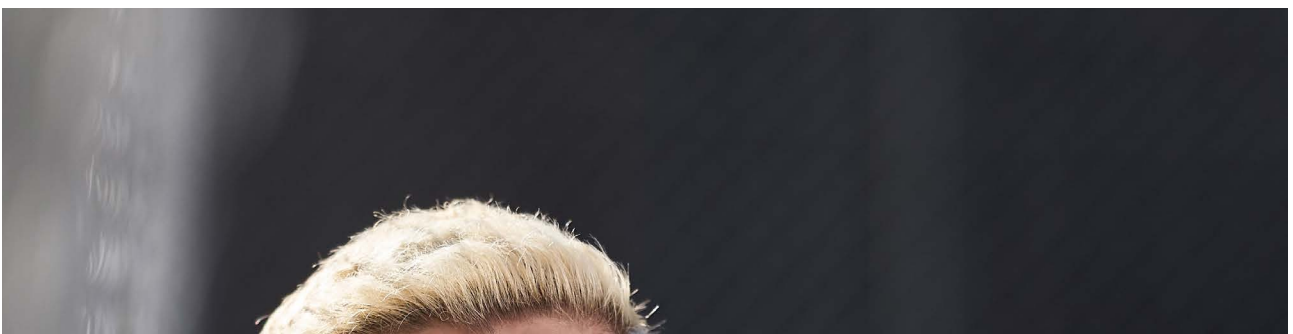




LEADING THE REVOLUTION IN MIND

ORYGEN STRATEGIC PLAN
2019-2022

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**REVOLUTION
IN MIND** *ory
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REVOLUTION IN MIND
ORYGEN STRATEGIC PLAN
2019-2022

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PARKVILLE VIC 3052
AUSTRALIA

ORYGEN.ORG.AU

VISION



**FOR YOUNG PEOPLE
TO ENJOY OPTIMAL
MENTAL HEALTH AS
THEY GROW INTO
ADULTHOOD**

MISSION



**TO REDUCE THE
IMPACT OF MENTAL
ILL-HEALTH ON
YOUNG PEOPLE, THEIR
FAMILIES AND SOCIETY**

OUR VALUES

AT ORYGEN, YOUNG PEOPLE ARE AT THE CENTRE OF EVERYTHING WE DO. TO DELIVER ON THIS COMMITMENT WE ARE GUIDED BY FIVE VALUES.



RESPECT

We acknowledge and value the experience, diversity and expertise of our colleagues and the young people and families who seek our support, and commit to acting in a manner that facilitates and encourages equal participation



ACCOUNTABILITY

We take responsibility for delivering on our commitments as individuals and as teams and commit to being honest and transparent in all our dealings



TEAMWORK

We prioritise inclusivity, supportiveness, flexibility, communication and mutual respect that builds on one another's strengths and diversity in the pursuit of shared goals



EXCELLENCE

We work to continuously improve our practices, remaining open to feedback and new ideas, to ensure we do our best for young people and their families



INNOVATION

We encourage and support novel, creative and evidence-based solutions to complex problems and look for opportunities to collaborate and partner to optimise our ideas

WE HAVE MADE A STRATEGIC COMMITMENT TO PARTNER WITH:

FIRST NATIONS PEOPLE OF AUSTRALIA

Orygen acknowledges the traditional custodians of the lands we are on and pays respect to their Elders past and present. Orygen recognises and respects their cultural heritage, beliefs and relationships to their ancestral lands, which continue to be important to First Nations people living today.

LGBTIQA+ PEOPLE

Orygen understands that some community members who identify as LGBTIQA+ may experience discrimination and poor social and health outcomes. We are committed to partnering with the community and working together to celebrate diversity and promote social inclusion.

YOUNG PEOPLE AND THEIR FAMILIES

Orygen recognises that young people and their families are key partners in improving young people's mental health. We are committed to partnering with young people to ensure they remain at the core of everything we do.

