

Primary Health Network Framework Implementation Guide



Background

Embrace Multicultural Mental Health (the Embrace Project) is led by Mental Health Australia and provides a national focus on mental health and suicide prevention for people from culturally and linguistically diverse (CALD) backgrounds.

The Embrace Project works towards an equitable mental health system which reflects and responds well to the needs of Australia's multicultural population by providing a national platform for Australian mental health services and multicultural communities to access resources, services, and information in a culturally accessible format.

A key resource provided by the Embrace Project is the Framework for Multicultural Mental Health in Australia (the Framework). The Framework is a free, nationally available online quality improvement tool that supports Australian mental health services, practitioners, PHNs and others to work effectively in a multicultural context.

A key aim of the Embrace Project is to support Primary Health Networks (PHNs) to embed the [Framework for Mental Health in Multicultural Australia](#) (the Framework) into commissioning processes for mental health and suicide prevention services to enhance their capacity for working with CALD individuals and communities.

Australia has 31 PHNs that are independent organisations working to streamline health services particularly for those at risk of poor health outcomes, and to better coordinate care so people receive the right care, in the right place, at the right time.

PHNs assess the needs of their community and commission health services so that people in their region can get coordinated health care where and when they need it. PHNs commission a number of mental health and suicide prevention services and projects including some that [target and engage with CALD communities](#).

Purpose

This PHN Framework Implementation Guide has been developed to support PHNs to implement the Framework within their organisation and commissioned services. This document aims to provide guidance on how to start this process.

Getting your PHN ready to embed the Framework

The Framework is unique in that it consists of a tailored set of modules and self-reflection tools, which allow you to evaluate and enhance your cultural responsiveness in a self-paced way, with free access to a range of support and resources to inform both professional and service development.

The Framework is designed to engage with users in two distinct ways:

- On an organisational basis and,
- with the workforce at an individual worker level.

PHNs are encouraged to embed the Framework at an organisational level first to ensure a whole of organisation integrated approach to improving cultural responsiveness. The following steps guide you through the Framework implementation process.



1. Ensure executive and senior leadership support

It is important to ensure executive and senior leadership support as this will strengthen the process and ensure its ongoing sustainability. To obtain support, the following options can be considered:

- Discuss the Framework with your PHN executive/s and senior leadership prior to embarking on the Framework.
- Organise a meeting with your PHN executive/s and senior leadership to present the Framework and how you propose to implement it within your PHN and commissioned services.
- Invite a staff member from your executive and/or senior leadership team to be a sponsor of this work and to join your working group.

The Embrace Project team can assist in providing content and/or Project staff to present on the Framework to PHN executives and leadership.

2. Allocate resources – Designate ‘Embrace Framework Leads’

Your PHN will need to allocate staffing and time to undertake the Framework.

We recommend at least 1–2 key staff members (‘Embrace Framework Leads’) from your PHN to lead the Framework process. These key staff members could be from a particular team with dedicated resources for work in cultural responsiveness (i.e., mental health team) or at a leadership level (i.e., Manager or Executive).

The key staff members should be responsible for leading, facilitating and progressing the Framework implementation process which includes the following phases for each core service module (also detailed in step 7 below):

- Introduction
- Self-assessment
- Action plan
- Implementation
- Review

The Embrace Framework Leads should familiarise themselves with the Framework and resources thoroughly through the [Embrace Project website](#).

The Embrace Framework Leads will ensure sustainability and ensure Framework work is progressed. They should also report progress of the Framework implementation back to PHN executive/s and/or senior leadership.

Internal promotion

Once your PHN commits to implement the Framework, we encourage you to let your entire PHN know. Consider promoting the Framework process through all staff meetings, internal newsletters, and/or other internal communication strategies.

3. Form a working group

Once key staff are assigned to lead the Framework implementation process, we recommend formation of a working group with representation across levels and functions to ensure an integrated, whole-of-organisation approach to improving cultural responsiveness.

We recommend that the working group includes representation from (but not limited to):

- Senior staff members (i.e., Manager, Executive)
- Different parts of your PHN (i.e., mental health team, commissioning and contracts team, Integration team, data, research, and evaluation teams)
- Local Health District (LHD) mental health
- Local multicultural community organisations or peak bodies (i.e., Local Migrant Resource Centre)
- CALD community members including consumers and carers (i.e., person with a lived experience of accessing mental health services in your catchment or caring for someone)

If you have trouble recruiting CALD community members for your group, you can contact multicultural community organisations in your catchment or state peak bodies. The Embrace Project team can also link you in with the Embrace Lived Experience Group members in your state.

