



Northern Queensland Primary Health Network

Activity Work Plan

NMHSPA Bilateral PHN Program

2022/23–2026/27



NQPHN acknowledges the Aboriginal and Torres Strait Islander peoples as Australia's First Nation Peoples and the Traditional Custodians of this land. We respect their continued connection to land and sea, country, kin, and community. We also pay our respect to their Elders past, present, and emerging as the custodians of knowledge and lore.





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Disclaimer

All activities captured in this Activity Work Plan are identified in the Health Needs Assessment conducted by Northern Queensland Primary Health Network and have been approved by the Department of Health and Aged Care.

NAB-H2H 5 – NAB – Head to Health

Activity priorities and description

Program key priority areas

Mental Health.

Aim of activity

This activity provides adult mental health (Head to Health) services in line with Department of Health and Aged Care's (DoHAC's) departmental guidelines to provide a central point of clinical and non-clinical support and linkage within the community and to provide an alternative to attending an emergency department for people experiencing distress.

Description of activity

Northern Queensland Primary Health Network (NQPHN) is partnering with the Cairns and Hinterland Hospital and Health Service (CHHHS) to establish Cairns Head to Health. A joint Governance Group has been formed and a joint codesign was undertaken to inform a localised approach to the implementation of Cairns Head to Health. A lived experience advisory group has also been established.

Key findings for localisation

- Linkages and pathways between Head to Health and the new Stepped Care system, Hospital and Health Service (HHS) acute mental health services and crisis support spaces to ensure smooth transitions of care.
- Engagement with Aboriginal Community Controlled Health Organisations (ACCHOs) to ensure the cultural safety of the centre.
- Engagement with the culturally and linguistically diverse (CALD) community to ensure accessibility of the service.
- Consideration of the needs of outlying communities, including rural communities.

An open market tender will be undertaken from April to June with establishment planned for 2024–25. NQPHN will work with the successful service provider to find an appropriate location.

Once established, the existing Governance Group will be maintained with the commissioned service provider becoming an additional member. This will then become the ongoing mechanism for clinical governance and continued partnership work as the centre evolves over time.

In line with NQPHN's mental health service principles, developed through codesign for stepped care services, commissioned providers will be encouraged to engage in new regional service provider networks to support improved access, transition, and access to the range of services to meet needs.

Additionally, NQPHN will ensure activity objectives are met through engagement with the contracted service provider on a minimum quarterly basis to monitor service deliverables, outcomes, and compliance.

Meetings will include opportunity to:

- obtain updates and discuss service performance indicators and reports
- understand service uptake, access issues, and opportunities for further service improvement.



NQPHN will commence community consultations and scoping work in relation to the satellite sites, particularly the Torres and Cape satellite which will require significant lead time to consult regarding localisation of the model to suit the Torres and Cape region and unique needs of this community.



NAB-UAS – 1 – NAB – Universal Aftercare Services

Activity priorities and description

Program key priority areas

Mental Health Priority Area 5: Community based suicide prevention activities.

Aim of activity

This activity aims to deliver non-clinical support services focused on providing practical psychosocial support to people who have attempted suicide or are experiencing a suicidal crisis, working alongside Hospital and Health Services (HHSs) clinical coordinators.

Description of activity

In 2023–24, Northern Queensland Primary Health Network (NQPHN) commissioned services across northern Queensland to deliver non-clinical after care support, in partnership with HHS partners and in line with the guidance to those who have attempted suicide or experienced a suicidal crisis.

Following a process of codesign for the new Townsville and Mackay services, in 2024–25 NQPHN will work with providers in both regions to establish services.

In Cairns, NQPHN commissions Wellways to deliver the Way Back Support service in partnership with the Cairns and Hinterland HHS and Queensland Health. This was established as a trial service in partnership with Beyond Blue. The service has transitioned to a new governance arrangement with the exit of Beyond Blue from the model. The service delivers non-clinical after care support in partnership with clinical services to those that have attempted suicide or experienced a suicidal crisis.

A non-clinical assertive outreach approach is used to ensure that support is patient-centred, accessible, and responsive to the needs of the individual.

In the Torres and Cape, NQPHN has used the most capable provider approach to identify appropriate providers to deliver services.

For all regions, eligible people are and will be referred to Universal Aftercare (UAC) services following presentation at a hospital emergency department or community mental health service. Engagement of First Nations people is a key priority. Services are and will collaborate with Aboriginal Community Controlled Health Organisations (ACCHOs) to consider opportunities to improve access to the service for First Nations people.

NQPHN has established local governance groups in each region with the respective local HHSs. These governance groups also include lived experience representation.

A codesign approach was used prior to tender to ensure localisation of the model in each region. In 2024–25, implementation of the service will continue to utilise a codesign approach to ensure operationalisation of the model is informed by local needs and ongoing service development is incorporated from the beginning. The governance groups will continue to provide clinical and operational governance of the service, with the service provider included in the membership.

NQPHN will ensure activity objectives are met through engagement of providers on a minimum quarterly basis to monitor service deliverables, outcomes, and compliance.