CULTURALLY AND LINGUISTICALLY DIVERSE PEOPLE

Orygen recognises that our community is diverse; made up of many different cultures from around the world. We are committed to providing an inclusive environment, acknowledging that everyone we work with has their own cultural values, beliefs, and accepted ways in which they interact.

FROM THE EXECUTIVE DIRECTOR



PROFESSOR
PATRICK MCGORRY AO

PROFESSOR PATRICK MCGORRY AO EXECUTIVE DIRECTOR

Orygen is leading the revolution in youth mental health. Working with young people, our partners and one another, we're redefining what's possible in global youth mental health research, policy, education and clinical care.

Orygen has always pioneered progress for young people aged 12 to 25 whose lives are impacted by mental illness. The world-leading work we're doing today is as vital as it's ever been. Our aim has been to create the professional field of youth mental health and drive reform through innovative clinical research.

We know young people are our future, and an investment in their mental health is an investment into the future of Australia and all societies. With this strategic plan we are working towards ensuring the major threat to the fulfilment of the potential of young people - mental ill-health - is faced and overcome.

Seventy-five per cent of mental ill-health starts before age 25, which has profound impacts on young people's development and capacity to participate and contribute economically and socially. This is why youth mental health is the most important non-communicable disease challenge facing the world over the next two decades.

For 20 years Orygen has been at the forefront of developments in youth mental health research, policy, treatment, and health system design that are shifting the paradigm nationally and globally towards creating and spreading evidence-based, appropriate, acceptable and effective services to people aged 12-25.

We know that early intervention for young people with mental ill-health significantly enhances recovery and the capacity to lead a full and productive life⁽¹⁾. In particular, we have demonstrated the cost-effectiveness of early intervention, with a return on investment of up to \$6.19 for every dollar spent⁽²⁾. Our strategy has evolved and become more diverse and stronger over recent years and Orygen's Strategic Plan 2019-2022 articulates our next set of priorities as we work globally to ensure young people with mental ill-health are able to access the care they need, when they need it and where they need it.

In Australia it is evident that young people with more moderate to severe and complex mental health issues are slipping through the gaps in care. These young people are one of our top priorities.

Described as the ‘missing middle’ these young people need more specialised, intensive and extended care than is currently available within our youth-friendly primary care system of headspace, however, they are not yet acutely or severely ill enough to reach the high threshold for access to state government-funded care. The result has been that for too many young people, their illnesses remain untreated, or undertreated. Often they only access the system if their condition deteriorates so much that they are forced to present to emergency departments at crisis point, or they come into contact with police and ambulance services. At Orygen our state-funded specialist services are overwhelmed and are forced to deny this level of care to three out of four young people who are referred. Rising demand also means that substantial waitlists have developed at our headspace centres.

More resources are needed. Victoria’s Royal Commission into the mental health system is expected to address this long-term neglect, but the other strategic priority for Orygen is internal governance reform and unification of the clinical systems under the Orygen brand.

This means designing and implementing a model of care that seamlessly integrates early intervention and primary care with more complex and severe specialist care, keeping the needs of young people and their families paramount. We believe integrated care of this kind is where all healthcare should be heading, and have designed a statewide model for the Royal Commission to consider. Our World Economic Forum partnership has also produced a blueprint for global health systems to consider and adapt.

The other dimension to our unified approach is the seamless integration of clinical research, service innovation, policy development, and knowledge translation within Orygen’s clinical care system.

In our research, policy work and knowledge translation we partner with governments, philanthropists and the public, private and education sectors to drive improvements in treatment, service delivery, health economics and clinical practice. The depth and breadth of our capabilities puts us in a unique position to go beyond, setting new benchmarks in youth mental health globally.

But we’re about more than just making changes. Those changes have to lead to better outcomes for young people and their families. That’s why we work closely with young people. Their opinions, ideas, perspectives and experiences keep us focused, and their wellbeing keeps us pushing towards a better deal for young people, regardless of where they live.

Central to our strategy is that we ‘never settle’ in our rapid pursuit of a better deal for young people with mental ill-health. Youth mental health reform has reached a solid base camp from which to launch the next stage of the ascent. This strategic plan is the roadmap for this next stage. Orygen will never settle for the first finish line. We will always have revolution in mind.