4. Register for the Framework

To access the Framework, you will need to register. If you are engaging with the Framework at an organisational level we recommend having one main account for the PHN to ensure a single organisational response. All working group members can also register individually for the Framework for ease of access. If you are engaging with the Framework at an individual worker level, we recommend registering individually.

Registration is free, brief, and available online at <https://embracementalhealth.org.au/user/register>

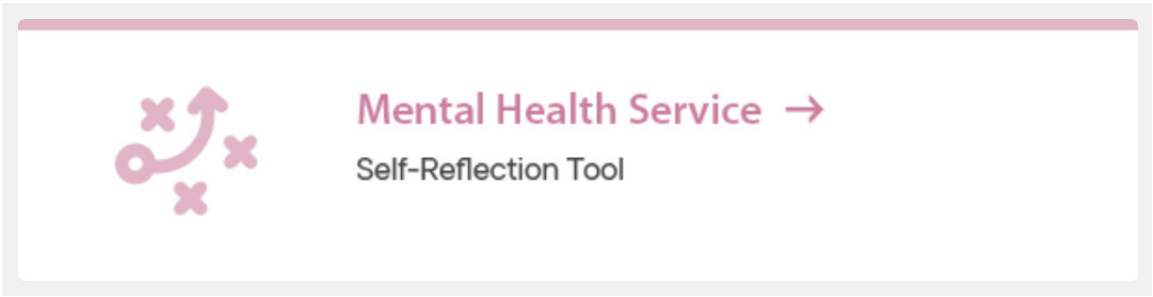
5. Undertake working group meetings

Once you have formed your working group it is important to meet on a regular basis to ensure Framework implementation momentum. We recommend the following tips:

- Schedule regular working group meetings in advance. We recommend monthly basis at a minimum.
- Distribute relevant documents prior to working group meetings (e.g., agenda, session plans, resources, user guides, etc). If you are unsure ask the Embrace Project team and they will be happy to guide you.
- Nominate one member to facilitate the meetings and one member to take notes/meeting minutes.
- Ensure documents are stored in a central location (i.e., SharePoint folder, intranet) and accessible by all working group members.
- Ensure the meeting is accessible for all members by understanding needs and preferences of all members during planning.

6. Undertake the PHN / Mental Health Service Self-Reflection Tool

As the very first step, we recommend beginning with the PHN / Mental Health Service Self- Reflection Tool. This tool provides a brief, overview assessment of cultural responsiveness across the organisation. It can be used as both a reference point in the commissioning and monitoring of mental health services, as well as a way for PHNs and mental health services to better understand their needs before selecting and undertaking the Framework’s core service modules.



7. Pick a core service module to begin with

Once you have completed the Self- Reflection Tool, your PHN will receive an overall score from Pre-entry, Starting out, Developing and Advanced. The results and overall score will help you understand your PHNs needs and pick a core service module to begin with that aligns best with your current priorities. The four core service modules are self-paced and can be completed in sequence or out of sequence.

Each module guides the user through the process in the table below, with information and supporting resources available throughout. Users work through each module at their own pace and receive a certificate of completion following the module review.

Step	What is involved	Outcome	Indicative time
1. Introduction	Read background information and watch short videos to welcome you to the module and help get you started.	Ready to start the self-assessment phase	15 minutes
2. Self-assessment	Complete the self-assessment and receive your results.	Receive a summary of your self-assessment results	30-60 minutes
3. Action plan	Develop an action plan which builds on your strengths and helps to address any areas for improvement, using your results and the supporting resources available, including considering moving towards the next standard.	Receive a summary of your action plan	60 minutes
4. Implementation	Take your action plan away to implement.	Implement your action plan	3-12 months (self-paced)
5. Review	Reflect on your achievements, including highlights and strategies to address any ongoing challenges	Certificate of completion	30-60 minutes

We recommend completing your chosen core service module in a working group meeting together. Consider the indicative timeframes above when planning your meeting (we recommend allocating at least one and a half hour).

For working group meetings, we have provided an example meeting structure below:

- Briefing on the PHN / Mental Health Service Self- Reflection Tool results and context of selecting the chosen core service module.
- Undertake the introduction and self-assessment steps. This involves assessing yourself against different indicators from four different progress levels (pre-entry, starting out, developing, advanced) and providing responses in open text boxes. If time allows you can start the action plan phase.
- The action plan phase is designed to support your PHN to develop actions against each principle and indicator. You can create an action plan in accordance with your internal reporting requirements or use the Framework for Mental Health in Multicultural Australia Action Plan Template provided by the Embrace Project.

