
 - Looking After Yourself Guide

- Mid-cycle and end-of-cycle check in points

APS Mental Health Capability Suite

- Three factor model of capability development
- Three interdependent factors
- **Combined** investment provides platform to build agency mental health and suicide prevention capability and invest in staff resilience



Learning bites

- Examples as proof of concept
- Collaboration with Services Australia
- Support development of staff knowledge/literacy and capacity
- Skills-based
- Short, scalable bites of learning

Practice guides

- Workplace peer support programs
- Objectionable material
- Emotionally impactful events
- Responding to suicide and self-harm



Compassionate Foundations



Module One

**Your Role in Suicide
Prevention**



Module Two

**Supporting People in
Vulnerable Situations**



Module Three

**Compassion and
Connection**



Module Four

**Identifying and
Supporting People in
Early Distress**



Module Five

**Understanding
Suicidal Distress**



Module Six

**Looking After
Yourself**

Key takeaways

- The framework is the anchor
- Implementation resources have been key to success
- Important to articulate the ‘how’ to drive the desired change



Australian Government

APS
INCLUSION

Questions

Contact MHSP@apsc.gov.au