Meetings will include opportunities to:

- obtain project updates, including on service provider expansion to communities identified in the contract and scope of works as relevant
- understand service uptake, access issues, and opportunities for further service improvement.



NAB-HE – 3 – NAB – headspace Enhancement – Cairns

Activity priorities and description

Program key priority areas

Mental Health.

Aim of activity

The aim of this activity is to increase access to existing headspace services for young people aged 12 to 25 years in North Queensland who are at risk of developing or showing early signs of mental ill health, physical ill health, and/or alcohol and other drug problems, through the use of funding to bolster services and workforce capacity in line with guidance.

Description of activity

Northern Queensland Primary Health Network (NQPHN) commissions a lead organisation to deliver headspace services in Cairns, in alignment with the headspace model of care.

Enhancement funding will be utilised to support the existing headspace lead agency to improve accessibility and provide additional services aligned with guidance.

These strategies may include:

- supporting general practitioners (GPs) within headspace services
- additional staff positions to meet the demand for services and provide additional intake and brief interventions
- activities that improve cultural safety aligned with the First Nations report recommendations—
Operational costs to meet increased rental rates.

In 2022–23, headspace Cairns received \$914,384.16 of core services funding. Through the National Mental Health and Suicide Prevention Agreement and Bilateral PHN programs (NABs), headspace Cairns will be allocated \$200,000 of enhancement funding in the 2023–24 financial year period from the 2022–23 financial year.

In addition, headspace Cairns will receive \$965,913 in the 2023–24 financial year of core services funding, as well as \$205,000 of enhancement funding through the NABs. In the 2023–24 period, headspace Cairns will not have reached the funding floor of \$1,250,000.

Consultation with providers will be undertaken to confirm the specific strategies for each service across the NQPHN region.

NQPHN will ensure activity objectives are met through the engagement of providers on a minimum quarterly basis to monitor service deliverables, outcomes, and compliance.

Meetings will include the opportunity to:

- obtain updates and discuss service performance indicators and reports
- understand service uptake, access issues, and opportunities for further service improvement.

In addition, NQPHN maintains a relationship with headspace National through attendance at organised forums and relevant meetings to enable appropriate governance of contracts.

NAB-HE – 7 – NAB – headspace Enhancement – Mackay

Activity priorities and description

Program key priority areas

Mental Health.

Aim of activity

The aim of this activity is to increase access to existing headspace services for young people aged 12 to 25 years in North Queensland who are at risk of developing or showing early signs of mental ill health, physical ill health, and/or alcohol and other drug problems, through the use of funding to bolster services and workforce capacity in line with guidance.

Description of activity

Northern Queensland Primary Health Network (NQPHN) commissions lead organisation to deliver headspace services in Mackay, aligned with the headspace model of care.

Enhancement funding will be utilised to support the lead agency to improve accessibility and provide additional services aligned with guidance.

These strategies may include:

- supporting general practitioners (GPs) within headspace services
- additional staff positions to meet the demand for services and provide additional intake and brief interventions
- activities that improve cultural safety aligned with the First Nations report recommendations—
Operational costs to meet increased rental rates.

In 2022–23, headspace Mackay received \$868,224.96 of core service funding. Through the National Mental Health and Suicide Prevention Agreement and Bilateral PHN programs (NABs), headspace Mackay will be allocated \$200,000 of enhancement funding in the 2023–24 financial year from the 2022–23 financial year. In addition, headspace Mackay will receive \$917,153 in the 2023–24 financial year of core services funding, as well as \$205,000.00 of enhancement funding through the NABs. In the 2023–24 financial year, headspace Mackay will not have reached the funding floor of \$1,250,000.

Consultation with providers will be undertaken to confirm the specific strategies for each service across the NQPHN region.

NQPHN will ensure activity objectives are met through engagement of providers on a minimum quarterly basis to monitor service deliverables, outcomes, and compliance.

Meetings will include the opportunity to:

- obtain updates and discuss service performance indicators and reports
- understand service uptake, access issues, and opportunities for further service improvement.

In addition, NQPHN maintains a relationship with headspace National through attendance at organised forums and relevant meetings to enable appropriate governance of contracts.

NAB-HE – 8 – NAB – headspace Enhancement – Townsville

Activity priorities and description

Program key priority areas

Mental Health.

Aim of activity

The aim of this activity is to increase access to existing headspace services for young people aged 12 to 25 years in North Queensland who are at risk of developing or showing early signs of mental ill health, physical ill health, and/or alcohol and other drug problems, through use of funding to bolster services and workforce capacity in line with guidance.

Description of activity

Northern Queensland Primary Health Network (NQPHN) commissions lead organisations to deliver headspace services in Townsville in alignment with the headspace model of care. Enhancement funding will be utilised to support each of the existing headspace lead agencies to improve accessibility and provide additional services aligned with the guidance.

These strategies may include:

- supporting general practitioners (GPs) within headspace services
- additional staff positions to meet the demand for services and provide additional intake and brief interventions
- activities that improve cultural safety aligned with the First Nations report recommendations— Operational costs to meet increased rental rates.