Getting commissioned services ready to embed the Framework

As stated in step 1 above, PHNs are encouraged to embed the Framework at an organisational level first. Once your PHN has completed steps 1 to 7, you will have a greater understanding of the process. We highly encourage PHNs to engage with commissioned services to support them to implement the Framework.

The implementation process is similar to the process for PHNs. To engage with and support commissioned services we recommend the following steps:

1. Ensure executive and senior leadership support

2. Allocate resources to support this process

- a. It is important to ensure you have sufficient resources to support this process i.e., dedicated staff members/team, outsourcing to an external agency/organisations

3. Scope what commissioned services are doing in the multicultural and mental health space

- a. This step is undertaken to obtain a greater understanding of the scope of work that is already happening in the CALD and multicultural mental health space within commissioned services
- b. We recommend using surveys and/or questionnaires to scope this information.
- c. We recommend selecting one program area to begin with i.e., commissioned mental health services.

4. Deliver a Framework workshop

- a. We recommend delivering a workshop on the Framework to provide background and context to the implementation process and an overview of the Framework and its benefits.
- b. The Embrace Project website has existing information including user guides and webinars which can be utilised to support this step (see below for links).
- c. The Embrace Project team is happy to provide support and advice for this.

5. Select commissioned services

- a. We recommend selecting a certain number of commissioned services to engage with and support during the Framework implementation process.
- b. It is important to commit to a select number of commissioned services as the first implementation process could be viewed as the pilot process.

6. Introduce a contractual requirement to complete the Framework or in tender

- a. Once you have a better understanding of the commissioned services that will be involved in the implementation process you can introduce a contractual requirement to complete the Framework. Examples include:
 - i. Undertake PHN / Mental Health Service self-reflection tool within 1 month, undertake one module in 3 months, undertake 2 actions within 6 months.
 - ii. Undertake PHN / Mental Health Service self-reflection tool within 1 month, complete all four core service modules in 12 months and develop an action plan.

7. Monitor and support the implementation process

- a. It is important that the implementation process is monitored to ensure accountability and sustainability. A few tips are:
 - i. Organise regular meetings with each commissioned service (at a minimum monthly).
 - ii. Record meeting notes and actions.
 - iii. Appropriately store and file documentation.
 - iv. Regular reflect on the process including the challenges, strengths and areas for change and improvement.
 - v. Report the learnings and insights to executive and senior leadership regularly (at a minimum quarterly).



Things to keep in mind

Each journey is unique. Each PHN has different internal processes, resources, and capacity therefore, each journey will be unique – there is no one right way to implement the Framework.

The Framework is transferable. The Framework and its components can be transferred to other settings.

Consider your spheres of influence. Consider viewing PHN internal processes and policies and engaging with primary care providers, General Practitioners, and commissioned services.

Align with organisational policies and procedures. Align this work with PHN priorities, policies and procedures, such as the Local Needs Assessment and Mental Health Strategy, to achieve sustainable change.

Leverage your peers. Talk to other PHNs who have completed the Framework to learn from their experience and consider joining the PHN Cultural Diversity Community of Practice.

Commitment is key. The Framework is designed to be flexible and self-paced, however, commitment to the process is important. All parties involved need to commit time, resources, and enthusiasm to achieve benefits for the PHN and local CALD communities.

Support is available. The Embrace Project team are available to provide advice, informal support, and resources.

Involve CALD communities and community organisations. The Framework has the potential to achieve meaningful change and improved mental health outcomes for CALD communities locally. Investment of staff time, creative thinking, re-design and consideration of CALD mental health needs and services will be achieved by working with CALD communities and CALD community organisations in this process.

Where can I find more information and support?



Contact the Embrace Project team

Email: multicultural@mhaustralia.org

Phone: 02 6285 3100



Access the Framework User Guides

Four guides are available that provide a Framework summary, background, rationale, and additional guidance on getting started.

<https://embracementalhealth.org.au/service-providers/framework>



Access the Framework webinar

<https://embracementalhealth.org.au/service-providers/webinars>



Visit the Embrace Project website

Find additional resources in our Knowledge Hub and translated mental health resources for CALD communities.

www.embracementalhealth.org.au



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