1. Patel V, Flisher AJ, Hetrick S, McGorry P. Mental health of young people: a global public health challenge. *Lancet*. 2007;369(9569):1302-13.

2. Access Economics. The economic impact of youth mental illness and the cost effectiveness of early intervention. 2009.

STRATEGIC PRIORITIES

AS WE BUILD AN INTEGRATED YOUTH MENTAL HEALTH SERVICE AND TRANSLATIONAL MEDICAL RESEARCH CENTRE OPERATING UNDER A SINGLE GOVERNANCE STRUCTURE OUR PRIORITIES ARE TO:

- Develop and deliver evidence-based service models
- Enact research for reform
- Secure support for expansion of services
- Build a skilled and agile workforce
- Maintain a sustainable and creative organisation

DEVELOP AND DELIVER EVIDENCE-BASED SERVICE MODELS

GOAL

TO CO-DESIGN AND IMPLEMENT SEAMLESS AND INTEGRATED SERVICE MODELS THAT BEST MEET THE MENTAL HEALTH NEEDS OF YOUNG PEOPLE AND THEIR FAMILIES, FROM EARLY INTERVENTION AND PRIMARY CARE THROUGH TO MORE COMPLEX AND SEVERE SPECIALIST CARE, AND THAT CAN BE APPLIED ACROSS AUSTRALIA AND GLOBALLY

WE WILL DO THIS BY:

- Co-designing, implementing and evaluating an exemplar seamless integrated clinical service model for young people that is piloted in the north and west region of Melbourne before being expanded across Victoria and nationally
- Securing a role in the commissioning of the Victorian and national enhanced systems of youth mental health care
- Being the national policy centre for youth mental health; influencing and enhancing the policy agenda for youth mental health for Australia's states and territories, as well as nationally and globally
- Providing integrated and prevention-oriented drug and alcohol and mental health services across the continuum of care within our own services, and advocating for these across the system of youth mental health
- Expanding the functional elements of our service models to improve vocational, educational and psychosocial outcomes, and advocating for these to be applied across the mental health system nationally and globally
- Developing and implementing a family participation strategy across primary care and through to specialist care
- Integrating an online service domain into the clinical model using Orygen Digital products
- Designing and delivering services that are inclusive of the needs of young people from culturally and linguistically diverse backgrounds
- Integrating research opportunities into clinical services, and using clinical service experiences to inform research innovation
- Identifying, assessing and taking up opportunities for expansion of clinical services and influence in other areas of Victoria and Australia inclusive of the needs of young people who are hard to reach, marginalised or disadvantaged such as young people from CALD, First Nations and LGBTIQ+ backgrounds
- Designing and implementing supports and processes for the expansion of Orygen Digital

ENACT RESEARCH FOR REFORM

GOAL

TO UNDERTAKE RESEARCH ACROSS YOUTH MENTAL HEALTH AND HEALTH SERVICES THAT DRIVES THE CASE FOR PREVENTION, AND THE REFORM OF TREATMENT APPROACHES, CLINICAL SERVICES AND MENTAL HEALTH SYSTEMS LOCALLY, NATIONALLY AND GLOBALLY

WE WILL DO THIS BY:

- Attaining, hosting and implementing a national collaborative clinical trials network in youth mental health
- Developing a strategic framework for a comprehensive program of research activities inclusive of youth and family participation
- Conceiving and conducting innovative research in youth mental health
- Coordinating a comprehensive research platform that enables quality research within the organisation and across Australia
- Recruiting and nurturing the best emerging research talent from within Australia and globally
- Developing and expanding our research workforce
- Embedding research as a normal part of clinical services delivery and funding models to support an integrated system of care
- Designing and implementing a 'pipeline' framework to facilitate translation of research to clinical impact
- Expanding the global reach and influence of our research activities
- Designing and implementing new business models to maximise clinical, research and translation impact