In 2022–23, headspace Townsville received \$1,003,999 of core service funding. Through the National Mental Health and Suicide Prevention Agreement and Bilateral PHN programs (NABs), headspace Townsville will be allocated \$200,000 of enhancement funding in the 2023–24 financial year from the 2022–23 financial year. In addition, headspace Townsville will receive \$1,060,579 of core services funding in the 2023–24 financial year as well as \$205,000 of enhancement funding through the NABs. In 2023–24, headspace Townsville will reach the funding floor of \$1,250,000.

Consultation with providers will be undertaken to confirm the specific strategies for each service across the NQPHN region.

NQPHN will ensure activity objectives are met through engagement with providers on a minimum quarterly basis to monitor service deliverables, outcomes, and compliance. Meetings will include the opportunity to:

- obtain updates and discuss service performance indicators and reports
- understand service uptake, access issues, and opportunities for further service improvement.

In addition, NQPHN maintains a relationship with headspace National through attendance at organised forums and relevant meetings to enable appropriate governance of contracts.

NAB-HE – 9 – NAB – headspace Enhancement – Whitsundays

Activity priorities and description

Program key priority areas

Mental Health.

Aim of activity

The aim of this activity is to increase access to existing headspace services for young people aged 12 to 25 years in North Queensland who are at risk of developing or showing early signs of mental ill health, physical ill health, and/or alcohol and other drug problems, through use of funding to bolster services and workforce capacity in line with the guidance.

Description of activity

Northern Queensland Primary Health Network (NQPHN) commissions lead organisations to deliver headspace services via a satellite service in the Whitsundays region (Proserpine). Services are delivered in alignment with the headspace model of care.

Enhancement funding will be utilised to support the existing headspace lead agencies to improve accessibility and provide additional services aligned with the guidance.

These strategies may include:

- supporting general practitioners (GPs) within headspace services
- additional staff positions to meet the demand for services and provide additional intake and brief interventions
- activities that improve cultural safety aligned with the First Nations report recommendations—Operational costs to meet increased rental rates.

In 2022–23, headspace Whitsundays received \$387,276.50 of core services funding. Through the National Mental Health and Suicide Prevention Agreement and Bilateral PHN programs (NABs), headspace Whitsundays will be allocated \$200,000 of enhancement funding in the 2023–24 financial year from the 2022–23 financial year. In addition, headspace Whitsundays will receive \$405,365 of core services funding in the 2023–24 financial year as well as \$205,000 of enhancement funding through the NABs. In the 2023–24 financial year headspace Whitsundays will reach the funding floor of \$800,000.00 for a satellite service.

Consultation with providers will be undertaken to confirm the specific strategies of each service across the NQPHN region.

NQPHN will ensure activity objectives are met through engagement with providers on a minimum quarterly basis to monitor service deliverables, outcomes, and compliance. Meetings will include the opportunity to:

- obtain updates and discuss service performance indicators and reports
- understand service uptake, access issues, and opportunities for further service improvement.

In addition, NQPHN maintains a relationship with headspace National through attendance at organised forums and relevant meetings to enable appropriate governance of contracts.

NAB-HE – 10 – NAB – headspace Enhancement – Sarina

Activity priorities and description

Program key priority areas

Mental Health.

Aim of activity

The aim of this activity is to increase access to existing headspace services for young people aged 12 to 25 years in North Queensland who are at risk of developing or showing early signs of mental ill health, physical ill health, and/or alcohol and other drug problems, through use of funding to bolster services and workforce capacity in line with guidance.

Description of activity

Northern Queensland Primary Health Network (NQPHN) commissions lead organisations to deliver headspace services via a satellite service in Sarina. Services are delivered in alignment with the headspace model of care. Enhancement funding will be utilised to support the existing headspace lead agency to improve accessibility and provide additional services aligned with the guidance. These strategies may include:

- supporting general practitioners (GPs) within headspace services
- additional staff positions to meet the demand for services and provide additional intake and brief interventions
- activities that improve cultural safety aligned with the First Nations report recommendations—
Operational costs to meet increased rental rates.

Consultation with providers will be undertaken to confirm the specific strategies required for Sarina based on community need closer to the funding being received. In the 2022–23 financial year, headspace Sarina received \$387,276.50 of core service funding. In 2023–24, headspace Sarina received \$405,365 of core funding. headspace Sarina has not received any enhancement funding through the National Mental Health and Suicide Prevention Agreement and Bilateral PHN programs (NABs) in the 2022–23 or 2023–24 financial years.

NQPHN will ensure activity objectives are met through engagement with providers on a minimum quarterly basis to monitor service deliverables, outcomes, and compliance. Meetings will include the opportunity to:

- obtain updates and discuss service performance indicators and reports
- understand service uptake, access issues and opportunities for further service improvement.

In addition, NQPHN maintains a relationship with headspace National through attendance at organised forums and relevant meetings to enable appropriate governance of contracts.