SECURE SUPPORT FOR EXPANSION OF SERVICES

GOAL

TO ENGAGE WITH OUR STAKEHOLDERS TO IMPROVE CLINICAL AND RESEARCH OUTCOMES AND SERVICE DELIVERY; AND BUILD FINANCIAL AND COMMUNITY SUPPORT FOR OUR WORK AND YOUTH MENTAL HEALTH MORE BROADLY

WE WILL DO THIS BY:

- Having a stronger national footprint and a strong global presence
- Influencing and enhancing the policy and investment agenda for youth mental health across all Australian states and territories, federally, and globally
- Building and maintaining a stakeholder map and engagement framework to support all areas of the organisation
- Developing and implementing a global engagement framework to prioritise and maximise opportunities for increasing the organisation's impact
- Applying a cohesive strategy to guide youth and family engagement and participation across the organisation
- Designing and implementing a strong volunteer program to work across the whole of Orygen
- Designing and implementing supports and processes for the expansion of our national footprint

BUILD A SKILLED AND AGILE WORKFORCE

GOAL

TO EDUCATE, BUILD THE CAPACITY OF, AND GROW THE YOUTH MENTAL HEALTH WORKFORCE WITHIN AND EXTERNAL TO ORYGEN

WE WILL DO THIS BY:

- Expanding graduate education activities nationally and globally
- Expanding training, professional and other workforce development activities nationally and globally
- Expanding the global reach and influence of our translation activities
- Expanding our student and registrar training programs for all allied health, nursing, medical (GP and psychiatry) and administration disciplines
- Enhancing leadership skills across the organisation to build effective and high-performing teams
- Developing a comprehensive recruitment and retention strategy
- Developing and implementing initiatives to promote shared values and objectives
- Developing a structured succession planning and mentoring framework



MAINTAIN A SUSTAINABLE AND CREATIVE ORGANISATION

GOAL

TO FOSTER AN INTEGRATED ORGANISATION THAT GROWS OUR CLINICAL, RESEARCH AND REFORM AGENDAS

WE WILL DO THIS BY:

- Driving and demonstrating the ideals of ‘never settle’ and ‘revolution’ through the rapid pursuit of a better deal for young people with mental ill-health
- Having clear accountabilities, outcomes and processes to enable us to revolutionise youth mental health
- Leading and enabling the mental health sector to deliver systemic reform
- Providing the organisational strategy, partnerships, professional development and supporting culture to build organisational buy-in to strategic goals and approaches
- Establishing and maintaining an executive team that continuously reviews strategy and drives shared projects and knowledge exchange across the organisation
- Integrating the governance of Orygen and Orygen specialist programs to provide the platform for the development, implementation and evaluation of a comprehensive and seamless model of care for young people with mental ill-health
- Developing and maintaining platforms, systems and processes that promote information sharing across the organisation
- Designing and implementing supports and processes for the expansion of Orygen initiatives nationally and globally
- Establishing and operating a Project Management Office
- Developing a data analytics unit to track our performance and enable efficient and accurate reporting
- Improving financial reporting within the organisation and implementing effective online mechanisms for cost management and monitoring
- Building expanded and sustainable revenue streams through growth in fundraising
- Continuing the development and implementation of our cultural strengthening plan and commitment to First Nations Australians
- Developing and delivering strategies that drive a cohesive and well-recognised identity for the organisation
- Understanding our market position, creating a unified brand and building awareness of this brand
- Creating a comprehensive content pipeline to better promote our research, policy, translation and clinical work



**ORYGEN ACKNOWLEDGES THE TRADITIONAL
CUSTODIANS OF THE LANDS WE ARE ON AND PAYS
RESPECT TO THEIR ELDERS PAST AND PRESENT.
ORYGEN RECOGNISES AND RESPECTS THEIR
CULTURAL HERITAGE, BELIEFS AND RELATIONSHIPS TO
THEIR ANCESTRAL LANDS, WHICH CONTINUE TO BE
IMPORTANT TO FIRST NATIONS PEOPLE LIVING TODAY.**





FOUNDING MEMBERS



REVOLUTION IN MIND *ory gen*

GET IN TOUCH

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